

West Lothian Health and Social Care Partnership Workforce Plan 2022–2025 Annual Update 2023



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Section 1: Introduction and Background

The West Lothian Integration Joint Board (IJB) first approved a Workforce Planning Strategy for the period 2018 - 2021 that set out a workforce plan to support its vision. This workforce plan aimed to grow, support and sustain a well-educated multidisciplinary, multiagency workforce that can work collaboratively across traditional service delivery boundaries to improve outcomes for people in our communities and deliver person-centred, safe and effective care.

In recognition of the unprecedented circumstances arising from the Covid-19 pandemic, the Scottish Government asked for all Health and Social Care Partnerships to provide workforce plans outlining how they intend to meet the challenges of this change in a local context. The West Lothian IJB Interim Workforce Plan 2021-22 was published in May 2021.

Most recently, the Scottish Government asked all HSCPs to provide integrated workforce plans for the period 2022 - 2025 building on the themes identified when developing the interim plans. The draft West Lothian Health and Social Care Workforce Plan 2022-25 was agreed by the IJB on 29 June 2022 and, incorporating feedback from Scottish Government, this was published in October 2022.

One year on, West Lothian HSCP faces unprecedented financial pressures across NHS Lothian and West Lothian Council services. There are still challenges in recruiting and retaining staff against a backdrop of an ageing workforce and the increasing demands of a rapidly growing and ageing population, and the need to make significant savings to balance budgets, some of which will inevitably be required to be made from staff vacancies.

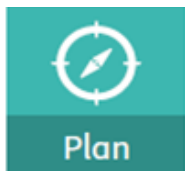
More than ever before, there is a need to radically transform the way we deliver services. The changes in our population require a different type of health and social care system, one that is modelled on supporting people to live independently in the community where possible. This will require a shift in resources from the traditional models of care to new models of care, which has far reaching implications for our workforce, and for our partner organisations in the third and independent sectors.

Despite the challenges faced, significant progress has been made against the action plan, which has been refined over the last year. Delivery of the HSCP Workforce Plan is a key enabler of the IJB's new Strategic Plan and Delivery Plans for 2023-28.

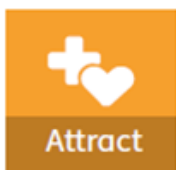
This update report sets out the key challenges facing our workforce one year on from the publication of the Workforce Plan and the progress made to deliver against the plan.

Section 2: Delivery of the Workforce Plan

The West Lothian HSCP Workforce Plan is designed around the Five Pillars of Workforce Planning which are outlined in the Scottish Government's National Workforce Strategy for Health and Care. They are:



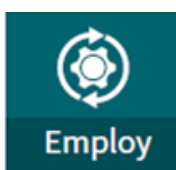
We must ensure we work with colleagues across the health and care system such as NHS Lothian, West Lothian Council, and Public Health Scotland to ensure that we have robust and meaningful data to support workforce planning.



We will establish a new sub group of the West Lothian IJB Workforce Planning Group to manage all communication and engagement relating to attracting new colleagues to the West Lothian HSCP. This will include those already interested in a careers with us but also those who have not yet considered a career in health and care. We will take a whole systems approach by working with colleagues in education, economic development and employability.



We will design the new HSCP Future Leaders programme to ensure that colleagues know what training they need to do in a mandatory sense, what learning and development can be undertaken to allow them to excel within their current profession, and also what can support them to the next stage in their career. The HSCP will also support this action through funding.



Much of the employment practices are out with the remit of the HSCP however we will work with both our local authority colleagues, those within the Health Board and Trade Unions to influence change that will better meet the needs of those living with West Lothian and using our services. This can relate to both terms and conditions for those working across their health and care system in West Lothian but also supporting those in the HSCP to progress into registered roles where appropriate.



Our workforce are our greatest asset within Health and Care in West Lothian. We have listened to our colleagues and they have clearly told us that their health and wellbeing is vital to allowing them to deliver the excellent standard of care and support our citizens expect. To this end we will work with colleagues across the Local Authority and Health Board to ensure there is equity of support for all West Lothian HSCP staff. This will be achieved through some investment locally, improving the culture and leadership with the HSCP, ensuring staff feel this is a safe and inclusive place to work, and that we support our colleagues in a person centred way as we do our patients and service users.

Three new subgroups to develop and deliver the action plan are now well established. The governance structure, as agreed in the Workforce Plan, is outlined in Figure 1 below.

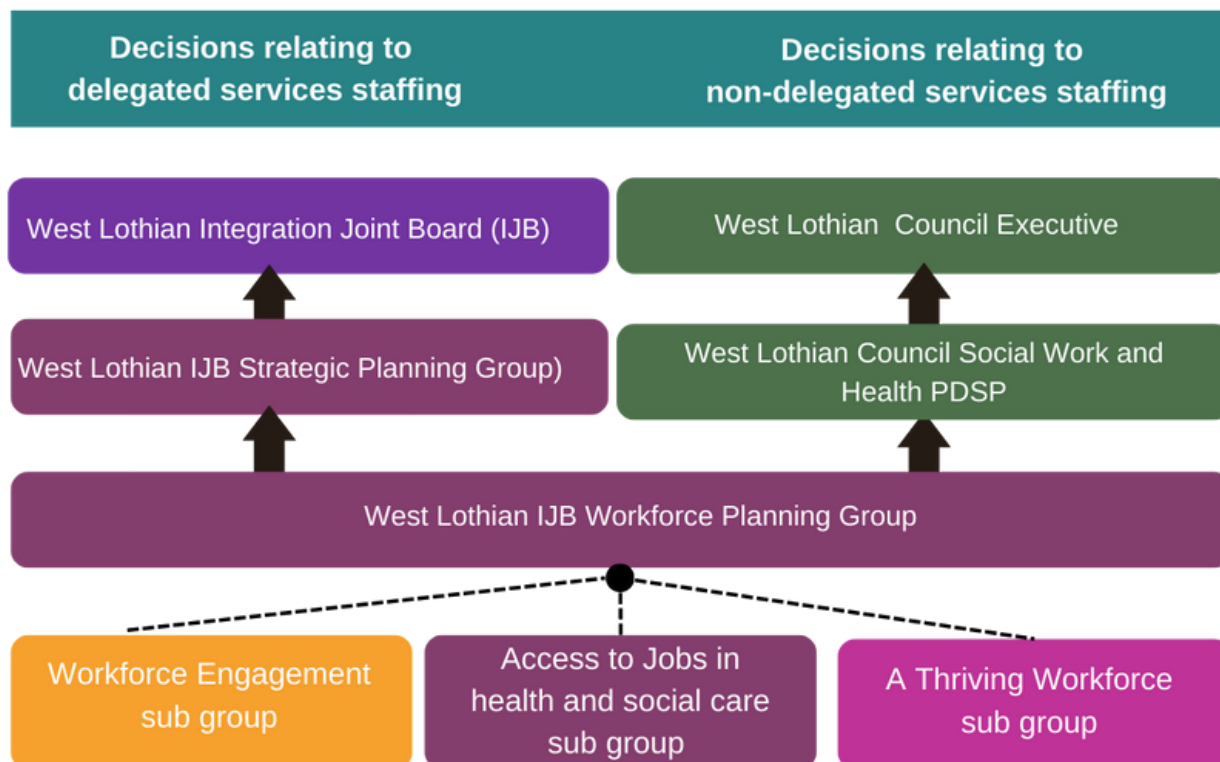


Figure 1

In April 2023, a review of the action plan associated with the Workforce Plan was commenced to ensure that actions were clear and deliverable, that a timescale for completion was agreed, and to ensure that actions were allocated to the most appropriate sub-group. In addition, the Terms of Reference and membership were reviewed for each sub-group to ensure that the remit of each group was clear, and the right people were feeding into each group.

The Workforce Planning Group will continue to closely monitor the action plan and maintain close linkages with the Strategic Plan Delivery Plan governance structures.

Section 3: West Lothian HSCP Strategic and Financial Drivers

Strategy

The IJB approved a new Strategic Plan for 2023–28 in March 2023. The new plan set out the IJB’s future vision for health and care in West Lothian and identified three new priorities:



Delivery Plans for each priority were agreed by the IJB in June 2023 with Workforce Planning identified as a key enabler of service delivery and transformation. The plans focus on achieving a sustainable health and social care system for West Lothian which aims to balance organisational and financial pressures with those of increased demand for services.

West Lothian’s health and social care workforce is critical to the effective delivery of health and social care. Even in the most challenging of circumstances, our staff demonstrate their skills, flexibility and commitment to continue to provide critical services for our communities.

As set out in the Workforce Plan, the action plan illustrates how the West Lothian HSCP will tackle the short, medium and longer term challenges relating to workforce in order to support transformational change whilst supporting our staff.

Financial Context

The 2023/24 opening budget resources for the Integration Joint Board total £260.788.208 million. This level of resource provides for the estimated additional expenditure associated with assumed staff pay awards, demographic and demand led pressures, and contractual inflation, including the estimated costs of continuing to deliver the living wage commitment.

The 2023/24 budget reflects savings of £6.589 million across delegated health and social care functions with planned savings in areas such as commissioned services, new models of care and efficiencies in staff costs.

Financial Context cont.

There remains uncertainty around the ongoing impact of Covid-19 into 2023/24 and beyond and the expectation will be that any ongoing costs are required to be funded via baseline IJB budgets available, other than any costs relating to Test and Protect and vaccinations, which the Scottish Government have indicated will have funding made available. As a result, the estimated ongoing costs of Covid-19 have been built into the 2023/24 budget. The main Covid-19 cost risks for future years relate to support to social care providers, additional staffing costs, prescribing pressures and vaccination costs.

The 2023/24 budget reflects savings of £6.589 million which will require to be delivered to manage spend within the budget resources of £260.788 million. As part of the proposed three-year programme of savings over the period 2023/24 to 2025/26, efficiencies in staff costs will be required.

There continues to be a number of pressure areas due to increasing demands for services. As previously indicated above, key pressure areas include core staffing pressures in council run care homes due to use of agency to meet staffing shortfalls. The same challenges continue in terms of use of agency staff to cover nursing and medical vacancies within health services.

There are also growing costs in care placements for mental health clients, and in community care provision for learning disability clients where there has been a number of high-cost placements in 2022/23 and 2023/24.

In Acute Services, based on recurring baseline 2022/23 pressures and the 2023/24 funding contribution to the IJB, there remains a substantial shortfall in the level of resources provided by NHS Lothian to deliver acute services.

Close monitoring and collaborative working will be required with NHS Lothian colleagues during the year to ensure this funding shortfall is managed. The main pressure areas relate to staffing and also pressures in acute drugs.

It is expected that the Workforce Plan action plan will continue to evolve as work progresses to deliver the IJB's Strategic Plan for 2023-26 and the necessary budget savings across West Lothian delegated services in NHS Lothian, and West Lothian Council Social Policy.

Section 4: Update on Key Workforce Planning Considerations

Demand for Health and Social Care

As set out in the Workforce Plan, West Lothian faces a growing and ageing population over the lifetime of the plan and beyond.

The demographic and population projection data for West Lothian shows a population where older adults are increasing in number and will form a greater proportion of the population over time. The numbers of people in West Lothian aged 65 to 74 is expected to increase by 19% by 2028 with those aged over 75 increasing by 39%.

People in West Lothian are living longer with more complex health conditions and assumptions can be made that there will be more people in need of care and support and less people available to join the health and social care workforce in future years.

The demand for care services and costs of delivering these services is rising more than the funding for delivering these services. Changes are required to ensure limited resources are focused on protecting the essential health and care services that West Lothian residents rely on.

Recruitment and Retention in Social Policy

Recruitment and retention are recurring challenges for Social Policy practice teams. A successful recruitment campaign was launched in January 2023 however retention of these staff members has been challenging.

There have also been challenges in finding qualified candidates for learning disability day centres with a low level of interest in people applying for these posts and coupled with a low acceptance rate for interview offers. As an interim solution, agency staff have been used to support service delivery. Delays in the recruitment process, particularly in the timeframe between a candidate being notified of their success and starting the job have been problematic. PVG checks, reference checks and other recruitment procedures can contribute to this delay.

In January 2023, West Lothian Council's HR department implemented exit interviews for departing employees, the results of these interviews are reported to the HR Programme board quarterly. It is intended that a breakdown of the results will be shared with services later in 2023 and this information will be used to inform future development and identify areas for improvement.

Recruitment and Retention in Social Policy cont.

The management of sickness absence remains a priority for managers across the service. Quarterly updates are provided on employee absences during health and safety meetings.

The HSCP engaged with the Lothian Work Support Services Vocational Rehabilitation Programme to support staff to get back to work or stay in work. The service aims to help employees to achieve a positive relationship between health and work and provides therapeutic intervention as early as possible to support staff back to work.

Adult Social Work Review

A review and redesign of statutory social work services is being undertaken within community Care including Occupational Therapy services. The review will take account of a number of key statutory and strategic functions across a range of social work teams. A number of actions have already been progressed such as the creation of a stand alone Adult Support and Protection team, Assessment and Review Team and two transition social workers to support transitions from children to adults services for those with a disability.

In completing the review the project will support the redesign of social work teams to ensure that that the role of statutory social work is reflective of the needs of local communities as well as being reflective of the strategic priorities of the IJB and West Lothian Council.

The objectives of this review are to create a more streamlined and person centred social work service that meets current and future demand, supporting and exploring digitised approaches including automation of key processes.

The review is ongoing, however, the outcome is likely to have an impact on the social work workforce, though this is yet unknown.

Care at Home

Care at Home is recognised as the most fragile part of the social care market and gaps in the service supply is one of the main factors that contributes to social care delayed transfers of care. Local data reflects that 93% of non-specialist care at home hours are provided by the independent sector.

Care at Home cont.

A whole system approach is taken to the delivery of Care at Home services in West Lothian with services delivered by both the internal service and also by our partners in the independent sector to support people to live in the community wherever possible where admission is made to an acute hospital setting only where there is clinical need.

There has been significant activity undertaken by officers to research and implement improved care at home contractual arrangements and focus on a robust, evidenced and strengths-based approach to assessment of need. The implementation of an Assessment and Review team has supported this work, as has the collaborative working approach with the independent, third and voluntary sectors.

A weekly Care at Home oversight meeting continues to meet with the aim of understanding risk and developing actions to improve the situation. This has included active engagement with care at home providers and supporting market stability and improving supply. The service continues to focus on enhancing arrangements to support care at home provision within West Lothian are implementing a new care at home framework which supports providers to recruit and retain staff and have recently implemented a 'test of change' block contract to target locality and care capacity issues.

National Care Service

The Scottish Government legislation on the National Care Service (NCS) was introduced in the Scottish Parliament in summer 2022 and the legislation set out the intention to establish the NCS by the start of the 2026/27 financial year. It is unclear at this stage what this means in terms of future responsibilities and roles in respect of health and social care services for existing statutory bodies, including IJBs, and new statutory bodies that may be introduced by the legislation. This is likely to have a significant impact for the workforce.

Registered Nursing Training Pipelines

Nursing recruitment and retention is a recognised concern nationally, and in West Lothian we are experiencing many of the same issues as colleagues elsewhere. There is a growing establishment gap in nursing in St John's Hospital with a total establishment gap of over 20%.

Registered Nursing Training Pipelines cont.

Across community nursing teams, although there is not a high vacancy percentage, there is persistent turnover and ongoing vacancies. The challenge is higher when you move up the grades, as the required post graduate qualification in District Nursing takes 18 months to complete succession planning needs to be well in advance. Similarly, Advanced Practice roles are particularly difficult to recruit into and, though we can promote from within teams, on-the-job training takes time and support from the existing team.

Establishment Gaps in Health Services

In NHS Lothian functions, there are significant establishment gaps in some job families, the details of which are listed below.

Job Family (West Lothian HSCP)	Funded Establishment	Inpost WTE	Establishment Gap	Establishment Gap %
ADMINISTRATIVE SERVICES	120.74	114.49	6.25	5.17%
ALLIED HEALTH PROFESSION 1-4	28.98	30.41	-1.43	-4.92%
ALLIED HEALTH PROFESSION 5+	185.31	170.96	14.35	7.74%
MEDICAL AND DENTAL	29.96	17.2	12.76	42.59%
NURSING/MIDWIFERY 1-4	194.58	178.48	16.1	8.28%
NURSING/MIDWIFERY 5+	432.28	380.66	51.62	11.94%
OTHER THERAPEUTIC	41.74	42.88	-1.14	-2.72%
SUPPORT SERVICES	0.8	0.8	0	0.00%
Grand Total	1,034.39	935.88	98.51	9.52%

Table 1

Mental Health

West Lothian is impacted by the national shortage of Psychiatry of Older Age Consultants with ongoing vacancies in these posts. This is reflected within the total Medical establishment gap in table 1.

An increase in training placements is required, recognising that consultants are more often moving towards part-time working, widening the establishment gap.

As with adult nursing posts, there is an establishment gap in mental health nursing. Nationally controlled training pipelines are insufficient. Additionally, the planned intakes into HEIs in the Lothian/South-East Scotland is substantially below the level of its population share. It is recognised that there are also challenges filling intakes, however if intakes do not more closely match population numbers, then the increase in gaps is likely to continue unabated undermining service capacity.

Mental Health Officers (MHO)

Despite the funding for additional MHOs, these posts remain challenging to recruit to and we continue to see an ageing MHO workforce. There is an outstanding action to review the MHO service in West Lothian.

Pharmacy

The demand for expansion of the workforce within pharmacy services over the recent years has been considerable with investments in areas such as primary care pharmacotherapy services and mental health. There is also the potential requirement for further expansion for initiatives such as the progression of personalised medicine/pharmacogenomics and development of advanced practice roles in managing chronic conditions.

The National Pre-registration Trainee Pharmacy Technician Scheme launched by Scottish Government which outlined the delivery of 350 PTPT places over 3.5 years. It was therefore a particular concern that the National Pre-registration Trainee Pharmacy Technician Scheme was halted in October 2022 due to funding constraints, given the extent and rapidly growing gaps within this area of workforce.

Given the level of existing gaps within the pharmacist workforce it is also a matter of significant concern that the commitment within the National Workforce Strategy for Health and Care in Scotland to secure 320 places by 2024/25 is now expected decrease to 200 places from 2025/26 due to disinvestment in funding. This is in the context of number of pharmacist students entering the undergraduate curriculum in Scotland having increased from approximately 240 per year to 305 per year during the pandemic, potentially providing an exceptional opportunity to grow foundation places to help close workforce gaps.

An action remains on the plan to work with Edinburgh College to identify training opportunities for those wishing to access a career in Pharmacy and other areas where pathways from non-registered to registered post exists.

Section 5: Progress against the Action Plan

Workforce Communication and Engagement

Steady progress has been made against the action plan in the last year, particularly those actions supporting “A Thriving Workforce”, of which one key action was the development of a Workforce Communication and Engagement Strategy.

Following the publication of the Workforce Plan, it was agreed that a Workforce Communication and Engagement Strategy would be developed to ensure that all HSCP staff and the wider West Lothian health and social care workforce are aware of and are engaged in the work of the HSCP.

In developing the strategy, a 10-week period of staff engagement was carried out to ensure that the actions set out in the three-year plan were based on the vision and needs of staff working in the HSCP.

The strategy identifies the following four staff engagement themes and sets out an action plan for how these can be achieved:

- Need for effective staff management
- Right structure for our teams
- Nurtured and empowered workforce
- A workforce that can deliver excellence

The strategy was approved by the Integration Joint Board in January 2023 and is now in process of being implemented by the HSCP Communication and Engagement Lead. A short-life working group is being established to develop an action plan that will ensure we meet the objectives of the strategy and embed a rolling programme of staff communication and engagement initiatives, for example, a regular newsletter.

It is anticipated that this action plan will address some of the gaps highlighted by the 2023 iMatters Survey (59% response rate) of HSCP staff. In particular, that only 58% of staff felt “sufficiently involved in decisions relating to my organisation”, and that only 55% of staff felt “that board members who are responsible for my organisation are sufficiently visible”.

The iMatters survey is issued to all staff across the HSCP on an annual basis. Other results indicate progress against the themes the Workforce Plan seeks to address, detailed on the next page.

Workforce Plan Theme	iMatter Measure	2022 performance (Score/100)	2023 performance (Score/100)	Sub group responsible
The need for effective management	I am confident performance is managed well within my team	79	81 (+2)	Sub group 3 – A Thriving Workforce
	I have confidence and trust in my direct line manager	86	88 (+2)	
	I feel that board members who are responsible for my organisation are sufficiently visible	55%	55%	
The right structure for our teams	I feel involved in decisions that relate to my team	77	80 (+3)	Sub group 3 – A Thriving Workforce
	I feel sufficiently involved in decisions relating to my organisation	58%	58%	
	I would recommend my team as being a good one to be a part of	84	87 (+3)	
A nurtured and empowered workforce	I get enough helpful feedback on how well I do my work	75	78 (+3)	Sub group 3 – A Thriving Workforce
	I am given enough time and resources to support my learning and growth	71	74 (+3)	
	I feel my organisation cares about my health and wellbeing	73	74 (+1)	
A workforce that can deliver excellence	I have sufficient support to do my job well	77	81 (+4)	Sub group 3 – A Thriving Workforce
	My work gives me a sense of achievement	80	83 (+3)	

Table 2 – iMatters Performance – Respondents: 1064, Recipients: 1804 = 59% response rate

Supporting Staff Physical and Mental Wellbeing

Looking after the wellbeing of our health and social care teams continues to be a key priority in the Workforce Plan. With the focus shifting away from recruitment towards the need to make significant savings, it is becoming ever more critical to retain and nurture our existing workforce.

Supporting Staff Physical and Mental Wellbeing cont.

This is particularly true for staff providing in-person care and support to our communities. The HSCP recognises that we commission 93% of care provided in the home from the independent sector and that the HSCP commissions most of the care home bed placements in West Lothian. We also commission placements for some clients requiring specialist complex care. As well as supporting our own staff, there are a range of measures in place to support our commissioned providers to support their workforces through our robust contract management processes.

A Wellbeing Lead for the HSCP was recruited in September 2022 to help deliver on a local level both the NHS Lothian 'Work Well' strategy and the 4 pillars approach to Wellbeing taken by West Lothian Council.

The Wellbeing Lead has supported the allocation of a total of £133,398 of Scottish Government funding for staff wellbeing initiatives since coming into post including working with The Brock to design wellbeing benches for staff, and funding for wellbeing team activities and hot drinks provision.

The HSCP recognises that the Covid-19 pandemic and the continuing recovery from Covid-19 has been a challenging time for staff. The HSCP is experiencing an increase in sickness absence on the same period last year.

The highest categories of absence reasons across the partnership at July 2023 are anxiety/stress/depression/other psychiatric illnesses, followed by gastrointestinal illness and cold, coughs or flu.

Staff are generally aware of and encouraged to access a variety of wellbeing resources delivered locally and nationally. There are also a range of local and national services available to all staff across the HSCP and the Wellbeing Lead is working on a digital resource that signposts to all of these.



Supporting Staff Physical and Mental Wellbeing cont.

Moving forward, there are a number of actions on the revised action plan that relate to ongoing support for staff.

The implementation of the Workforce Communication and Engagement Strategy will play a key part in raising awareness of the above resources, fostering a sense of purpose and belonging in our teams, ensuring staff are kept well apprised of the transformative programmes of work that may affect them, linking them to senior managers and board members, and providing regular updates on access to development and wellbeing resources.

We will prioritise the development of an HSCP digital management pack to guide and support managers in performance management, development of their staff, succession planning and providing and signposting to support for staff. This will include guidance on prospective management development, outlining the key skills and competencies required to apply for management grades and how to be successful in the role. We have already commenced the development of an HSCP induction pack for all new staff joining the HSCP.

Furthermore, we will explore how we engrain a supportive culture of “good conversations” between colleagues, and in particular between staff and their line managers.



A Trauma Informed Workforce

Giving our workforce the tools to do the job is also critical to protecting staff both operationally and mentally. The HSCP will continue to roll out training to ensure we are developing a sustainable and trauma informed workforce that can managed and deal with the adversity and challenges a role in health and social care presents.

The Trauma Board is now well established and focus over the last six months has been to:

- Promote the Scottish Trauma-informed Leadership Training (STILT)
- Develop working relationship with the trauma improvement services leads and represent West Lothian at national network meetings
- Develop a training workstream
- Roll out level one trauma informed training as a pilot
- Evaluate the roll-out of the training, delivery model and facilitation notes
- Organise a development day to gain a shared understanding of the considerable task that lies ahead in addressing the governments ambition in developing 'a trauma informed workforce' and by association systems considering how best to proceed
- Agreed to develop a test for change improvement model to support the work of populating of a local action plan and toolkit

In June of this year the board invited services to apply to participate in a one year small 'test of change' process commencing September 2023. The overarching aim of the test of change is to create a sustainable working partnership involving local authority/health organisations and third sector organisations along with services users with lived experience to create an online West Lothian Toolkit to support the development of trauma informed services and a trauma informed workforce. It is intended there will be a public facing information page with links across services and resources which can be used by all. The board will develop an action plan and associated performance indicators.

A Trauma Informed Workforce cont.

The intention of the test of change is that it will:

- Support service evaluation, knowledge, understanding and improvement of trauma informed systems
- Provide access to the National Trauma Training Programme level one, level two and Scottish Trauma-informed Leadership training (STILT)
- Actively and meaningfully involve those with lived experience in developing a West Lothian tool box and associated shared resources
- Provide evidence-based information to understand progress, opportunities and challenges that exist in developing a trauma informed service and workforce and develop solutions to those challenges as a partnership
- Capture and demonstrate impact

Social Care Recruitment

Access to Employment employability events were held across 3 dates; May 2022, September 2022 (10 interviews were arranged from this event for support at home and care homes) and March 2023 (16 people showed interest in career in care, applications were provided to these people to return).

In addition, a recruitment event was held for displaced Ukrainians on 19 July 2022. This was organised by West Lothian College and 5 people completed applications/provided CVs. There were some barriers in relation to language, communication, and availability to work shifts.

West Lothian College met with students studying HNC in Social Services and Healthcare highlighting opportunities within Care homes, Housing with care and Support at Home on 9-10 November 2022; 1 student showed interest in locum work and was supported to complete application for Care Home locum bank.

A Leavers Event for school students was held on 25 January 2023, though little interest was received from school leavers. Bathgate Academy held mock job interviews on 7 March 2023 and advised of opportunities and career paths in social care.

Social Care Recruitment cont.

A Skills Boost course was developed in partnership with West Lothian College. This would provide a 3 week of training; 2 weeks provided by West Lothian College covering basic skills for carers and 1 week of mandatory training with West Lothian Council. The training would be unpaid but on successful completion candidates would be guaranteed a job within West Lothian social care services.

The Skills Boost was intended to launch on 31 October 2022. Unfortunately, the programme did not receive any interest.

Social Policy Mentoring Programme

The Social Policy mentoring programme was launched in January 2022 with the aim of supporting the retention of new care staff within West Lothian Council.

This programme offers mentoring support to new care staff during their induction period. It provides pastoral and professional support for up to 6 months, with mentoring sessions every four weeks.

From February 2022 to August 2023, the mentoring program received 50 referrals from home support, care homes and housing with care. Of these referrals, 36 staff members accepted the mentoring support with 26 completing the mentoring programme.

Overall the mentoring support has received positive feedback from staff; the mentoring survey has highlighted:

- 100% of mentees felt that having a mentor supported their wellbeing
- 86% of mentees felt valued as an employee
- 100% felt mentoring was helpful for their learning and development

A total of 12 staff members who received mentoring have been in their positions for over a year.

The mentoring programme is continuing to support new social care staff, at present 5 members of staff are receiving ongoing mentoring support.

The HSCP is keen to explore where it can replicate the success of the mentoring programme in other areas of the workforce.

Attracting the Young Workforce

Allied Health Professionals (AHPs) held a Career Event at James Young High School on 20 June 2023.

- ✓ pupils rated the event 4 out of 5
- ✓ 39% had considered a pathway in health and social care prior to the event – this moved to 51% in our exit questionnaire
- ✓ 91% agreed they have a greater understanding of the diverse pathways available in health and social care



We intend to replicate the success of the Careers Event for Schools held in January 2020 early in 2024. This event will once again bring children from West Lothian primary and secondary school to engage with professions from across the partnership. This will include a focus on career pathways to help inform pupils' subject choices.

The development of a new Power BI dashboard for West Lothian schools poses a great opportunity to target engagement of young people interested in a career in health and social care. The dashboard draws on multiple data sources and provides a rich picture of individual pupils' subject interests, education pathway, and destination on leaving school.

Local Employability Partnership

The Local Employability Partnership (LEP) is represented on the Workforce Planning Group and is keen to increase focus on potential opportunities to support more people into health and social care employment. The LEP is considering:

- career pathways work for young people, as well as wider opportunities to support parents e.g. scope out the different pathways into health and social care jobs
- funding to support vocational qualifications (as other sectors are referenced the activity list)
- in-work mentoring and support
- work experience and volunteering opportunities

There is considerable overlap with the ambitions of the Workforce Planning Group and we are committed to working in partnership towards these common goals.

Ten-Point Workforce Plan for Allied Health Professionals (AHPs)

The West Lothian AHP 10 Point Action Plan has been updated and some key developments incorporated:

1. Over establishing within budget to link recruitment with graduation dates/registration as ongoing recruitment issues - vacancy gaps and difficulty recruiting to fixed term posts.
2. OT/PT Review June – December 2023. All OT/PT Service Leads producing Service Specifications and presenting at Appreciative Inquiry meetings where ideas for change identified. Workshop to develop these into recommendations for SMT.
3. AHP Assurance and Governance Q reporting to start from Q2 for West Lothian OT/PT using the Lothian AHP Assurance & Governance APP.

We are working closely with the West Lothian Chief Nurse and NHS Lothian Organisational Development Team to pilot a Band 7 Team Lead development programme due to start October 2023. This will comprise of a 6 week programme of practical support for Band 7 Team Leads and Senior Charge Nurses and will include managerial information sessions and practical advice on systems as well as leadership development.

The HSCP has recruited three Band 3 staff who will be supported to complete their nurse training via an Open University course with their workplace providing the placements for this course - "Earn as you Learn".

In addition, we are engaged with Lothian AHP Workforce Planning in developing a Framework for Advancing AHP roles and introducing Job Planning using the e-JobPlan plan system over the next 12 months.

A Digitally Enabled Workforce

The use of technology at work rapidly evolved during the Covid-19 pandemic and the HSCP is still benefitting from the widespread use of Microsoft Teams to host meetings, from small team meetings to large conferences.

This in turn supports flexible working, which we know staff value. Staff feel more able to exercise their own discretion over their work through supportive discussions with their line managers and to manage their work/life balance around childcare commitments, for example.

A Digitally Enabled Workforce cont.

As set out in the Workforce Plan, there is a great desire from HSCP staff to increase knowledge of technology enabled care and to increase the awareness and skills of colleagues using digital technology to carry out the day job. Staff want to see a menu of choice when it comes to delivering care and support for the people of West Lothian.

This was reiterated at the recent Home First Conference, which brought together health and social care staff from all over West Lothian, including the third and independent sector, to discuss the principles and strategic direction of the Home First Programme. This was hosted online over 2 days, which no doubt allowed some staff to attend where they may not otherwise have the time to travel.

The benefits of digital communication channels extend to the delivery of care.

The West Lothian Community Wellbeing Hubs are an NHS service designed to reduce GP workload in relation to patients with mental health problems, specifically those with recurrent mild-to-moderate conditions.

Interventions have been delivered by a range of different engagement methods including face to face, telephone, and digital consultation in line with changing Covid-19 related restrictions.

A total of 2000 consultations have been done using the NEAR ME platform during the period April 2021 to March 2023. The Community Wellbeing Hubs continue to deliver the highest volume of remote consultations in the HSCP with an average of 1000 interventions per year.

The HSCP recognises that access to reliable data is critical to informing transformational programmes of work and future service models.

Data Driven December 2022 was a staff campaign initiative designed to promote the good use of data within the HSCP.

It was a campaign designed to highlight that good quality data and information helps us deliver better quality care and support, and that by analysing this data, we can improve outcomes for our service users by directly supporting care, driving service improvement and enabling research and innovation.

A Digitally Enabled Workforce cont.

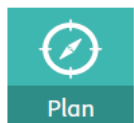
Staff who had made excellent use of data were asked to lead online seminars for other staff on how they come use data tools such as Power BI to enhance the outcomes of their service. The following seminars were offered:

- The Power of BI: Care at Home
- Flexdashboards, R and Tableau
- eFraility
- Data in Child Services
- Waiting Times in Podiatry
- Data Collection in Listen and Link Services

The seminars were well-received, and staff who attended found them very beneficial.

A summary of progress against all actions in the revised action plan is attached as Appendix I.

Appendix 1: Action Plan – Summary of Progress



We must ensure we work with colleagues across the health and care system such as NHS Lothian, West Lothian Council, and Public Health Scotland to ensure that we have robust and meaningful data to support workforce planning.

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
NEW - Work with NHS Lothian workforce planning partners, data analysts and senior managers to collate a comprehensive picture of our future workforce requirements - to feed into comms campaigns	Engagement Subgroup	Workforce Planning Programme Lead	May-23	On Hold	0%	Not started	A forecasting tool is in development that provides projections for workforce gaps across all job families. This has the potential to break down to partnership level and the outcome of this work is awaited.
Establish a process for HSCP to maintain sight of establishment gaps across health and social care job families	Access to HSCP Jobs	Head of Strategic Planning and Performance	Aug-22	Dec-22	50%	Behind Schedule	Establishment gap for NHS Lothian HSCP services is readily available, however, work continues to establish how an accurate picture of establishment gap in council services can be attained.

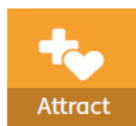
Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Exit interviews will be reviewed centrally and themes will be identified to address workforce planning work, mainly around the creation of new roles and retention of staff.	Access to HSCP Jobs	Head of Strategic Planning and Performance	Oct-22	Dec-22	20%	Behind Schedule	NHSL have provided questionnaire used for online exit interviews and new guidance is in place, which should allow for better data analysis when interviews are conducted (not mandatory). Awaiting WLC update on exit interviews
Work with Edinburgh College to identify training opportunities for those wishing to access a career in Pharmacy and other areas where pathways from non-registered to registered post exists.	Access to HSCP Jobs	Head of Strategic Planning and Performance	Oct-23	Apr-24	0%	Not started	
Proactively engage with Scottish Government and colleagues in NHSL and WLC, to highlight issues regarding workforce availability, specifically in relation to nursing, medical cover, social work, MHO and social care.	Access to HSCP Jobs	Workforce Planning Programme Lead	Aug-22	Ongoing	50%	On Going	Programme Manager for Workforce Planning attending regular meetings with counterparts in NHSL and other Lothian HSCPs to share workforce issues and best practice. East Region NHS HR Directors have written to SG to escalate concerns around the pipeline for Adult and MH Nurses

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Following the principles of Home First, develop new ways of working in relation to scheduled and unscheduled care to make the best use of our staff mix ensuring teams work in an integrated way to reduce duplication.	A Thriving Workforce	Home First and Workforce Planning Programme Leads	N/A	Ongoing	10%	On Track	This is a long term action relating to the transformation work of the Home First programme - this action will be defined further as the programme progresses
Carry out a review of the Mental Health Officer (MHO) Service to ensure succession planning is in place and external factors affecting recruitment can be mitigated for.	A Thriving Workforce	Head of Social Policy	N/A	Apr-23	70%	On Track	In progress: initial report will be considered by the Workforce Planning Group
Work with the NHS Lothian AHP workforce programme manager to report progress against the West Lothian Allied Health Professionals Workforce Plan	A Thriving Workforce	Chief AHP	Aug-21	Sep-23	50%	On Going	AHP 10 point Workforce Action Plan 2023 agreed

Appendix 1: Action Plan – Summary of Progress



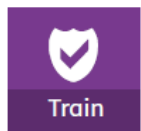
We will establish a new sub group of the West Lothian IJB Workforce Planning Group to manage all communication and engagement relating to attracting new colleagues to the West Lothian HSCP. This will include those already interested in a career with us but also those who have not yet considered a career in health and care. We will take a whole systems approach by working with colleagues in education, economic development and employability.

Action	Sub Group	Lead Person	Start Date	End Date	% completion	Status	Progress Update
Develop and deliver effective local communication campaigns targeting roles that present recruitment challenges and promoting the HSCP as a great place to work. Strong focus to be placed on future younger workforce with additional actions below for particular areas of the workforce.	Engagement Subgroup	Communication and Engagement Lead	Oct-21	Ongoing	50%	On Going	See individual updates against sub-actions below
NEW - Develop campaign plan, focus, target audience, branding and key messages.	Engagement Subgroup	Communication and Engagement Lead	Oct-21	Jan-24	20%	On Track	Resources exist for some individual service areas, for example, a leaflet on considering a career as an Allied Health Professional (AHP)

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% completion	Status	Progress Update
NEW - Promote social work qualifications/careers via external comms and social media each year to help bolster the social work workforce in future years.	Engagement Subgroup	Communication and Engagement Lead	Jun-23	Ongoing	0%	Not started	We will link in with existing national campaigns
NEW - Promote health qualifications/careers via external comms and social media each year to help bolster the ANP workforce in future years	Engagement Subgroup	Communication and Engagement Lead	Jun-23	Ongoing	0%	Not started	We will link in with existing national campaigns
Design a programme of events and engagement activities with schools over the school year	Engagement Subgroup	Communication and Engagement Lead	Oct-23	Jan-24	5%	On Track	Communication and Engagement Lead has commenced discussions with Education colleagues

Appendix 1: Action Plan – Summary of Progress



We will design the new HSCP Future Leaders programme to ensure that colleagues know what training they need to do in a mandatory sense, what learning and development can be undertaken to allow them to excel within their current profession, and also what can support them to the next stage in their career. The HSCP will also support this action through funding.

Action	Sub Group	Lead Person	Start Date	End Date	% completion	Status	Progress Update
Establish a shared position across the HSCP to allow colleagues equal opportunities to develop themselves and complete required mandatory training.	A Thriving Workforce	Head of Strategic Planning and Performance	Ongoing	Jun-24	50%	On Track	Mandatory training in place for employees current role (perhaps time give to complete mandatory training/CPD for career progression).
Continue to develop a workforce that is Trauma Informed through the roll out of the Trauma Informed Workforce Planning Group and training/capacity group within Public Health Scotland.	A Thriving Workforce	Trauma Lead and Champions	Ongoing	Ongoing	50%	On Going	Will consider how we improve linkages to trauma work and expand on this action.

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% completion	Status	Progress Update
Where appropriate use the CSER programme to attract those wishing to develop a career in medical services within the West Lothian HSCP.	A Thriving Workforce	Clinical Director of Psychiatry	Ongoing	Ongoing	100%	Completed	Business as Usual
Develop the HSCP Future leaders programme outlining a full manager development programme to support those in request.	A Thriving Workforce	Head of Strategic Planning and Performance	Oct-22	Dec-22	50%	Behind Schedule	NS currently working on document outlining career progression pathways and training requirements for HSCP staff. Update: Education Governance Board meeting it was agreed that all Education and Career Pathway documents are to be taken down for review if they are out of date. Each professional group are responsible for updating their own. Once released this information will be the main source for sign posting available CPD and training in Future Leaders document.

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% completion	Status	Progress Update
NEW - Develop and commence roll out of programme to upskill band 7s to support succession planning across the HSCP	A Thriving Workforce	Chie AHP and Chief Nurse	Jun-23	Mar-24	70%	On Track	Working with OD colleagues to deliver a 6 week programme of practical support for Band 7 Team Leads and SCNs this will include managerial information sessions and practical advice on systems as well as some leadership development. Have recruited 3 Band 3 staff who will be supported to complete their nurse training via an Open University course with their workplace providing the placements for this course -"earn as you learn".

Appendix 1: Action Plan – Summary of Progress



We will design the new HSCP Future Leaders programme to ensure that colleagues know what training they need to do in a mandatory sense, what learning and development can be undertaken to allow them to excel within their current profession, and also what can support them to the next stage in their career. The HSCP will also support this action through funding.

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Agree a standard approach across the HSCP to advertising posts including process for distribution on channels including social media	Engagement Subgroup	Communication and Engagement Lead	Jun-23	Dec-23	15%	On Track	Linked to development of an induction pack for all new starts - messaging between these two documents will be consistent
Explore the use of a band 4 Advance Healthcare Support worker / Assistant Practitioner role to reduce pressure on vacant Register Nursing posts.	Access to HSCP Jobs	Chief Nurse	Ongoing	Jun-23	100%	Completed	Band 4 AHSW in use. Mapping exercise to be carried out to locate where this is working and identify other areas where band 4s could be useful (new action created)
Work with services such as West Lothian Access 2 Employment and NHS Lothian Learning and Development to identify opportunities for non-registered posts to support workforce pressures.	Access to HSCP Jobs	Head of Health	N/A	Apr-23	0%	Not started	

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Work with NHS Lothian to maximise the use of the 'retire and return' policy across all professions where appropriate.	Access to HSCP Jobs	Head of Health	Ongoing	Ongoing	50%	On Going	NHSL's Retire and Return Policy has been updated. Further work required to establish how HSCP adds value to process.
NEW - Identify further opportunities for band 4 posts to support areas where recruitment to vacant nursing posts is challenging	Access to HSCP Jobs	Chief Nurse	Jun-23	Jun-24	0%	Not started	
Continue to invest in a range of medical staffing grades including the speciality doctor's post to ensure a diverse skills mix is available to our teams.	A Thriving Workforce	Clinical Director of Psychiatry	Sep-21	Ongoing	100%	Completed	Business as Usual
Recruit a HSCP Wellbeing lead to address the needs of both the NHS Lothian 'Work Well' strategy and the 4 pillars approach to Wellbeing taken by West Lothian Council.	A Thriving Workforce	Head of Strategic Planning and Performance	Sep-22	Sep-22	100%	Completed	Jenin Ola recruited as Wellbeing Lead. Will consider further actions on Wellbeing
Work with all key stakeholders to best determine the correct skills and sector mix for the Mental Health and Wellbeing Primary Care Service (MHWPCS).	A Thriving Workforce	General Manager Mental Health and Addictions Service	Delayed	Delayed	0%	Delayed	Funding not currently available for Mental Health and Wellbeing Primary Care Service.

Appendix 1: Action Plan – Summary of Progress



We will design the new HSCP Future Leaders programme to ensure that colleagues know what training they need to do in a mandatory sense, what learning and development can be undertaken to allow them to excel within their current profession, and also what can support them to the next stage in their career. The HSCP will also support this action through funding.

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Consider a further role out of the successful mentoring role in teams and professions where staff turnover is higher learning lessons from successful mentoring programme in Social Policy.	Access to HSCP Jobs	Head of Strategic Planning and Performance	Oct-23	Apr-24	0%	Not started	
NEW - Develop and implement a supported year for Newly Qualified Social Workers.	Access to HSCP Jobs	Head of Social Policy	TBC	TBC	0%	Not started	On the agenda for September meeting of the Access to Jobs Sub-Group
NEW - Identify further opportunities for band 4 posts to support areas where recruitment to vacant nursing posts is challenging	Access to HSCP Jobs	Chief Nurse	Jun-23	Jun-24	0%	Not started	

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Develop a local staff engagement strategy to underpin the future development of the WL HSCP workforce and contribute to wellbeing - strategy should include communication protocol for HSCP news, IJB decisions and service change.	A Thriving Workforce	Communication and Engagement Lead	Aug-22	Apr-23	100%	Completed	WL HSCP Communication and Engagement Strategy approved. A working group is being established to further develop a rolling programme of communication and engagement activity for staff fostering a sense of purpose and belonging in our teams, ensuring staff are kept well apprised of the transformative programmes of work that may affect them, linking them to senior managers and board members, and providing regular updates on access to development and wellbeing resources.
The HSCP Senior Management team will develop new ways of working to engage senior management within St John's, allowing space to discuss barriers to retaining colleagues on site.	A Thriving Workforce	Head of Health	Nov-22	Dec-23	20%	On Going	Extended Senior Management Team brings together senior managers community and acute colleagues on a regular basis. The next step is to identify professional touch points in discussion with key senior managers.
Develop HSCP digital management pack to guide and support managers in performance management, development of their staff, succession planning and providing and signposting to support for staff.	A Thriving Workforce	Head of Strategic Planning and Performance	Mar-23	Jun-24	5%	On Track	See individual updates against sub-actions below

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
Develop West Lothian HSCP guidance on prospective management development, outlining the key skills and competencies required to apply for management grades and how to be successful in the role.	A Thriving Workforce	Head of Strategic Planning and Performance	Dec-23	Jun-24	0%	Not started	
Formalise and cascade West Lothian HSCP standard on team meeting frequency, supervision frequency and approach to the development of teams in partnership with management colleagues.	A Thriving Workforce	Head of Strategic Planning and Performance	Dec-23	Jun-24	0%	Not started	
Ensure all existing support services for colleagues within the HSCP are regularly promoted and available for colleagues to access, to support their own physical and mental wellbeing.	A Thriving Workforce	Wellbeing Lead and Communication and Engagement Lead	Ongoing	Ongoing	20%	On Going	Wellbeing Lead currently working on an online directory with all Mental Health and Wellbeing services available to HSCP Staff.
Support HSCP digital management strategy with the development of a clear communication plan to ensure expectations of all staff are clear with regards to performance and development.	A Thriving Workforce	Communication and Engagement Lead	Dec-23	Mar-24	0%	Not started	

Appendix 1: Action Plan – Summary of Progress

Action	Sub Group	Lead Person	Start Date	End Date	% Completion	Status	Progress Update
NEW - Develop induction pack for new HSCP staff including standard text that can be used across induction and post advertisements	A Thriving Workforce	Head of Strategic Planning and Performance	Mar-23	Dec-23	30%	On Track	Development of Induction Pack is in progress