



London Clinical Senate

London Clinical Senate Forum

11th October 2018
9:10 – 13:00

Workforce: Turning a Risk into an Enabler

Summary Report

Overview

The rapid increase in demand for services, constrained funding and a number of other challenges have greatly impacted the supply and retention of the health and social care workforce both nationally and within London.

This Forum looked at the implications and difficulties that workforce challenges have caused across the whole health and social care system and identified new opportunities to help resolve London's workforce challenges.

Objectives

- Attendees to have a better and broader understanding of the health and social care workforce challenges in London
- Sharing of ideas and good practice
- STPs to take away ideas and to develop plans to respond to their challenges
- Each attendee to pledge to do 1 thing to tackle the workforce challenges

Format

Approximately 70 attendees from across the health and social care sector in London came together to hear about the major workforce challenges being faced and to discuss ideas and potential solutions for tackling these.



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Speakers

Presentations were delivered by the following speakers:

- Welcome – **Professor Oliver Shanley** OBE (Regional Chief Nurse (London), NHS England and NHS Improvement)
- Keynote address – **Gabrielle Jacob** (Programme Manager – Human Resources for Health Programme, World Health Organisation)
- Workforce report for London and workforce transformation – **Wendy Brewer** (Director of Workforce and Organisation Development, West London NHS Trust) and **Nigel Burgess** (Associate Director of Workforce Planning and Intelligence, London Region, Health Education England)
- CapitalNurse: Making the case for collaboration and collective action to tackle workforce challenges – **Chris Caldwell** (Programme Director for CapitalNurse, Director of Nursing & Systems Workforce Transformation, Tavistock & Portman NHS Foundation Trust)
- Workforce: a key enabler to North Central London Delivery – **Dr Josephine Sauvage** (Chair Islington CCG, Clinical Lead North London Partners, Clinical Lead for Workforce Development NLP)
- Patient and public perspective on workforce challenges and solutions – **Richard Ballerand** (London Clinical Senate Patient and Public Voice Group Member)

Table Discussions

The Forum discussed the following questions:

- What have you been successfully able to do to support the recruitment and retention of health and social care staff? How have you done that?
- What hasn't worked so well and why?
- How could you collaborate to support a London-wide approach to addressing workforce issues and what are the opportunities?
- What are your short-term workforce challenges, and how are you addressing them? From today's discussions, what else could you do and how?
- What are your longer-term workforce challenges and how are you addressing them? From today's discussions, what else could you do and how?
- Where could system-wide collaboration enable you to better succeed in your ambitions?

The thoughts and ideas that emerged from the table discussions fitted generally into 3 themes:

- Training
- Recruitment
- Retention

The ideas related to each of these themes are summarised below.

Training

Training was highlighted as one of the main workforce challenges.

Suggestions made were:

- It was felt that training should be adapted to fit the new economic/political climate, especially post-Brexit.
- It was noted that the removal of the nursing bursary has had a negative impact and that NHS England should work more closely with organisations such as HEE for training and investment regarding the social care and nursing workforce.
- Universities should provide placements for GPN trainees which link to employment, as this could help retain nurses in local areas.
- More career guidance is needed for trainees with a focus on inter-professional learning.
- Implementing a 'careers escalator' and 'career clinics', for example providing progression opportunities for staff, such as training an administrator to become an HCA and having short taster sessions for staff to see where their interests may be will help motivation.
- It was suggested that nursing associate programmes should include apprenticeships. Nurses should also be given incentives and the prospect for further training; this includes creating time for personal development and actively listening to ways in which they would like to strengthen their career.
- There should be leadership training tailored to staff at each stage of their career. This could include a leadership programme in each setting that would give staff the opportunity to voice their opinions and ideas.
- There was strong support for a 'shared training passport' so that if staff move settings, they do not need to repeat their training at each new organisation.

Recruitment

Recruitment of the health and social care workforce was identified as another major challenge. Suggestions made were:

- Having healthcare speakers/ambassadors attend schools and universities to answer questions and promote working in the NHS.
- Not to overlook the difficulty in recruiting administrative/clerical staff.
- The NHS should work more with the voluntary sector to help identify creative ways to recruit health and social care staff.
- There should be a focus on recruiting in other areas of the world where data shows there is a high surplus of clinical staff.
- Encouraging school leavers to pursue a career in health/social care by providing better advice in schools about the types of roles available.
- Recruiting generic nurses and then providing 'on the job' training so that these nurses can be specialised by area based on their interest.
- When recruiting through locum agencies a centralised induction process should be created.
- Advantage should be taken of recruiting through different platforms, such as social media.
- For recruiting GPs the NHS should work more closely with the GMC in developing an initiative to push international recruitment.
- There was support for having 'pools' of potential staff to prevent 'poaching' from other organisations.

Retention

The third key challenge facing the health and social care workforce was identified as retention.

Suggestions made were:

- Greater collaboration and communication needs to be implemented across senior leadership, STPs and Trusts as there is currently too much competition which is hindering retention; for example, it was noted that there are different benefits for social care workers across different boroughs, such as a discrepancy in how the London living wage is applied.
- Work should be undertaken to make migrant workers more comfortable, such as providing them with guides on how to adapt to London and information on places where they may be able to purchase their traditional foods, places of worship etc..
- There needs to be a change in culture as staff across different bands do not liaise with each other and they are not aware on what their colleagues' goals and ambitions are.
- Generational differences should be taken into account, such as that younger staff are more likely to want a portfolio career.
- Engagement is needed to relieve high anxiety and pressures amongst the workforce.
- Flexible working should be more encouraged.
- Technology should be better used to ease pressures on the workforce.
- Collaborative working between professions should be encouraged to ease pressures.
- There was support for enhanced subsidies for the high cost of living in London.
- There should be collaboration wider than London – to the rest of the UK and beyond.

Key Recommendations

The key recommendations for tackling London's health and social care workforce challenges are:

- **Action is needed to improve training opportunities and processes for staff**, such as tailored training to individual staff and opportunities for leadership development; alongside simpler processes such as training passports that allow recognition of training across all London Trusts.
- **Action is needed to increase recruitment of health and social care staff**, such as initiatives to attract school leavers to health and social care professions and programmes for recruiting from overseas.
- **Action is needed to improve retention of health and social care staff**, such as collaboration among employers across London to prevent competition and 'poaching' of staff from others.
- **All health and social care organisations across London (Trusts, NHS England, HEE, local authorities etc.) need to work together to tackle the workforce challenges faced in the capital, whilst also collaborating across the country and beyond.**