

Agenda Item 6

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of the Lincolnshire People Board

Report to	Health Scrutiny Committee for Lincolnshire
Date:	15 March 2023
Subject:	The Lincolnshire People Board Strategy for Recruiting and Retaining Talent

Summary:

This paper describes the effort and initiatives planned and implemented by the People teams across the Lincolnshire Health and Care system including within individual provider organisations. The Health and Care system in Lincolnshire continues to experience challenges in attracting and retaining good people. However, we are not alone in these challenges.

We last presented to this Committee in July 2022 and this update paper describes the momentum we have been able to build over the past eight months in terms of delivering on our workforce vision. We use metrics to evaluate the success of our initiatives and over the past few months we are starting to see a positive trend in many key metrics, turnover, sickness, staff engagement scores, stability of staff through agency usage, vacancy rates etc.

Actions Requested:

The Committee is being asked to note the report.

1. Background

For the past year, it's been near impossible to read a newspaper or listen to a news report without hearing about healthcare's multiple challenges, whether it's the continuing high levels of NHS staff vacancies, waiting times, the impact of rising inflation on pay, or industrial action.

Despite these national challenges we have described multiple ways in which we in Lincolnshire continue to focus on attracting, developing, and retaining our workforce across Lincolnshire – more than just increasing staff to meet demand.

While this update paper details workforce projects, it does not delve into transformation projects led by our clinical colleagues that directly deliver the health and wellbeing strategy for Lincolnshire. This document is available at: [Integrated care partnership strategy – Lincolnshire County Council](#). The relevant extract from the Lincolnshire Integrated Care Partnership Strategy – January 2023 (Priority Enabler 2 – Workforce and Skills) is attached at Appendix A.

2. Lincolnshire Context

In July 2022 we shared how the Lincolnshire People Board and associated working groups (the People Team, People Hub, Primary Care Workforce Group and Adult Social Care External Workforce Strategy Group) were becoming much more aligned in seizing opportunities to work better together.

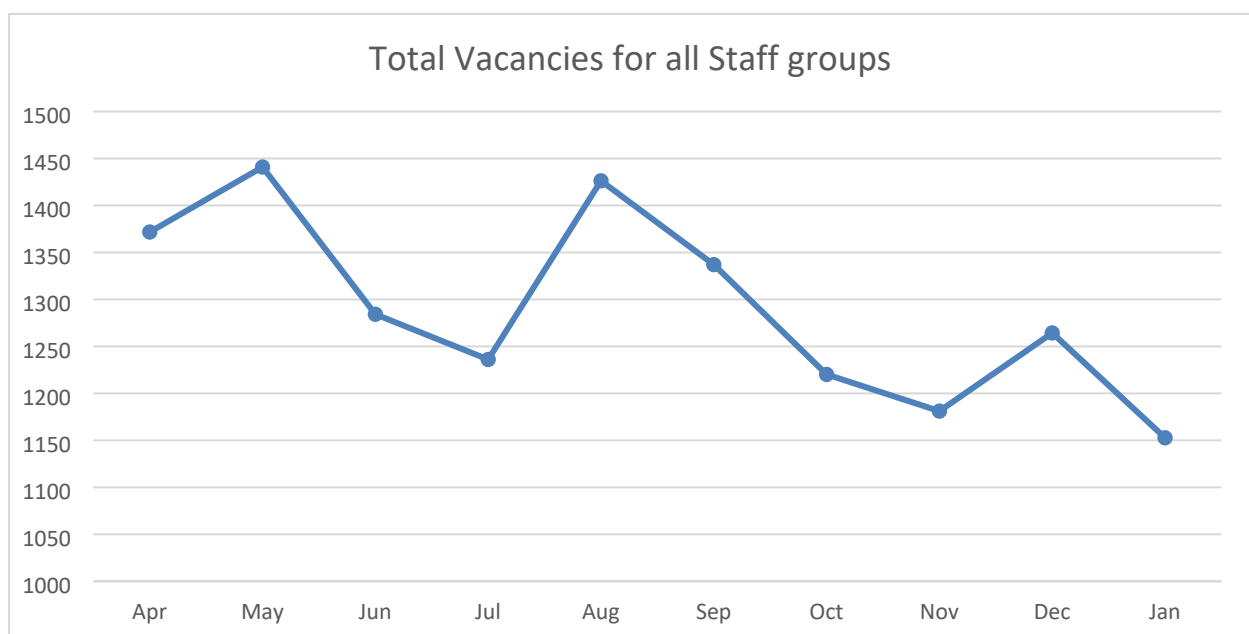
We spoke about our intention to invest in resource within the People Hub to deliver the ambitious Lincolnshire People Plan 2022/23 (Appendix B).

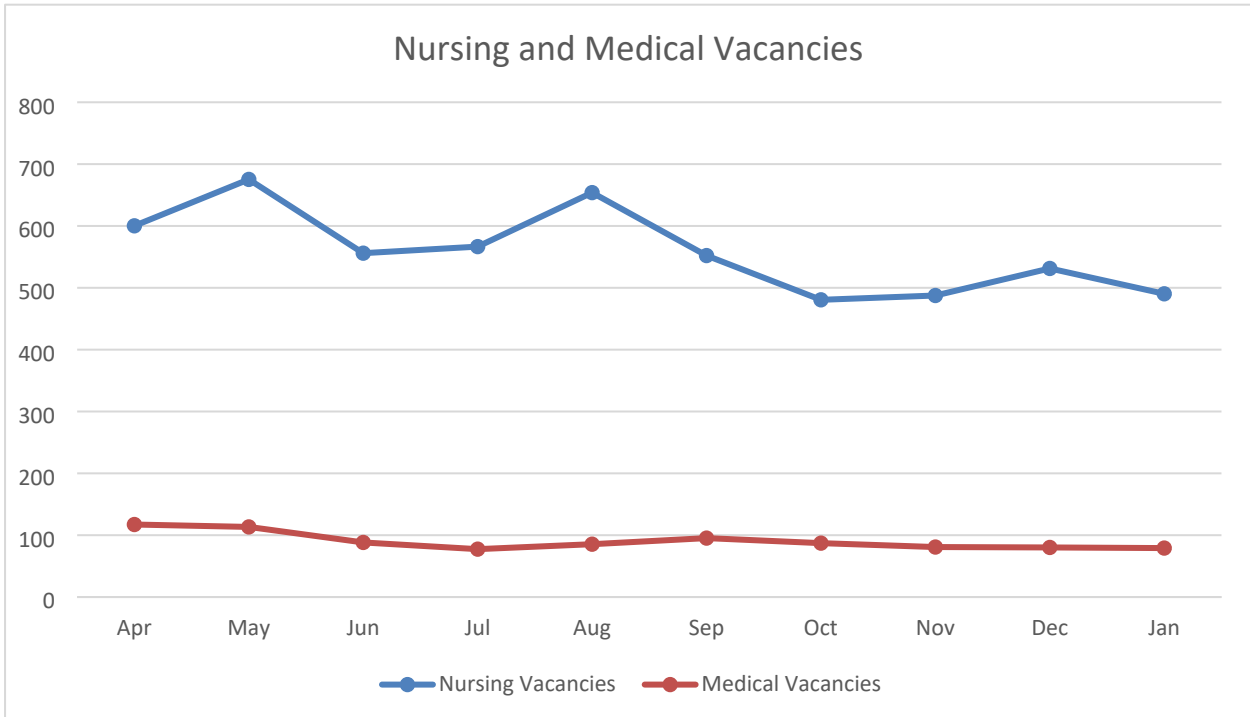
We are happy to share that we have been successful in this intention and have had several key people join us over the past 6 months. The programme updates that follow describe the progress this team have been able to make against the agreed plan, working alongside colleagues in individual provider organisations.

3. Programme Updates



Attraction: There has been a relentless focus on recruitment, and we are slowly starting to see the impact on vacancy rates across provider trusts as seen in the graphs below.



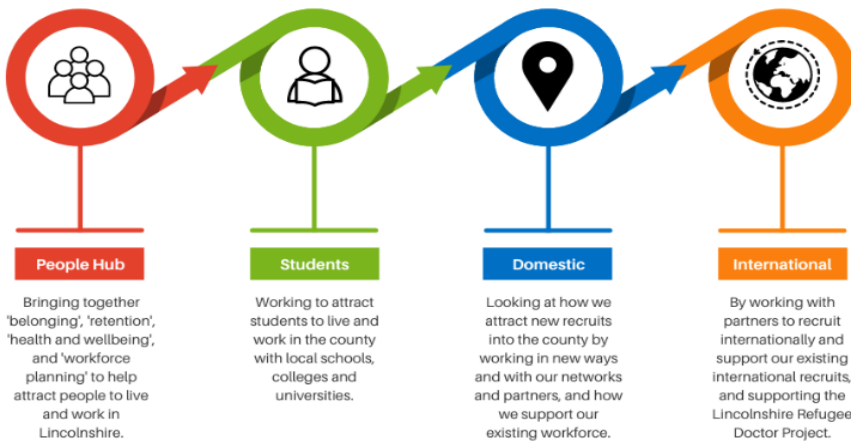


Key initiatives that have impacted these metrics:

- Appointment of a system wide attraction lead
- Agreed approach for attracting and engagement of people

Attraction approach

To grow the workforce in health and care in Lincolnshire we must work together to have a joint ambition to attract a workforce to live and work in the county.



- Investment in system wide attraction campaigns such as *Be Lincolnshire*



- Increased presence in career job fairs across the county
- Increased social media presence and career awareness campaigns
- Increased adverts on 'the career offer' within health and Care

- Continued focus on international recruitment of nurses and pastoral care for new recruits to ensure high retention rate in the County
- Initial conversations with localities within Lincolnshire such as Boston with a view to improve relationships with local schools and colleges and attract young minds into careers in health and care
- Exploring multiple avenues and innovative ways to increase recruitment such as:
 - Refugee doctor programme
 - Working with established recruitment companies for different staff groups
 - System wide cohort recruitment with committed development pathways (trainee nurse recruitment)

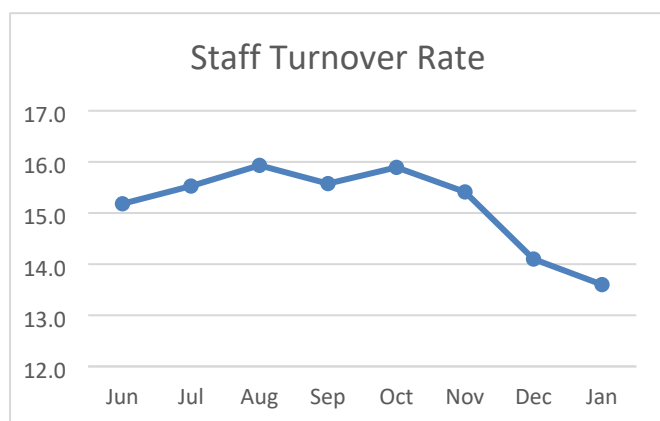


Over the last eight months, we have been progressing with our People Promise Exemplar Programme. This is a nationally funded retention programme that is currently concentrating on two of the three trusts (ULHT and LCHS) for Lincolnshire. We recently completed our 6-month assessment of the programme and are beginning to see some positive results

- Within ULHT we saw a **3% increase in the staff engagement scores** and this is **6% above the average** for Acute Trusts across the country.
- We have seen some excellent System collaboration including a **12 days of Christmas** initiative to address the cost-of-living crisis for colleagues working across Health & Care.
- Work is ongoing on a new set of **flexible working** principles to further help with retention.

One of the areas that has been identified as key to the success of the programme is **understanding our data**, in all the forms it takes. Following some initial analysis, we are now focusing on why staff choose to leave. A 6-month pilot project has been launched to conduct '**Stay Conversations**' with our 3 highest turnover staff groups. The key is understanding the reasons for leaving and ensuring that if there is potential to keep people in Lincolnshire (even if not their organisation) then we make every effort to do so.

All of the work described above has positively impacted turnover across the provider trusts.



RETENTION PLAN

UNDERSTANDING DATA
Establish robust processes in order to understand why people leave and what we can do to retain them

CAREER STAGE BASED SUPPORT
Different support mechanisms aimed at different stages of one's career - new starters, mid-career, retire and return

FLEXIBLE WORKING
Enable innovative flexible working arrangements, support managers to make positive changes in the workplace

FINANCIAL INCENTIVES
Review ideas and implement financial incentives to help retain staff

ENGAGEMENT
Revisit intentions and success criteria. Assess feedback and showcase plan

People Promise

- Be compassionate and inclusive
- Be respectful and rewarded
- Be a voice that counts
- Be safe and healthy
- Be always learning
- Be flexible
- Be a team

Logos: NHS Lincolnshire, Lincolnshire Care Association, Voluntary Engagement Team, Lincolnshire COUNTY COUNCIL



Work on the strategic workforce planning tool is progressing well with initial data proving to be of good quality. The key aim of investing in workforce planning was to be able to project workforce demand based on changes in activity – for example increase in bed capacity, introduction of new models of care etc. Lincolnshire is a trailblazer in this area as we are the first system across the country that has invested in the development of such a tool.

Once the tool is completely implemented, we will be able to better plan recruitment activities to ensure there are minimum slippages to planned activities, especially currently experienced due to lack to available staff.

The workforce planning tool will also positively aid our plans to meet growing healthcare needs across various geographic locations in the county. While phase 1 of this tool will impact the three provider trusts, we are exploring the use of this tool in primary care as well.

Workforce: planning for the future

Lincolnshire ICS will be launching the KPMG strategic workforce planner tool.

Plan better

The project is looking at how we can plan our future workforce better, together.



The tool will:

- Support us in achieving sustainable strategic workforce planning.
- Address current and future workforce gaps.
- Enable informed conversations with HEE and local universities.
- Enable us to understand how changes to services or demand will impact workforce requirements.



People Hub
Lincolnshire ICS

Find out more, email:
lhnt.lincolnshirepeoplehub@nhs.net

We also continue to progress our ambitions through the work of the rural and coastal programme alongside Health Education England and NHS England.

This programme has three main ambitions:

- Widening participation and access to medical schools, with ambition to increase applications from rural communities by an additional 20% over three years.
- Innovative rural and coastal healthcare apprenticeship programmes.
- Health literacy programmes e.g., digital ambassadors, to increase digital and health literacy within rural populations

We are working through the details of this programme and will keep the committee posted on progress as need be.

4. Consultation

This is not a direct consultation item

5. Key Strategy Documents

The work underway in the Lincolnshire People Board relate to the following national and local drivers: (Areas directly relating to this report are in bold print)

NHS Long Term Plan (in particular):

A new service model for the 21st Century

More action on prevention and health inequalities

Further progress on care quality and outcomes

Staff will get the backing they need

Digitally enabled care to go mainstream

Taxpayers' investment used to maximum effect

<https://www.longtermplan.nhs.uk/publication/nhs-long-term-plan/>

NHS People Plan

Looking after our people

Belonging

New ways of working and delivering care

Growing for the future

<https://www.england.nhs.uk/ournhspeople>

The National ICS People Framework

Support the health and wellbeing of staff

Grow the workforce

Support inclusion and belonging

Value and Support Leadership at all levels

Lead workforce transformation in new ways of working

Educate, train and develop people

Drive and support social and economic development

Transform people services and the people profession

Lead coordinated workforce planning using analysis

Support system design and development

https://www.england.nhs.uk/wp-content/uploads/2021/06/B0662_Building-strong-integrated-care-systems-everywhere-guidance-on-the-ICS-people-function-August-2021.pdf

6. Conclusion

The workforce challenges in the health sector in Lincolnshire are well documented and understood. The solutions are through collaboration, creativity, and a passion to work closely with system partners to deliver on the People Plan for Lincolnshire.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Extract from the Lincolnshire Integrated Care Partnership Strategy – January 2023 (Priority Enabler 2 – Workforce and Skills)
Appendix B	Lincolnshire People Plan 2022/23

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by members of the Lincolnshire People Board who can be contacted as follows:

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