



A great place to



Our vision for Kent and Medway:
Quality of life, quality of care

Kent and Medway Sustainability and
Transformation Partnership
Workforce Transformation Plan

A great place to **live, work and learn**



Background

Our vision for health and care in Kent and Medway is: **Quality of life, quality of care**. We aim to improve:

- **Quality of life** through promoting healthy living, preventing ill health and reducing people's need for social care. We will provide high-quality support for people, patients, their families and carers, to help them reach their own health, social and community outcomes and goals.
- **Quality of care** through people accessing high quality care and support in the right place, at the right time and where people are able to confidently manage their own health and care.

We are working together as part of Kent and Medway Sustainability and Transformation Partnership to transform how we improve care for everyone and specific groups of the population underpinned by a focus on prevention, local care and urgent and emergency care.

Our workforce will be crucial to delivering our vision and transformation is urgently needed to address the quality, service and workforce challenges in health and social care.



Sonja Bigg
Community Orthopaedics

Workforce ambition and aims



Our ambition is for Kent and Medway to be:
A great place to live, work and learn.

People to work together across health and social care, enjoy their work, learn in their jobs and be empowered, engaged and developed to be good at what they do.

Employers to work together to attract and retain the right health and social care professionals, through talented and capable leadership and the offer of attractive, flexible and interesting careers.

Population to have the skills and support to help them manage their own health and care with confidence and with the right support to achieve their health, social and community outcomes and goals.

To deliver our ambition and address critical workforce challenges we will develop a Kent and Medway Academy for Health and Social Care working collectively to:

- Promote Kent and Medway as a great place to work.
- Maximise supply of health and social care workforce.
- Create lifelong careers in health and social care.
- Develop our system leaders and encourage culture change.
- Improve workforce wellbeing, inclusion and workload to increase retention.

This plan focuses on our commitment to work together to prioritise actions that will have the biggest impact on addressing our workforce challenges. We strongly believe this focus will support the system-wide transformation needed to provide the people of Kent and Medway with a better quality of life and a better quality of care.



live, work ^{and} learn

Dr Mo Sohail
GP, Margate.

“We have no regrets about moving here. Thanet is a diverse community which offers a varied workload. We have raised our children here and have benefited from quality schools and the great outdoors. We have loved every minute of the outdoor activities we have done together. There is no other place you can work and make a difference for your patients, while at the same time feel like you’re on holiday every day. Kent is an amazing place to live and work.”



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Workforce context

Workforce is increasingly recognised as the number one challenge facing health and social care nationally. There is increasing pressure to find credible solutions to this challenge because:

- demand for services is increasing,
- the population is ageing,
- more people are living with long-term and multiple health needs.

In Kent and Medway we employ more than **83,800 people across more than 350 health and social care roles.**

Workforce full-time equivalent (FTE)	
	March 2018 (FTE)
Social care	42,500
Clinical commissioners	530
Primary Care	3,630
Ambulance	3,080
Mental Health	3,670
Community	4,810
Acute	18,750
Vacancies	6,820

In Kent and Medway the **workforce supply has decreased for most workforce groups** and is behind the national average.

Growth of workforce (national and Kent and Medway)		
Staff Group	National	K&M STP
GPs (from 2015-2017)	Down 2%	Down 11%
Medical	Up 14%	Down 1%
Non-medical substantive clinicians	Up 7%	Up 4%
Adult Nurses	Up 9%	Up 6%
ED Consultants	Up 38%	Up 33%
Mental Health Therapists	Up 83%	Down 47%
Health Visitors	Up 27%	Up 26%
Community Mental Health Nurses	Up 7%	Down 35%
Physiotherapists	Up 9%	Up 1%
District Nurses	Down 26%	Down 15%
Learning disability Nurses	Down 36%	Down 17%
Pharmacists	Up 22%	Up 29%
Registered workers adult social care	Not known	Down 2.3%



Workforce challenges in Kent and Medway include:

Promoting Kent and Medway:

- all STP organisations individually trying to attract locally, nationally and internationally from the same limited workforce,
- proximity to London impacting on workforce choice to work in Kent and Medway,
- high volume of care worker vacancies.

Maximise supply of health and social care workforce:

- limited workforce supply – with workforce growth behind the national average,
- an ageing workforce – we have the highest rate of ageing GPs in England,
- EU Exit is creating uncertainty for migrant health and social care workers and future supply and we will continue to encourage all workers to apply for the EU Settlement scheme,
- a high reliance on agency staffing – 10% of the NHS pay bill,
- Kent and Medway Medical School commencing in 2020.

Create lifelong careers in health and social care:

- NHS and social care not the career of choice for many young people with only 6% of under 25 year-olds working in the NHS risking future workforce supply.

Develop our system leaders and encourage culture change:

- need for system leaders to work differently together to address system challenges including addressing the health and wellbeing gap, care variation and a funding deficit of £100m (currently rising to £486m by 20/21) with pay being the largest cost.

Improve workforce wellbeing, inclusion and workload to increase retention:

- retention issues including, converting trainees into our local workforce and limited options for flexible and part-time working.
- NHS National Staff Survey results showed five out of the six NHS providers had a higher than average staff reporting discrimination at work (2017).

Particular workforce challenges for the STP priorities include:

- Shortage of GP and primary care workforce exacerbated by the primary care age profile – 30% of GPs and 33% of general practice nurses approaching possible retirement. We would need to increase the GP workforce to 1,004.1 full-time equivalent (FTE) and grow our nursing workforce by 30% by 20/21.
- Not enough stroke workforce to provide hyper acute stroke services on the current sites. The revised workforce gap analysis across the preferred sites will require an estimated additional 264 FTE staff, including the filling of a range of new and enhanced roles.
- Shortages of key mental health professional workforce including, psychiatrists and nurses, and growth needed in wider mental health workforce (498 FTE).
- A 90.3 FTE gap between forecast supply and demand in cancer workforce by 2022. Particular areas of concern are: Gastroenterology, histopathology, clinical and diagnostic radiology amounting to 83.7% of identified gap.
- Shortage of skilled social care workforce providing direct care and support in local communities, with over half of all vacancies in Kent and Medway within social care – estimated vacancy rate of 8.7%.

- Pipeline of skilled, qualified and motivated workforce in Kent and Medway.

Given the current supply gap and increase in demand for services, unless we take radical steps to change the way we deliver care and use our workforce, we will not have the right workforce to meet the challenges in the next decade.

Susan Ashmore
Principal Social Worker,
Kent County Council

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“I started my career as a main grade social worker – the great thing about Kent County Council is that it’s a large organisation, so there’s lots of scope to move around and develop your career. Progression is really easy as they encourage you to move around and learn new skills.

“Canterbury is a really small city and I live walking distance from the centre, so it’s really easy to walk into town and just enjoy it. At the weekend I go to the gym, go cycling, or just meet a friend for lunch. My daughter has had a great life here. I think coming to Canterbury to live has given me a sense of community that you just don’t get in London.”



What we have been doing together

We have been working together as a workforce board to understand the collective challenges and opportunities in Kent and Medway. We successfully supported universities to campaign for a medical school for Kent and Medway to increase our supply of potential doctors and attract wider professionals into the county.

We have:

Promoted Kent and Medway as a great place to work:

- Developed a Kent and Medway social care recruitment campaign with 33,303 views and 94 job applications to providers.
- Launched the 'Take a Different View' website and social media campaign for hard to recruit roles.
- Targeted campaigns included Kent and Medway cancer and social care services.

Maximised supply of the health and social care workforce:

- Worked with mental health providers to identify 498 FTE growth needed in mental health by 2020/21.
- Offered upskilling of our workforce through programmes in the community in areas such as care navigation in west Kent (470 receptionists trained), and acutely ill patients (100 system nurses) and community diabetes in east Kent (30 foundation places, 24 PITSTOP places).
- On track to meet the 2% for 2018-19 apprenticeship programmes, including the care sector.
- Worked with stroke providers to agree the workforce requirement for hyper-acute stroke services.

- Increase of new roles commissioned programmes between 2017/18 to 2018/19.
- Introduced a carers' information booklet, now being developed into the Help4Carers app launching summer 2019.

Created **lifelong careers** in health and social care:

- Introduced a careers team in Kent and Medway who have supported 237 individuals through pre-employment and Princes' Trust courses and engaged 8,900 individuals through careers activities and events.

Developed our **system leaders** and encouraged **culture change**:

- Trained 466 ESTHER ambassadors and 20 ESTHER coaches during 2018, totalling 846 ambassadors and 70 ESTHER coaches since 2016.
- Introduced a leadership and organisational development (OD) network that has designed and published an OD toolkit for multidisciplinary team working across the STP (piloted in six primary care networks) and supported stroke staff initial engagement events.
- Invested in six Darzi Fellows, totalling £80,000, in projects such as: The Dover Dementia Village, breastfeeding research project, physical health in mental illness, developing a community of practice around system modelling and suicide prevention.

Improved workforce wellbeing, inclusion and workload to increase retention:

- Completed research on retention across Kent, Surrey and Sussex,

with Clever Together, with two trusts piloting the implementation approach.

- Community education provider networks have worked with GP providers on retention initiatives for the First Five, Last Five programmes with £192,850 awarded by NHS England to develop these initiatives further.

Supporting the STP priorities

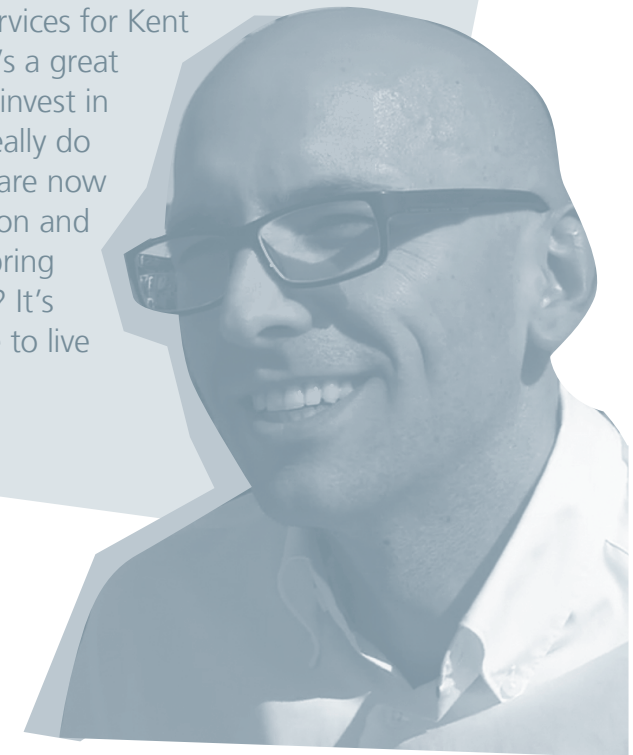
The Workforce Board has invested in:

- A primary care workforce plan, with £1.5 million allocated investment from Health Education England and NHS England, developed by the Primary Care Workforce Group.
- A social care information and learning hub and team to support social care provider engagement and information sharing for nearly 450 services, running regular engagement events including two registered manager conferences and knowledge sharing sessions.
- A small team to support the workforce planning and developments for the STP priority programmes, which is expanding to deliver the associated 2019/20 workforce delivery plan.

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Daniel Toth
Team Leader
Kent Social Services

"I moved to London from Romania eight years ago to work in London but my husband and I explored the area, and we fell in love with Kent. There are so many things that you can do. I am now a Team Leader in children's services for Kent County Council and it's a great place to work as they invest in their workforce and really do 'grow their own'. We are now thinking about adoption and what better place to bring up a family than Kent? It's just a wonderful place to live and to work."



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What we plan to do

Kent and Medway Academy for Health and Social Care

We intend to have a lasting impact on our ability to attract, plan, develop and retain workforce in the county through a coordinated strategic workforce approach with supporting funding, workforce planning and workforce infrastructure, ensuring engagement and support across health and social care sectors by working together to introduce a Kent and Medway Academy for Health and Social Care.

We will be ambitious, embrace technology and transform the way our workforce works, with closer integration of health and social care teams and working together across organisations in partnership. We will:

Promote Kent and Medway as a great place to work:

We will work together to:

- Promote Kent and Medway through the Take a Different View website and social media.
- Complete key recruitment campaigns for hard to recruit roles, for example GPs and primary care, social care workers, cancer, stroke services, care services and mental health.
- Develop an attraction offer including guaranteed employment for trainees, an accommodation offer for key workers and opportunities for cross organisational development.
- Complete joint international recruitment activities for GPs, medical and nursing roles.

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Vanessa Purday

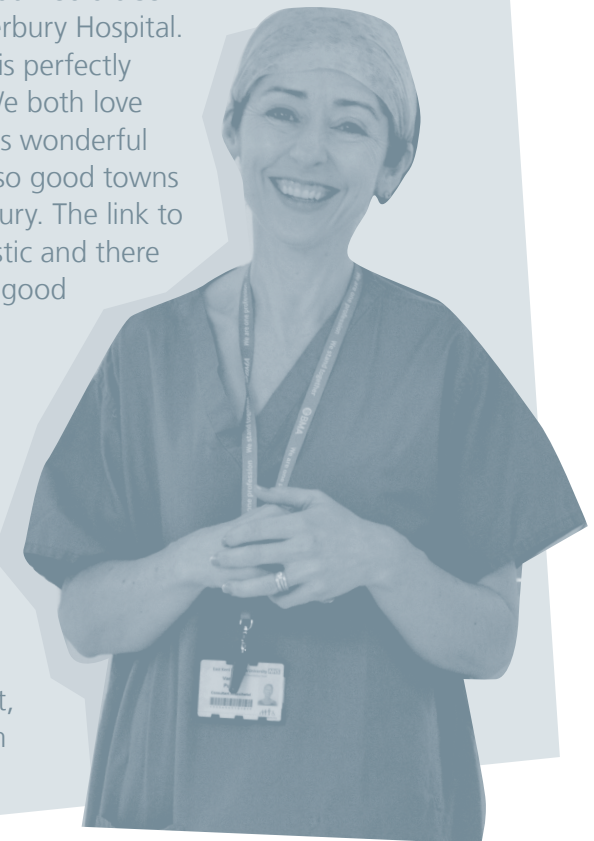
Consultant anaesthetist

East Kent Hospitals University NHS Foundation Trust

"We chose Kent because we both grew up here – I grew up in Dover, my husband in Herne Bay. I also have family here, so I was delighted when an opportunity arose to work in EKHUFT.

"When we moved back we knew we'd be mostly based at the William Harvey Hospital, Ashford, but would also spend some time at Kent and Canterbury Hospital. We chose to live in Chilham, which is perfectly situated between the two towns. We both love Kent and, having a young family, it is wonderful to have beautiful countryside but also good towns like Ashford and the city of Canterbury. The link to London, with the fast train, is fantastic and there is great access to Europe. There is a good choice of schools.

"There are real opportunities here to be involved with the future of this Trust, to contribute as senior clinicians to the STP (Sustainability and Transformation Plan), and work across the organisation to make a real difference. I saw an opportunity, as part of a team, to change things. There is scope to get involved in change management, and I have found the executive team approachable and ready to listen."



- Focused effort on reduction of agency and locum working through agency and locum conversion, for example, flexible working offers and GP portfolio careers and through shared collaborative bank arrangements.
- Maximise promotion and use of apprenticeships across health and social care.
- Make it easier for planned movement and development of the workforce through staff passports and promotion of opportunities across organisations.



- Work with schools and education partners to promote health and social care as employers of choice and promote careers in the sector.
- Work with schools and education partners to develop a new curriculum for integrated roles and the use of digital technology in the workplace.

Maximise supply of the health and social care workforce

We will work together to:

- Launch a Kent and Medway Academy for health and care, working across health, care and education to plan, develop and deliver health and care workforce supply.
- Work with universities to introduce the Kent and Medway Medical School: 100 placements in 2020, increasing to 500 placements by 2025.
- Complete competency-based system workforce planning and redesign using the Kent and Medway competency framework to prioritise system effort, workforce growth and funding allocation.
- Maximise the use of our current workforce by using their skills and experience differently through care navigation, primary care network multidisciplinary teams, Buurtzorg nursing and carer teams.
- Introduce a skills hub as part of the academy model to upscale competency and skills development, working with education partners to ensure maximum scale but, wherever possible, local delivery. For example, stroke services shared competencies and education.
- Improve the digital capability and skills of our workforce through the community of practice, use of technologies to enable different ways of working through improved rostering, shared systems, such as the Kent Care Record, teleconsultations and use of video conferencing and other communication technologies to reduce travel and meeting times.

- Empower our population and their carers to self-care and self-management through the use of technology such as the Help4Carers app and training and support for self-monitoring technologies.
- Maximising new and enhanced role development and growth including, social prescribers, nurse associates, physician associates, medical assistants, advanced practitioners, apprenticeships.
- Develop system and local workforce planning capability and capacity to plan for system workforce need and monitor delivery progress.
- Develop our network of volunteers and peer support.

Create **lifelong careers** in health and social care

We want our workforce to have long, rewarding careers and be able to develop their full potential. We will work together to:

- Promote and coordinate our careers efforts and events across providers, Health Education England and education partners including using technologies such as webinars and social media.
- Create a partnership framework to facilitate upscaling of work experience and pre-employment initiatives to support careers promotion and recruitment across the sector.
- Promote work experience opportunities using technology to make it easier for the current and future workforce to navigate health and care i.e. through a work experience app.
- Develop attractive integrated health and social care careers for now and for the future, recognising the anticipated changes to the way the workforce will need to engage with digital technology and with advances in medicine and care. Recognising how careers will change through offering portfolio careers, rotation opportunities between the public and care sector and more part-time and flexible employment.



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Develop system leaders and encourage culture change

We want to make sure our leaders are able, willing and supported to deliver the transformation changes needed in Kent and Medway. We will work together to:

- Introduce a Kent and Medway Talent Board for hard-to-recruit roles and senior roles across health and social care, aligned to regional and national talent boards.
- Create and implement a shared Kent and Medway leadership and organisational development offer.
- Create a cohort of senior leaders that are skilled in system and leadership working and thinking differently to ensure seamless population care planning and delivery.
- Develop local care leaders to deliver local care across organisational boundaries, namely through the OD support and local care toolkit.
- Equip system leaders with the necessary change management skills to develop and deliver system change through shared system leader development programmes.
- Provide support offers to primary care and social care providers to develop their leadership through practice manager and registered manager development programmes and support the development of communities of practice.

Improve workforce wellbeing, inclusion and workload to increase retention

We will work together to:

- Co-design the Better Together retention programme – piloted in two trusts in Kent and Medway.

- Improve retention of the primary care workforce through the NextGen programme, careers counselling (First Five, Last Five programmes) and retirement planning.
- Improve retention of the social care workforce through development of a comprehensive workforce plan for local authority adult social care and health workforce including talent management, career progression, organisational development and professional development planning.
- Develop a workforce strategy for the wider care sector using support and expertise from Skills for Care.
- With colleagues across Kent, Surrey and Sussex, introduce an inclusion strategy and implementation approach.
- Create shared workforce health and wellbeing activities through staff resilience sessions.
- Develop leaders' competencies and skills to use and share rostering to enable workforce cross organisational and site movement for example in stroke and pathology services.
- Deliver primary care high impact actions aimed to improve retention.
- Working collaboratively on leveraging technology like rostering and ejob planning across the STP.
- Support local workforce redesign to address workload issues for STP priority workstreams.

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What this means for the Kent and Medway STP priorities

This Workforce Strategy, the introduction of a Kent and Medway Academy for Health and Social Care and the supporting workforce delivery plan for 2019/20 takes into account key strategic STP priority workstream plans and activities which we recognise will develop further as workstream activities progress.

In Kent and Medway we are already having success in some of these areas, but have not had the supporting infrastructure or coordinated strategic approach to maximise the effort and deliver the impact needed at pace.

In 2018, we refreshed our governance and have invested in 2018/19 to grow the STP workforce team which is supporting the STP priority workstreams to develop complementary supporting workforce plans and actions addressing specific workstream challenges. These plans will be owned by the STP workstream leads and aligned to the wider STP Workforce Strategy and priority workstream plans.

For 2019/20 key STP workstream workforce actions identified to date include:

- **For local care:**
 - Developing local workforce planning capability and capacity.
 - Growing the care navigation and social prescribing workforce.
 - Introducing the Help4Carers app by spring 2019.
 - Developing primary care networks as multidisciplinary learning hubs.

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Yvette Kusel
Psychologist
Kent and Medway Partnership Trust

"I've moved around quite a bit in my life but had been in London since 1999. It was dirty, built up, I'd get stuck in traffic and, career-wise, you felt in a rut as there were precious few senior level positions.

"I saw a job with KMPT and we moved to Ramsgate. We bought a beautiful Regency house that there is no way we could have afforded in London. We have a sea view and, at the end of the road, a blue flag beach.

"In terms of my job I have more freedom to implement new ideas and to get involved in more service and policy changes. I have recently taken a higher post and I'm involved in a greater level of management. I work with a team who are reflective and supportive of each other. We look at how we work and trial working in other ways. If it doesn't work, then we will change again. There is less silo working in Kent. For me the move has been a big success."



- Organisational development support for the 37 primary care networks including the rollout of the OD toolkit.
- Esther coaching and training across local care and social care.
- Recruitment campaign for social care workforce.
- Developing the wider social care workforce by building on existing plans to improve retention, upskilling and increasing qualification levels including apprenticeships across the workforce and utilising talent management for career development within the sector.
- Investment in management and leadership capability to build resilience and ability to develop sustainable business models.
- Developing integrated health and care pathways and the new integrated roles and career pathways that go with it.
- **For primary care**
 - Completing a Kent and Medway and international GP and primary care recruitment campaign.
 - Develop GP and advanced practitioner portfolio careers and flexible working offers to support locum conversion and retention.
 - Supporting retention of the primary care workforce throughout their careers through the NextGen programme, careers counselling (First Five, Middle Five, Last Five programmes) and retirement planning.
 - Developing GP and primary care leaders through leadership programmes such as practice manager development, mentorship and coaching.
 - Developing virtual student and trainee networks and Communities of Practice across Kent and Medway.
 - Increasing supply of the primary care workforce through growth of new and enhanced roles and primary care placements in the Kent and Medway Medical School.
- Supporting retention of the primary care workforce through workforce engagement, workforce redesign and high impact actions.
- Supporting the development of new primary care integrated delivery through GP federations and primary care networks.
- **For stroke**
 - Undertaking a Kent and Medway stroke recruitment campaign.
 - Supporting retention of the stroke workforce through service change through staff engagement events.
 - Creating a shared Kent and Medway stroke-specific competency framework and supporting development programmes.
 - Increasing supply of the stroke workforce through growth of new and enhanced roles and international recruitment.
- **For mental health**
 - Undertaking a Kent and Medway mental health recruitment campaign.
 - Continued engagement with providers to implement the required 498 FTE workforce growth by 2020/21.
 - Using outcomes from the competency workforce assessment undertaken for children and young people's services to redesign the mental health workforce.
 - Work with universities to develop programmes to support overseas nursing to develop their knowledge and skills in mental health.
 - Suicide prevention training for workforce and the public.

- **For cancer**

- Undertaking a Kent and Medway cancer recruitment campaign.
- Development of the Kent and Medway workforce plan with the Cancer Alliance and Health Education England.
- Work in collaboration with mental health to provide health and wellbeing support to people living with and beyond a cancer diagnosis.
- Growth of roles and skills for cancer services such as sonography, endoscopy and radiography.

- **For prevention**

- Delivery of Making Every Contact Count training.
- Continue to offer community-based public health champions' programmes such as, A Better Medway Champions, to support our paid workforce and promote public health (PH) messages.
- Offer free specialist training programmes to upskill professionals about some of our core areas of work such as smoking cessation level 2 training.
- Develop internal public health workforce strategies aimed to recruit, retain and develop our existing public health workforce.
- Continue to commit to develop the PH workforce via pathways such as UKPHR (UK Public Health Register).
- Deliver public health masterclasses on key local issues such as social isolation, smoking status at time of delivery (SATOD) and debt advice.
- Work with trusts and community providers to embed an understanding and ethos of public health at the earliest point (recruitment, inductions and development plans).

- Offer a wide range of training (including train the trainer models) on mental health promotion including, Connect 5, mental health first aid and children and young people's mental health first aid.
- Support educational settings with training and resources (RSE, PSHE, smokefree school gates and nutritional support and advice) to ensure we embed public health messages at the earliest possible stage.
- Encourage young people to take up a career in public health by attending jobs and career fairs and by embracing and developing apprentices who can become our future workforce (including being part of the trailblazer group developing the PH apprenticeship).
- Working with providers and trusts to encourage specialist PH roles such as health visitors, school nurses, drug and alcohol workers and nutritionists to come and work in the local area.



Governance

We have established a STP Workforce Action Board as part of the STP governance, made up of representatives of STP partners who have led on the development of the strategy, supported by the HR Directors Group and will oversee the development of the Academy of Health and Social Care and implementation of the workforce delivery plan.

As well as supporting STP priority workstreams, the Workforce Action Board also has specific workforce supporting governance groups including: Primary Care Workforce Group, Social Care Workforce Group, HR Director Group, Director of Nursing Group and Union Group.

The Workforce Action Board will also review and monitor progress of STP priority workstream workforce plans and ensure alignment.

David Lee

Dietitian

Medway Community Healthcare

“I am originally from Singapore, I trained in Scotland, but I had friends in London and the south, so I began looking for vacancies in London and nearby.

Gillingham is an ideal location for me as it's not as expensive to live in as London but has all of the benefits, as it's just 50 minutes on the fast train to St Pancras. I often travel to the capital for exhibitions, sightseeing or trips to the theatre. I'm also looking forward to exploring the Kent countryside and coast in the summer.”

Enablers

To deliver the workforce strategy we commit as STP organisations and partners to work together to deliver the strategic aims and delivery plan and allocate the appropriate funding as identified in the delivery plan.

We have committed funding provided by Health Education England, NHS England and NHS Leadership Academy in work programmes underway and for the 19/20 delivery plan.

We have invested in a STP workforce team to support the delivery of the Workforce Strategy, the development of the Academy of Health and Social Care and to support STP priority workstreams.

How will we measure any impact?

In developing our workforce delivery plan we have set out the outputs and outcomes we wish to achieve through our work and have developed a workforce dashboard to monitor delivery progress. The Kent and Medway STP Workforce Action Board will evaluate the success of each of the actions on our delivery plan and report progress to the STP Programme Board.






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