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| **Project title** | Camden’s Local Care Workforce Strategy  | **Reference** | PRJ 374 |
| **Date of report** | November 29 2016  |
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| 1. **The Workforce Supporting Strategy**

Camden’s workforce group (CEPN – Community Education Provider Network comprised of representatives from local health and social care providers) is tasked with creating and implementing a local workforce strategy capable of supporting the delivery of the models of care in the Local Care Strategy (LCS), Camden’s response to the Five Year Forward View.This project will require two main areas of focus:1. Mapping of the current workforce challenges across the health and social care landscape in Camden;
2. Planning for future workforce requirements in the context of the priorities emerging from the Local Care Strategy (following completion of the current Strategic Review).

As such this work will include consideration of demand and supply for key roles, recruitment and retention, induction, leadership development, training, performance management, workforce health initiatives, outcomes and monitoring of impact for the Camden health and social care system. |
| 1. **Scope of work and key deliverables**

The local workforce strategy is required by March 2017, and needs to be capable of supporting the implementation of new models of care across local health and social care partner organisations (including all aspects of the employee lifecycle).Certain specific actions are likely to be required to support this implementation.* Carry out an analysis of the current workforce capacity and pressures across the system – to baseline the performance and understand the gaps. This will require building on the work currently being undertaken for Camden by the Health London Partnership (HLP) by broadening the scope to include other community health care professionals in addition to mapping local secondary care provider workforce and social care workforce. The strategy will need to set out the route to develop a sustainable workforce approach over the longer term across the health and social care landscape – i.e. not being a one off process;
* Model future workforce requirements based on the proposed models of care in the LCS and develop associated implementation plans based on population group proposals;
* Research new roles, and configurations of activity e.g. blended roles to address pressures and deliver the models of care;
* Understand the current training offers in Camden, how these fit with future LCS aspiration - and therefore identifying what future training requirements may be required including leadership development and culture change;
* Understand current workforce schemes/initiatives underway in Camden, and their impact;
* Develop a partnership framework outlining a joint approach to learning and development;
* Research how other areas are addressing workforce requirements of new models of care using the employee lifecycle;
* Develop a set of proposals for implementation of the agreed strategy, to be signed off at the Camden Local Care Strategic Board.

Beyond March 2017 the CEPN Steering Group (to be rebranded) will support the implementation of the workforce strategy and associated action plan. This work could include:* Ensuring recruitment / upskilling / training and development of staff to meet requirements of the new models of care;
* Monitoring the impact of the strategy on the workforce profile over time through an agreed outcomes framework;
* Reviewing the suitableness of the strategy going forward as LCS priorities are refreshed.
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| 1. **Indicative Timescales and Deliverables**

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| * Map roles, skills and capacity analysis for health and social care workforce
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| * Review of current workforce schemes locally and elsewhere for impact and scaling purposes
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| * Develop workforce development options – taking account of early LCS priorities (following completion of the strategic review)
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| * Produce report outlining draft proposals for strategy
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| * Finalise strategy document and action plan
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| * Programme plan for implementation including outcomes / impact framework
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| * Monitoring and evaluation framework for workforce developed.
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| 1. **What are we looking for?**

To undertake this work we are looking for someone with:* A good working knowledge of the health and social care landscape;
* Experience of undertaking strategic workforce planning – across a range of partners;
* Ability to map current workforce characteristics and to assess there in light of emerging priorities;
* Skills in partnership working, strategy development, report writing presentation.
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**2017 - 2019 Operating Planning Guidance**The recently released NHS Operational Planning Guidance made reference to workforce development and that CCGs will want include in their General Practice Forward View (GPFV) plans a general practice workforce strategy for the local system that links to their service redesign plans (being clear about the current position, areas of greatest stress, examples of innovative workforce practices, the planned future model and actions to get there). The guidance makes certain reference which include:* a baseline that includes assessment of current workforce in general practice, workload demands and identifying practices that are in greatest need of support;
* workforce development plans which set out future ways of working including the development of multi-disciplinary teams, support for practice nursing and establishing primary care at scale;
* commitment to develop, fund and implement local workforce plans in line with the GPFV and that support delivery of STPs;
* initiatives to attract, recruit and retain GPs and other clinical staff including locally designed and nationally available initiatives;
* actions to ensure GPs are operating at the top of their license, for example through use of clinical pharmacists in a community setting and upskilling other health care professionals to manage less complex health problems;
* actions which facilitate an expanded multi-disciplinary team and greater integration across community services to optimise out of hospital care for patients including access to premises, diagnostics, technology and community assets.

The above is in line with the requirements set out earlier in this document in developing a workforce strategy to support the delivery of Camden’s Local Care Strategy. |