London Workforce Programme

London SPF conference
State of Health in London

More than 8.6 million people live in London.

By 2039 there will be over 10 million people living in London.

A baby born in London today can expect to live...

- 92.4 years
- 86.2 years
- 77.5 years
- 82.6 years

What's threatening the health of children today?

- 2 out of 5 children in London aged 5 years are not school ready.
- 1 out of 5 children aged 4-6 years in London are overweight or obese.
- 1 out of 4 children in London live in poverty.
- 2 out of 5 children in London are an unhealthy weight when they start secondary school.

What's threatening the health of adults today?

- Over 1 million Londoners suffer from disorders like anxiety and depression.
- 1.3% of working days were lost due to sickness absence in the previous week in London.
- The incidence of TB has reduced by 99% over the past 7 years but... London accounts for 2 in 5 cases of TB in England.

Healthy life expectancy varies across London:

- Tower Hamlets: 71.2 years
- Ealing: 76.8 years
- Richmond upon Thames: 89.7 years

Over 100,000 Londoners are diagnosed with a sexually transmitted infection each year.

Tobacco kills 8,500 Londoners each year.

3 out of 5 Londoners achieve at least 150 minutes of physical activity per week.

For more info visit www.gethealthy.london

1. Smoking
2. Obesity
3. High Blood Pressure
4. Alcohol
5. Prediabetes
Developing London’s workforce to enable transformation of care

“To support the development of a modern health and social care workforce in London that is trained, focused and supported to deliver the best care for patients now, and in the future.”

London Workforce Programme vision statement
If immediate actions are not taken that best support the workforce through this period of transformation, there is a significant risk that the quality of services for patients now and in the future could be affected.

It is recognised the first step is to establish a coherent voice around the most pressing workforce challenges in London now, and to mitigate challenges that will arise as a consequence of planned transformational change to services.

The workforce programme has considered a number of different perspectives in developing the London Workforce Strategic Framework.
Introduction to Workforce spheres of influence

The following methodology provides an consistent approach to determine the workforce implications of future models of care, and identify where actions to support the planned transformation of services can be most effectively taken.

Workforce spheres of influence structure

Workforce segments

The assessment wheel has six segments to structure and group the workforce implications of a new model of care, for example, governance includes contract management and recruitment.

Spheres of influence

There are four spheres across which the components are assessed, from national commissioning groups, for example, regulators and HEE, to regional and local groups, and finally employers.
By gaining consensus with stakeholders across London on the key workforce priorities for the capital, clarity will be achieved on what actions need to be taken in the short-term (1 – 2 years) and beyond (3 – 5+ years).

The London Workforce Strategic Framework establishes a coherent voice around the most pressing workforce priorities in London. It is made up of six chapters and outlines eight workforce findings.
Engaged stakeholder groups to date

To raise awareness of the London Workforce Strategic Framework, and gather feedback on the eight key workforce findings, a series of key system influencers have been engaged within this pre-engagement & co-development phase.

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<th>Commissioners (CCGs) &amp; NHS England</th>
<th>Regulatory &amp; National Bodies</th>
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<td>Health Education Institutes (HEIs)</td>
<td>HLP Programme Governance Groups</td>
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<td>Health Education England &amp; LETBs</td>
<td>Strategic Clinical Networks</td>
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<td>Local Government &amp; Social Care</td>
<td>Unions &amp; PPI</td>
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<td>London AHSNs</td>
<td>Royal Colleges &amp; professional associations</td>
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<td>London Providers</td>
<td>Strategic Planning Groups (SPGs)</td>
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To date, we have:

- Engaged over 1,500 senior NHS stakeholders across a range of system stakeholder groups
- Presented the London Workforce Strategic Framework at key system governance forums and events (e.g. The London Clinical Senate)
- Confirmed the eight key workforce findings, and captured recommended actions against each.
These eight key findings provide a guide to those areas of focus where action is required to develop and deliver the health and social care workforce to meet the needs of patients now, and in the future.

1. Retaining and recruiting the best staff
2. Supporting staff to collaborate across organisational and professional boundaries
3. Supporting workforce versatility to adapt to the multiple needs of patients
4. Developing leaders and managers at all levels
5. Supporting workforce agility to respond to change
6. Strengthening health systems – providers & commissioners
7. Ensuring care is delivered in the right place, with a particular focus on primary health care and community services
8. Delivering improved value, quality and productivity through the workforce
Turning workforce findings into action
Available Workforce Support to London

The *London Workforce Strategic Framework*, delivered by the London Workforce Programme partnership of Health Education England, CCGs, NHS England, other arm’s length bodies such as NHS Improvement and other groups (e.g. London ADASS), have established a coherent voice around the most pressing workforce challenges now, and as a consequence of planned transformational change to existing services.

Five key capabilities are offered to the health and social care system in London by this London Workforce Programme team. This collaborative team aim to provide accelerated assistance to local decision-makers to support them in determining sustainable actions to mitigate recognised workforce challenges identified in the London Workforce Strategic Framework.

These five capabilities accelerate the identification of workforce implications of new models of care, and provide appropriate information and support to enable more informed decisions on the most appropriate sustainable workforce actions to deliver planned transformation of services.

**These five capabilities are:**

1. **Quantitative Workforce Modelling**
   - Tools to support you to quantify the workforce requirements you need to deliver a planned model of care

2. **Qualitative tools and methodologies to support you to determine the workforce implications of your planned transformation of services**

3. **An online workforce community of practice where existing local solutions to workforce challenges are shared through a web-based Portal**

4. **Decision – maker support guides to allow you to make more informed workforce transformation decisions that better enable the delivery of your service transformation plans**

5. **Expertise to facilitate the delivery of once for London workforce solutions as prioritised by the London Workforce Programme Board, and London Workforce Senate**
These types of support are recognised by the London Workforce Programme as being activities that will add value across the whole spectrum of the health and social care system, including CCGs, SPG footprints and Providers.

The London Workforce Programme Board, informed by collaboration partners, will determine which of these the London Workforce programme team will deliver.

**These available types of support include:**

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<th>Support available</th>
<th>Outline actions</th>
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<td>1. London Workforce Modelling</td>
<td>Deliver workforce modelling tools that will establish a comprehensive baseline positions for varying care settings, and enable detailed cost and workforce impact analysis for the full range of different 5 year service transformation delivery scenarios. This particular piece of work is focused initially on Primary Care. Through our collaboration of partners across the health &amp; social care system, further areas of focus for workforce modelling delivery will be determined.</td>
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<td>2. Facilitating the sharing of innovative local workforce solutions across London</td>
<td>Through the establishment and further embedding of the online workforce community of practice portal, facilitate the capture, sharing and engagement around existing local workforce solution case studies related to the eight key findings. (e.g. the implementation of the SWL Collaborative staff bank arrangement being established across multiple provider sites)</td>
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<td>3. Supporting the CapitalNurse workforce programme</td>
<td>Establishing a joint appointment between the London Workforce Programme and the CapitalNurse Programme. This joint appointment will support the development of the CapitalNurse programme deliverables (e.g. sharing learning on improving workforce retention across different roles, geographical areas, etc.)</td>
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<td>4. Supporting workforce implications assessment of new models of care</td>
<td>Delivering a tool to support organisations to assess the workforce implications of their proposed new models (e.g. for Accountable Care Systems, Vanguards and Local model approaches).</td>
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### Proposed London Workforce Programme Support (2/2)

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<td><strong>5. Providing informed decision-making support to health &amp; social care stakeholders when looking to establish new &amp; existing roles</strong></td>
<td>Delivering decision-maker support guides to inform the establishment of: Pharmacists in other settings, Care Navigators, Nursing career pathways, non-medical roles and Physician Associates amongst others.</td>
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<td><strong>6. Sharing solutions to enable improved collaborative working of staff across organisational boundaries</strong></td>
<td>Delivering decision-maker support guides to inform sustainable approaches to improved collaborative staff working across organisational boundaries (e.g. focused around NHS indemnity, system performance incentives and standardised employment contracts).</td>
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<td><strong>7. Mapping the network of organisations involved in making workforce decisions across the London Health &amp; Social Care System</strong></td>
<td>Deliver an ‘As-Is’ assessment of the roles and responsibilities of workforce decision-making organisations supported by recommendations to improve their alignment.</td>
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<td><strong>8. Developing appropriate outcome measures for delivering the Framework</strong></td>
<td>Developing appropriate outcome measures for delivering the London Workforce Strategic Framework eight key findings.</td>
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<td><strong>9. Delivering workforce actions to raised HLP workforce priorities</strong></td>
<td>Delivering action against those workforce priorities raised across Primary Care, Cancer, integrated urgent care, C&amp;YP, Mental Health and Digital HLP Programmes.</td>
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<td><strong>10. Once for London solution on affordable housing &amp; inner and outer London weighting</strong></td>
<td>Investigating avenues and actions that can be facilitated once for London to improve the affordability of housing in London for health &amp; social care workforce. Similarly for London weighting payments.</td>
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<td><strong>11. Embedding and maintaining London Workforce Programme BAU processes</strong></td>
<td>Establishing, embedding and ongoing management of London Workforce Programme BAU programme processes, including: recruitment and induction; Finance Management, London Workforce Programme Board, Senate and Operational Delivery Group governance; HLP PMO requirements management; and Ad-hoc briefings requests.</td>
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