

Greater Manchester People and Culture Strategy 2022-2025

**Greater
Manchester
Integrated Care
Partnership**

*Overview for Health Scrutiny Committee
Janet Wilkinson, Chief People Office, NHS Greater Manchester*

Developing our strategy

- The creation of NHS GM as a statutory organisation marks the latest stage in our journey to more joined up working. The People and Culture strategy has been developed at the same time and in close alignment with the Greater Manchester Integrated Care System's Health and Care Strategy for the next five years, following on from 'Taking Charge'.
- This strategy sets out a shared ambition for our people working in health and care in Greater Manchester for the next three years; to support the delivery of:
 1. The NHS People Plan
 2. The Adult Social Care White Paper
 3. The Integration White Paper
 4. The Greater Manchester Integrated Care Partnership Strategy.
- Throughout August and September 2022 200+ stakeholders attended our strategy development sessions. We also had valuable discussions at our People Board, Workforce Collaborative Steering Group, Workforce Engagement Forum and our Integrated Care Board, as well as two events with our wider workforce to listen and learn from their experience. We also completed an Equality Impact Assessment to understand the impact of the delivery of this strategy.
- The strategy was approved by our People Board and NHS GM Integrated Care Board in December. It will continue to be closely aligned with the Greater Manchester Integrated Care Strategy and the broader Greater Manchester Strategy.



Current challenges

This strategy has been developed against the backdrop of an unprecedented workforce crisis. Addressing our workforce challenges is the biggest barrier to improving the way we provide health and care in our communities. It is vital that we get it right for our workforce so we can provide the best possible care for the people of Greater Manchester.

Key workforce challenges include:

Recruitment and
retention

Health and wellbeing

Lack of diversity

Lack of parity

Cost of living crisis

Culture change

Financial challenges



Our strategy on a page

Ambition

One sustainable health and care workforce for Greater Manchester, supported to deliver the best possible care

Shared values

Collaboration Sharing Supportive Trust Inclusive

Priorities

Workforce integration

To ensure our people in social care feel recognised and valued for their important contribution to our system as part of our commitment to greater integration. To develop an effective system culture that promotes collaboration and empowers our people to work across organisational and geographical boundaries and move more easily between services.

Good employment

To improve employment practices within health and care to help drive economic and social recovery and growth in our communities. To enable more people to work flexibly to support a good work/life balance.

Workforce wellbeing

To support better wellbeing cultures and provide everyone with access to good wellbeing support regardless of their employer to reduce sickness levels and improve overall wellbeing.

Addressing inequalities

To improve the experience of all of our diverse people so they feel represented, heard and treated with respect. To develop effective, compassionate and inclusive leaders that are representative of our communities and support our people to be their best.

Growing and developing our workforce

To attract the best people to work in health and care from within our communities and further afield to grow a sustainable workforce. To develop career pathways across health and care by providing access to the best education and training, supporting progression and promotion from entry level to board level. To improve how we plan for the future together in a truly integrated way.

Aims

Delivery

Co-delivery at Greater Manchester, sector, locality and system level

Our strategy in action

Greater Manchester Integrated Care Partnership Strategy

People and culture strategy for our Greater Manchester workforce

Shared ambition, aims and perspectives



Sector workforce
plans and strategies
including primary
care and social care



Locality workforce
plans



Clinical pathway
and workforce plans



Organisation
workforce plans

Delivering for our health and care workforce and providing joined-up care for our population

Shared values for delivering together

We all have a responsibility to support the delivery of this strategy, whether it's at Greater Manchester, sector, locality or organisational level. Working together to achieve our shared goals will be essential for successful delivery.

To support the delivery of this strategy and our broader commitment to cultural change, we will commit to delivery following these values:

Collaboration – actively seeking out opportunities to work together to deliver shared outcomes

Sharing – committing to sharing resources and best practice with others

Supportive – stepping up to offer support to others when they need it

Trust – we trust one another and our commitment to delivering this strategy

Inclusive – we involve others and recognise the different skills we all bring

**These values have been developed for the People and Culture Strategy and will remain under review to reflect the 'ways of working' in the forthcoming Integrated Care Partnership Strategy.*



Measuring success

Our five commitments for the change we would like to see at system level for each of our priority areas. A series of measures sit below each of these commitments to measure whether they have been achieved.

Workforce Integration: We will increase the opportunities for sharing and partnership working across our system and organisational boundaries, and increase the number of people working in integrated roles.

Good Employment: We will see a significant improvement in the delivery of the Good Employment Charter across the seven characteristics of good employment and increase the number of employers paying the Real Living Wage.

Workforce Wellbeing: We will increase access to wellbeing and absence management resources, with the aim of improving wellbeing and reducing sickness to support better workforce planning and ensure safe staffing.

Addressing Inequalities: We will improve diversity at senior manager and executive level and improve the experience for our workforce with protected characteristics.

Growing and Developing our Workforce: We will increase recruitment to the sector from within our own communities, including key areas such as nursing, midwifery, social care and mental health. We will support more people to develop and stay, and improve our workforce planning system infrastructure.



Progress in action: Blended Roles

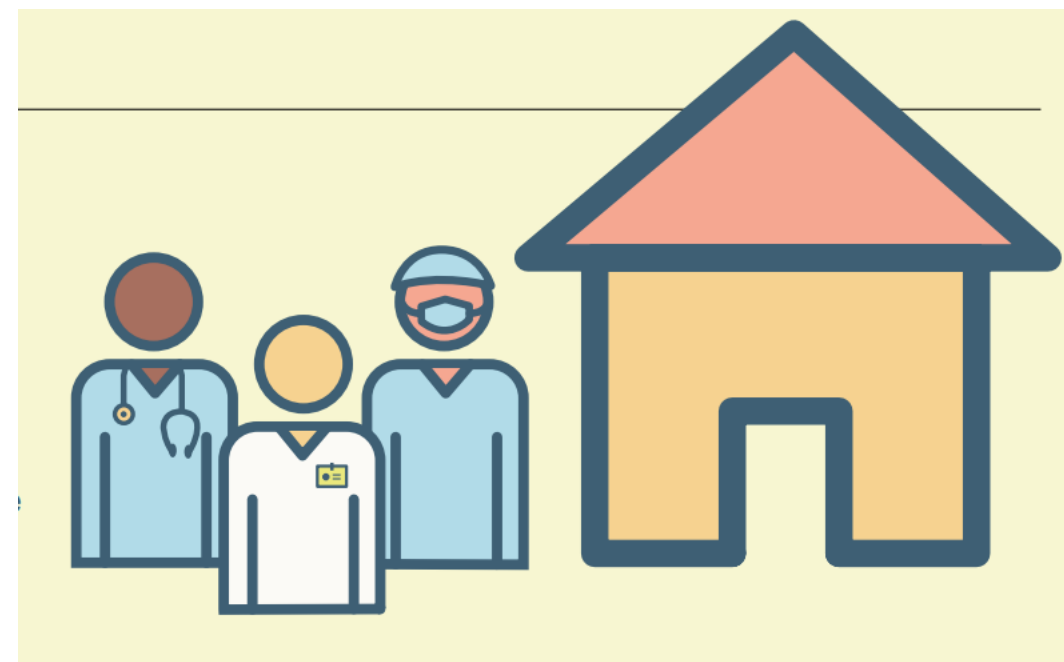
The Greater Manchester Blended Roles programme was established to address issues in home care provision whereby:

- People were reporting a disjointed experience of care and support and a lack of person-centred conversations
- Poor communication between health and care professionals
- Issues with recruitment, retention and caseloads for home care and district nursing teams.

A pilot in Tameside brought teams closer together, through joint meetings and jointly developed care plans, with home care staff trained and competency assessed to undertake low level district nursing tasks. The impact of the pilot was:

- A positive difference to care provided with a positive impact on job satisfaction.
- Service user care better joined up with reduced risk associated with poor communication across organisational boundaries
- A reduction in the number of people waiting for interventions
- A significant impact on the number of visits needed by District Nurses, which has enabled repurposing time to spend with people with more complex nursing needs.

The programme has gained momentum and continues to develop across Greater Manchester.



Progress in action: Workforce Information

The Virtual Workforce Information System (VWIS) is an innovative project, utilising a bespoke resource created for the Greater Manchester system, to facilitate a strategic and operational understanding of the shape and composition of the Integrated health and social care workforce, specifically focussing on the teams which fall under the umbrella of the Local Care Organisations within GM. Key outcomes include:

- **A simple solution bringing workforce data together**, to support organisations to review and understand characteristics and composition of workforce at organisational, neighbourhood and locality level.
- **Workforce Collaboration**, VWIS encourages dialogue and teamwork between locality stakeholders
- **A representative Workforce**: The data collected includes workforce characteristics and composition/ E.g., Age, Gender, Ethnicity, BAME, Salary, FTE Absence & Turnover, Sickness Reasons, Leaving Reasons which enables organisations to address current and future workforce challenges, and also opportunities for recovery and growth.
- **Workforce Planning** Organisations can utilise VWIS data to support the facilitation of workforce planning. E.g., Retirement and future workforce forecasting.
- **Cost Effective Resource** The VWIS system makes the process of accessing workforce intelligence simple and cost effective.



Progress in action: Cross-sector recruitment in Oldham and Salford

In December 2022 and January 2023 health and social care providers and supporting organisations came together to host large-scale recruitment events for the job seekers of Salford and Oldham respectively.

NHS Greater Manchester Integrated care in partnership with system partners delivered these cross-sector events at a local level and gave people the opportunity to discuss career pathways, enrol onto a course or a pre-employment programme or interview for a job vacancy and walk away with a job offer on the same day.

These events are developing a novel recruitment model that:

- Helps break down barriers to recruitment
- Puts greater emphasis on lived experience
- Can be utilised to target under-represented groups
- Reduces the time and costs to recruit
- Gives all good candidates the opportunity to be recruited

Over 500 people attended the two events and 143 job offers were made on the day, with another 200 interviews booked in to take place afterwards. Candidates secured entry level roles as Healthcare Support Workers, porters, care workers, as well as roles in primary care and the voluntary sector.

Going forward, this model will be refined, and resources developed to allow other organisations and places across Greater Manchester to adopt this inclusive and effective approach to recruitment. Plans are also in place to work with the Prince's Trust to support younger people into health and care roles at future events.



Priority actions for Year One

1. Establish a community of practice to support health and care employers to achieve Membership status of the Good Employment Charter.
2. Develop the Social Care Careers Academy to support growth, retention and development of the social care workforce.
3. Develop a recruitment and retention toolkit that brings together good practice from our across our system to improve approaches and reduce duplication, alongside the development of our wider retention plan.
4. Co-create a culture of collaboration, including development of ways of working which are adopted at all levels, such as our system Boards and wider leadership development.
5. Support the system to limit the impact of industrial action on our services and providing support to our workforce taking action.
6. Support organisations and networks to embed good wellbeing cultures and practices to enable people to maintain good wellbeing in the workplace, and tackle the root causes of staff absence.
7. Support our workforce during the cost of living crisis, by improving access support provision, and extend staff benefits where possible.
8. Ongoing delivery and expansion of our system approach to workforce planning and transformation – working across health and care at place and neighbourhood level to improve one workforce insights and strategic workforce planning more broadly.
9. Responding quickly to deploy additional staff as required to address staffing gaps.

