

Aim

The aim of the strategy is to provide a comprehensive and coherent support programme to enable citizens of Lincolnshire to enjoy a high quality of care from providers who achieve Good or Outstanding ratings from CQC; who have the right number of staff with the right competencies, knowledge and behaviours in the right place at the right time. A summary of the existing workforce is attached at Appendix 1.

The strategy depends upon effective Recruitment, Retention and Development and the work streams have been grouped around these topics whilst recognising the inter-dependence of the activities.

Executive Summary:

Recruitment

- Short term: Better use of DWP sponsored pre-employment programmes will increase the number of applicants from outside the sector. Care providers will be offered opportunities to develop recruitment competencies and processes.
- Medium term: Working with education partners to develop an effective programme of work experience opportunities, leading to increased numbers of learners being recruited into the sector or continuing to the next level of education in Health and Social Care.

This activity will be supported by the development of an ICare Ambassador Service to provide staff with a passion for their job, to speak at careers events, Jobcentre Plus work coach training etc.

Profile raising for the sector will also be key to the longer term recruitment challenges, and media coverage of the activities will be part of each project area.

Retention

- Appropriate development opportunities as set out below form part of the retention strategy.
- Opportunities for recognition of staff will be developed through supporting employers to make use of existing award and accolade opportunities.
- A programme of supervision and appraisal best practice will be developed to share best practice locally and enable local providers to access the results of research based innovation.

Clear career pathways across all areas of Health and Social care will be important to increase retention in the long term. If there are no national plans to develop these resources, it may be possible to create a Lincolnshire based offering.

Development

All workforce development programmes will include attitudes and behaviours and will be based on a competency framework approach which ensures that staff can evidence the application of knowledge. To meet the services as they are currently designed and as envisaged in the 5 Year Forward view a number of key areas will be addressed.

- Leadership and Management is vital and is an area in which the sector often falls short. Building on the Development Programmes for Seniors and Managers this will continue to be a key area.
- The Care Certificate is the foundation for quality care and will continue to be supported. The network of Assessors will be enhanced through standardisation and quality assurance support.
- To meet the requirement for Enhanced Care and make best use of scarce Nursing Resources a programme of specialist training for care staff in care homes and in the community will be developed in conjunction with the NHS Frailty Leads. This may lead to a number of care staff obtaining Associate Nurse status or being enabled to move on to undergraduate studies.

- Apprenticeship Programmes including Advanced and Higher Apprenticeships will be developed to support the whole career journey, which in some cases will enable staff to undertake pre-registration training either in nursing or social work.
- Support for CPD for Nurses and other registered professionals has often been missing in social care workforce development. This will be delivered in conjunction with NHS colleagues through the LETC programmes.

Details of work streams showing activities targets and partners involved are attached Appendix 2.

Resources

In a period of austerity, it is essential that all funds are used effectively, and that all opportunities for funding are explored, a number of specific areas for funding have been identified and accessed.

The key area in which funding will be needed is the training of two care staff to deliver Enhanced Care, and where appropriate to make the transition to pre-registration training as a Nurse, Social Worker or Allied Health Professional. This activity sits within the Local Enterprise Partnership target areas, and could be eligible for European Social Funding. For a bid to be successful there will be a need for match funding to be available. A similar programme has been delivered in Hertfordshire for a cost of £340,000 to cover 20 residential homes.

Working with local education providers and the expertise of senior colleagues within the NHS, it is possible to develop a Lincolnshire programme around the Frailty syndromes in a much more cost effective way. A three-year programme costing £135,000 per year (with an annual contribution of £80,000 from ESF) could be delivered to care homes and community services. Without the ESF contribution a more gradual role out could be considered.

This would enhance the care provided by non-registered staff leading to the need for fewer interventions from clinical staff in primary care, a reduction in inappropriate use of acute hospitals and most importantly a better experience for users of services. It is also likely to lead to improved retention.

Next Steps

Agree strategy with all stakeholders.

Present proposal for Enhanced Care funding to PCB (as part of care home project)

Develop ESF bid alongside proposal to PCB to meet timescales.

Melanie Weatherley

March 11, 2016.

- Appendix 1: The state of the Workforce
- Appendix 2: Workforce Strategy Detailed View
- Appendix 3: State of the workforce Diagram

Appendix 1

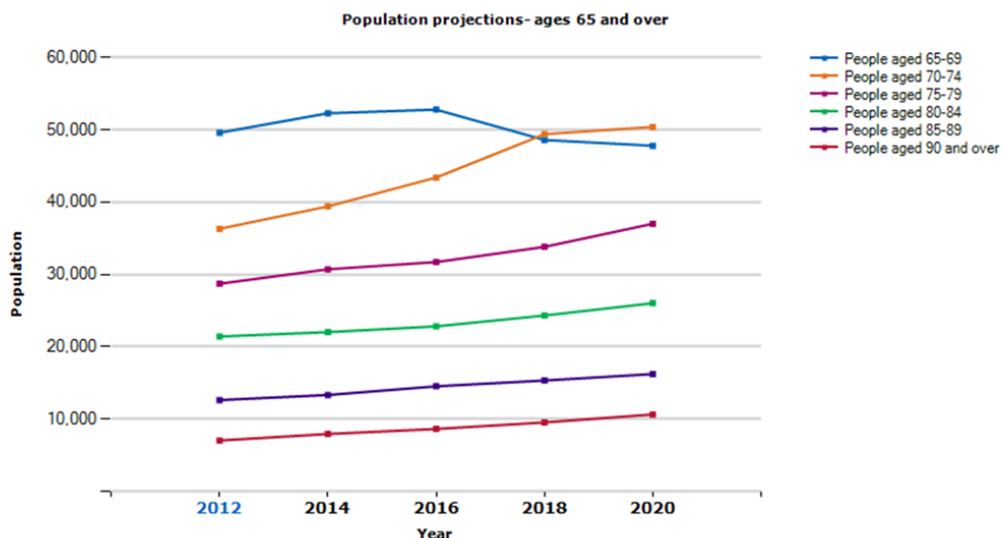
The State of the Workforce

This is an overview of the adult social care sector and workforce in Lincolnshire; including the size and structure of this part of the sector and detailed workforce information. The majority of the information is derived from the National Minimum Data Set for Social Care (NMDS-SC). Due to the high quality and coverage of adult social care information held by the NMDS-SC the estimates within this report are the most detailed and reliable to date. To plan meaningfully for the future, it is important to understand the current state of the workforce and the challenges we face.

Summary of key findings in Lincolnshire

- There are an estimated 420 CQC registered services providing adult social care.
- There are an estimated 19,700 workers in the adult social care sector.
- (41.0%) (32.3% - East Midlands) were new to their roles in the previous 12 months: this is an estimated 8,100 (43,500) new starters.
- There is an estimated turnover rate of 24.3% (25.76) across the sector: this is around 4,800 (34,500) leavers each year.
- There is an estimated vacancy rate of 4.4% (6.0%) in the sector; this gives an estimated average of 870 (7,500) adult social care vacancies at any one time.
- Over a tenth of the workforce (23%) are on zero-hours contracts this is well below the East Midlands regular average of 239, this proportion is lower among managerial role 31.1% (6%) and slightly higher for direct care staff 12% (29%).
- The average age of a worker is 41 (42) years old and one in four one in five workers is aged over 55 years old.
- In 2015 the average registered manager annual pay was £27,000. Registered nurse annual pay was (£35,350).
- The average senior care worker hourly rate was £7.70. This was £1.0 above the 2015 National Minimum wage (NMW) and 15p below the 2015 UK Living Wage.
- The average care worker hourly rate was £6.91. This was 21p above the 2015 NMW and 94p below the 2016 UK living wage.
- 76% of senior care workers hold a qualification at level 2 or above. 61% of care workers have no qualifications.
- 64% of the workforce have been in their current role far less than 5 years, with less than 56 in post for 10

(figures in brackets are the East Midlands figures shown as comparison)



years.

Appendix 1

Source: Health and Social Care Information Centre, Projecting Older People Information System POPPI

It is widely expected that with the rising numbers of older people in Lincolnshire, particularly those over 85 it will likely give rise to a need for an increased in workforce both in numbers and skills level.

Appendix 2

Workforce Strategy Detailed View

Recruitment	Activity	Targets	Partners
<ul style="list-style-type: none"> Short Term Impact 	Sector Focussed Recruitment Activity	<p>40 people taking part in pre-employment programmes in 16/17</p> <p>16 people recruited to the sector following joined activity</p>	<p>Jobcentre Plus</p> <p>Princes Trust</p> <p>YMCA</p>
	Upskilling of providers through Attraction and Recruitment Workshops	4 workshops across Lincolnshire with total attendance of 100	<p>Skillsforcare</p> <p>Indeed</p>
	Support for SME's to attend Job Fairs	All funded and 50% of commercial Job Fairs have a Social Care Presence	ICare Ambassadors
<ul style="list-style-type: none"> Medium Term Impact 	Work Experience Programmes for Health and Care Students	<p>All schools and colleges offering Health and Social Care, and all care providers aware of the Work Experience Programme on offer.</p> <p>40 placements with an 80% satisfaction rate.</p>	<p>Lincoln College Group</p> <p>Boston College</p> <p>School Careers Leads</p> <p>Nottingham Trent University</p>

	Student Nurse Placement Programme	10 student nurse placements in 5 nursing homes with a 90% satisfaction rate.	Lincoln University BGU
	<i>Student Social Work Placement Programme</i>		LETC Nursing and Midwifery Supply Board
• Long Term Impact	Development of ICare Ambassador Service to provide input to careers events	50 Registered ICare Ambassadors completed training 55 Event Attendances by ICare Ambassadors	Skillsforcare

Retention

Activity

Targets

Partners

• Recognition	Produce a list of Accolades and Awards relevant to the Social Care Sector, and encourage providers to submit nominations	5 Providers participating in awards 1 Lincolnshire Finalists	Skillsforcare Great British Care Awards Lincolnshire Media
	Hold a Lincolnshire Awards Event to recognise staff and teams within the	Awards evening held in 2017	LCC

Appendix 2

sector

Promote the sector through a campaign to recognise and celebrate best practice

- Supervision Support

Toolkit of development programmes and resources to be made available to support care providers with supervision, appraisal and performance management

33% of SME providers accessing resources

Skillsforcare
- Career Pathway

Disseminate clear pathway details to existing and potential staff to show Social Care as a career of choice and not a job
- Occupational Health

Establish a sector wide Occupational Health scheme for SME providers

25% of SME Providers enrolled in scheme

Appendix 2

Development	Activity	Targets	Partners
<ul style="list-style-type: none"> Leadership and Management 	Continue Developing Seniors and Developing Managers Programmes	3 Seniors Cohorts with total of 50 2 Managers Cohorts with total of 30	?? Pippa ?? Heidi
	Leadership Skills for Responsible Persons	Workshops to be sourced or developed	Skillsforcare
	Advanced Leadership Programme	Existing programmes to be reviewed and localised to be delivered sector wide –including colleagues from LCC	EMLA LCC Skillsforcare
	<ul style="list-style-type: none"> Care Certificate 	Support Assessors with QA and standardisation	6 Standardisation meetings 70 active assessors on database
“Making it Real” training in delivery and assessment		6 Workshops with total of 70 delegates	Highfield
Provide resources to support delivery including workbooks, PowerPoints and games		33% or care providers using resources, increase to 66% by 2017	Highfield Focus Games
<ul style="list-style-type: none"> Enhanced Care Skills 	Frailty Awareness Workshops to enable all care providers to have an overview of	3 Workshops across the county with a total of 100 delegates	ULHT

	Frailty		LCHS St Barnabas
	Frailty Champions Programme – upskilling care staff to promote and cascade the 6 Syndromes	2 Cohorts of 20 care staff on programme	ULHT LCHS GLLEP
	Diabetes Management Skills Programme to enable care staff to safely complete delegated tasks. This will be followed by similar programmes in Wound Care and Pressure Area Care	2 Cohorts of 20 Care staff on Diabetes Programme	CCG Quality Leads HEE
	Develop Associate Nurse Programme for completion by care staff in residential and home care settings	6 Learners on programme 3 Progression to Nursing	HEE Boston College University of Lincoln
• Apprenticeship Programme	In partnership with FE and HE providers develop awareness of new Apprenticeship Standards in SME's	4 Awareness sessions 50% of providers attending	Lincoln College Boston College Grimsby Institute Apprenticeship Trailblazers Skillsforcare
	Support SME's to access quality apprenticeship frameworks offering sector wide experience for learners	40 Apprentices on programme	
	Work with NHS Talent Academy to establish Higher and Advanced Apprenticeship programmes, with	10 Higher and Advanced Apprentices on Programme 3 Transfers to Nursing, AHP or Social	Talent Academy Bishop Grossteste University

Appendix 2

	pathway to Registered Professions	Work degrees	University of Lincoln
<ul style="list-style-type: none"> Post Registration Training 	<p>In partnership with LCC Public Health encourage and support Nursing Home nurses to complete Revalidation and CPD. This activity will be supported through the Nursing and Midwifery Supply Programme funded by HEE.</p> <p>Develop toolkit and resources to enable effective and efficient CPD</p> <p>Frailty Programme for Nurses developed from existing NHS programme, to ensure nurses are able to access appropriate knowledge and competence based programmes.</p> <p>Post registration opportunities for advanced studies to be made available for Nurses outside the NHS</p>	<p>100% of nurses complete Revalidation.</p> <p>85% satisfaction with resources provided</p> <p>Pilot with 5 nursing homes 2016/17 20 on programme in 2017/18</p> <p>2 Nursing home nurses on programme at Masters Level or above.</p>	<p>Public Health Lead Nurse</p> <p>HEE</p> <p>CCG Executive Nurses</p> <p>NMC</p> <p>HEE</p> <p>NHS Frailty Matrons</p> <p>HEE</p>

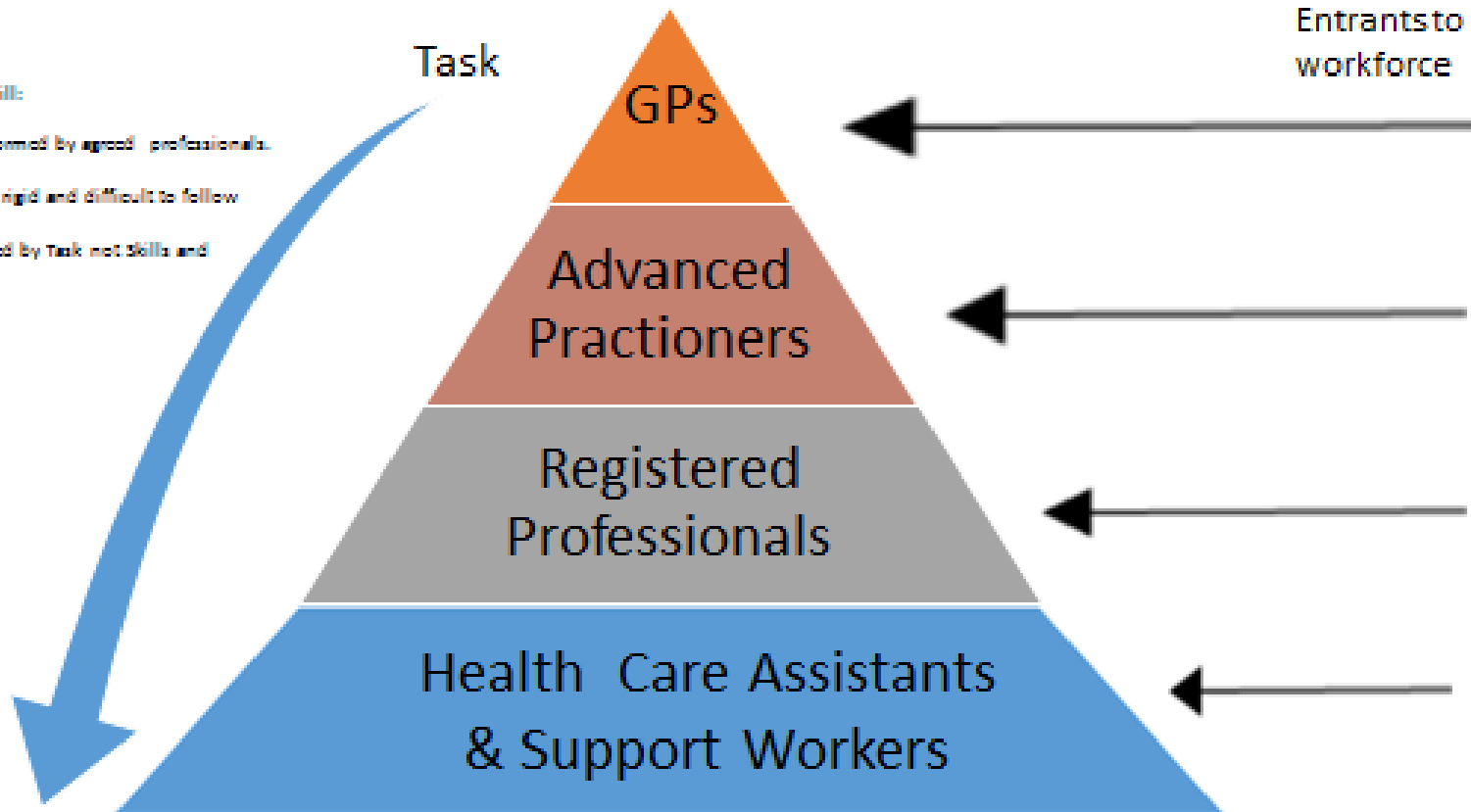
Old and Traditional process of Recruitment in to sector led by the task and related skills not the individuals actual ability on offer

To achieve this we will:

Skills to be only performed by agreed professionals.

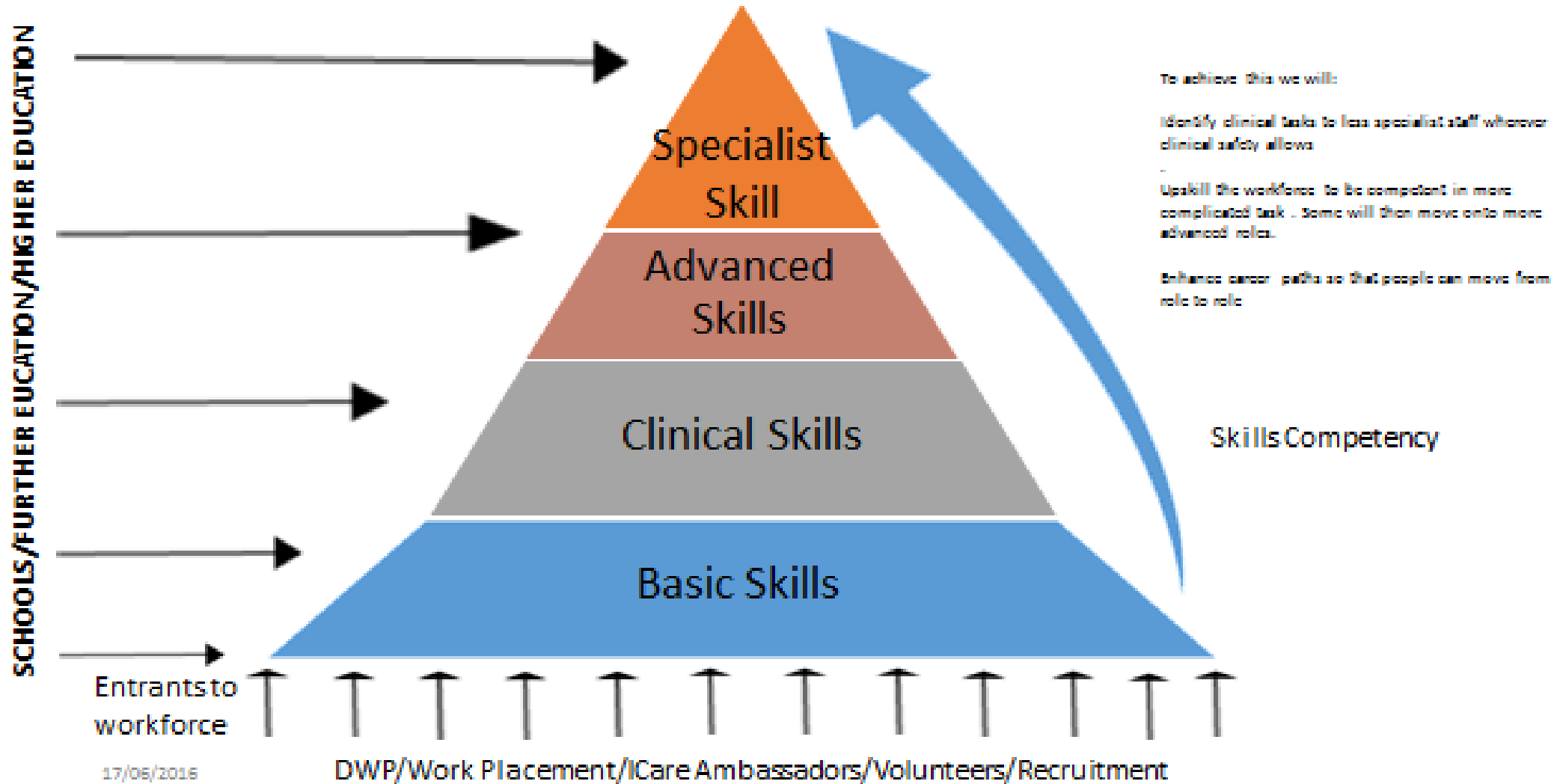
Career Pathways are rigid and difficult to follow

Career progression led by Task not Skills and competency



**SCHOOLS/FURTHER EDUCATION/HIGHER
EDUCATION/TRADITIONAL RECRUITMENT PATHWAYS**

To bring the supply and demand into equilibrium and to ensure that the specialist members of the health and care system are used only when needed.



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