

A healthy  
place to live,  
a great place  
to work.

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A workforce strategy  
April 2018

EasyRead

West Yorkshire and Harrogate  
Health and Care Partnership



# Message from Rob Webster, West Yorkshire and Harrogate Health and Care Partnership, CEO Lead.

“Our Partnership has plans to make health and care better for everyone in West Yorkshire and Harrogate. We can only do this through the work of our staff and volunteers. They are the ones who will work with our partners to make the plans happen.



Rob Webster  
Lead Chief Executive, West Yorkshire  
and Harrogate Health and Care  
Partnership / Chief Executive for  
South West Yorkshire Partnership  
NHS Foundation Trust.

We want to:

- Reduce health inequalities, so that everyone has the same chance of good health.
- Reduce variation, so that everyone has the same chance of good health.
- Make the best use of money and resources that we have.

Our staff are our biggest strength, and they deserve the best support we can give.

This strategy sets out how we plan to:

- Recruit more people into health and care jobs.
- Keep the staff we have.
- Make sure we have the skills to do all the jobs across the health and care system.

All staff are equally important. Volunteers, carers, and paid staff all have a part to play, and this strategy will make sure they are helped and supported.

As Chief Executive of the Trust I see the wonderful work that carers, volunteers and staff do every day. But I also see the problems that are caused by staff shortages, vacancies, stress and illness.

Together we need to make West Yorkshire and Harrogate a great place to live and work.”

The West Yorkshire and Harrogate Health and Care Partnership is made up of 6 places:

Bradford District and Craven, Calderdale, Harrogate, Kirklees, Leeds and Wakefield.

Health and care in our area is changing to meet the needs of people who live here.

So we need to change our workforce too.

We will have new teams, where medical staff and non-medical staff work together.

There will be new jobs.

Carers and volunteers will work closely with NHS staff and care workers.

More people will work outside of hospitals, which is where most health and care work happens.



## Recommendations



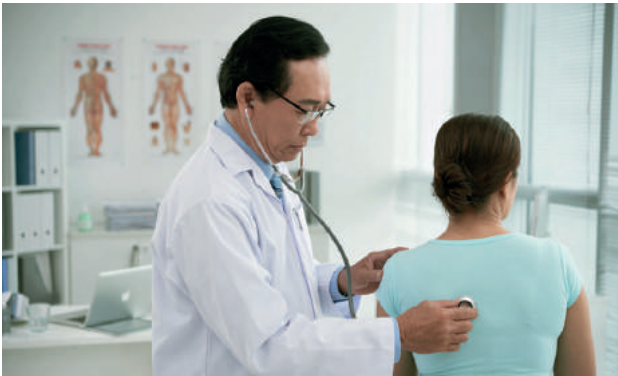
There are 10 things we should do to make the best of our workforce:

### Recommendation 1

We should make the most of our current staff.

There is a shortage of doctors and nurses in the NHS. We should do all we can to keep our existing staff.

We should give all our staff the chance to learn new skills.



We should do more to look after the health and wellbeing of our staff.



## Recommendation 2

We should get more people training to work in health and social care.

### **Support staff**

The Centres of Excellence will help employers take on more apprentices and work with schools and colleges to train new support staff.

### **Nurses, doctors, health professionals**

We should provide more courses and placements, some in colleges and universities.

### **Advanced Clinical Practitioners**

More chance to do training for the highly skilled jobs we need to fill.

### **New roles**

Training for new jobs in health and social care.



### Recommendation 3

We should employ more people in GP surgeries and community care.



We need to change the way we provide primary and community care. This means GPs, community care, mental health and social care.

Each place (Bradford and District, Calderdale, Harrogate, Kirklees, Wakefield) should agree a plan for GPs and primary care.

We should make more use of Advanced Training Practices to get better training.

We should have more practice nurses and support staff in GP surgeries, and leadership training for practice managers.



## Recommendation 4

### Transform teamwork

We should find new ways of organising our staff into teams.

## Recommendation 5

### Make it easier to work in different places and different organisations

We need staff to be able to work in new ways and in new places.

## Recommendation 6

### Agree targets for staff

We should set targets for staff to have less time off sick and to lower the number of staff who leave.

We should have a target to spend less on agency workers.



## Recommendation 7



### **Strengthen our workforce plans.**

We should carry on working on our plans for staff development and training.

We will make sure our plans match the plans for the country as a whole.

## Recommendation 8

### **Set up a workforce investment plan and fund.**

Training and developing our workforce is really important but can cost a lot of money.

We won't see the benefits straightaway, so we need to have a plan and set up a fund to make sure we can keep paying for it.





## Recommendation 9

### **Establish a workforce hub.**

We should work with Health Education England to set up a 'workforce hub'.

This will help us to reach our goals by:

- helping with planning, education, and development.
- helping to coordinate what we do in different programmes and in different places.
- helping us to gather information and understand it better.
- allowing us to do more work better.
- linking us to other plans by Health Education England and others.



## Recommendation 10

### Set up workforce partnerships in each district.

All our districts (Leeds, Bradford, Harrogate, Calderdale, Kirklees and Wakefield) are developing their plans and partnerships with their workforce. We should carry on doing this and work together whenever we can.



### Summary

This strategy is for everyone in our health and care system. We all need to be involved. All organisations in our partnership have a good record of making changes and finding new, better ways of doing things.

They all have helped to put this strategy together.





The new partnership will help us to:

- work with each other, not in competition.
- work together, not separately.
- do things differently and better.
- save money.
- raise standards.

Working together we can do much more than working apart.

Our workforce is key to us reaching our goals set out in the Sustainability and Transformation Plan for West Yorkshire and Harrogate. Our job on the Local Workforce Action Board is to make sure that we can make the changes we need to make.

Dr Ros Tolcher - Chief Executive of Harrogate and District Foundation Trust: Co-Chair of the West Yorkshire and Harrogate LWAB.

Mike Curtis - Local Director, Health Education England: Co-Chair of the West Yorkshire and Harrogate LWAB.



This information is available in alternative formats, for example large print, Braille and community languages. For more information contact:

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