

Fife Health
& Social Care
Partnership



Workforce Strategy & Plan 2022-25



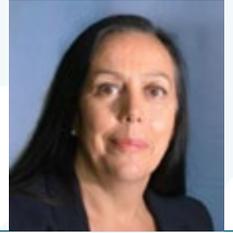
Supporting the people of Fife together



Contents

Message from the Chair	3
Foreword	4
Introduction	5
Mission 25 - Our Ambitious Vision	7
Our Drivers and Our Future Context	9
Our Structure & Culture	13
Key Achievements	15
Our Workforce	20
Our Engagement & Participation Approaches	37
Our Priorities	39
Monitoring & Review	45
Glossary of Terms	46
Summary of Actions across the Five Pillars of the Workforce Journey	48

Message from the Chair



This Workforce Strategy has been developed with the aspirations of our refreshed Strategic Plan at its core, as we work through our ambitions of Recovery and Transformation of Health and Social Care Services. Ensuring that we are aligning all of our strategies is key to supporting our collective priorities in the coming three years to deliver the change and improvement we wish to see by 2025 – referred to in our strategy as “Mission 25”.

Fife Integration Joint Board is incredibly proud of the Health and Social Care Workforce in Fife. It has been humbling to hear how our people, as our collective workforce, have adapted throughout the COVID-19 pandemic embracing a ‘Team Fife’ approach and demonstrating integrated working at its heart. The dedication, commitment, and professionalism of all our people to care for and support the people of Fife has been, and continues to be, extraordinary.

This strategy is ambitious for the people working in Health and Social Care and for the people that we care for. Key to transformation of our services is developing a sustainable, skilled workforce with career choices. This includes a focus on nurturing our organisational culture in parallel with transformation in systems, processes and structures, a commitment to integrated working and wellbeing support.

We are facing a time of great change, challenge and opportunity for Health and Social Care, whilst also recognising and valuing the roles of other services that support citizens' needs through delivering preventative and primary care, community care and complex and critical care for the people of Fife.

This strategy has been a collaborative endeavour with strong engagement with our partners in NHS Fife, Fife Council, Third and Independent Sectors and with our staff groups and Trade Unions. Huge thanks to all involved in providing this forward focused strategy for the Workforce in Fife’s Health and Social Care Partnership.

Christina Cooper
Chair - Fife Integration Joint Board

Foreword



Fife Health and Social Care Partnership aims to enable the people of Fife to live independent and healthier lives. We will deliver this by working with individuals and communities and using our collective resources effectively to underpin how we transform how we provide services. This strategy aims to recognise not only “what” we do but “how” we will approach this which includes demonstrating our values of being person-focused, having integrity, being caring, respectful, inclusive, and empowering, with kindness.

We cannot achieve any of this without the support of our highly skilled and dedicated workforce, our partners in NHS Fife, Fife Council and the Third and Independent Sectors, carers, and our communities. It’s by working together that we will continue to progress with integrating services and ensuring we care and support people in Fife.

This strategy is dedicated to our people – the staff working across health and social care. The last few years have been particularly demanding for staff working within Health and Social Care who have worked throughout the significant challenges faced during the COVID-19 pandemic. I am so proud of our teams and thank each and every member of staff working across health and social care, in all agencies, for their ongoing dedication, commitment and professionalism.

I am also grateful to our colleagues within our trade unions and staff side who have championed staff and partnership working and undertake a critical role in supporting our commitment to staff governance and wellbeing.

This strategy outlines ambition to enable a range of actions planning for and attracting, developing, supporting, and delivering the recovery, growth and transformation of our workforce. This is critical to Fife’s recovery from the COVID-19 pandemic, within the wider context of addressing inequalities and making a continued shift to early intervention and prevention.

We will report on the delivery of this Strategy on an annual basis, and it will also be thread through the Integration Joint Boards annual performance report and the Local Partnership Forum Annual Report reporting not only our data, but also telling our collective story of both Workforce and Organisational Development in Fife Health and Social Care Partnership. Story telling is an important part of our journey to help develop and deliver a collective vision and I am proud to be part of our story with you.

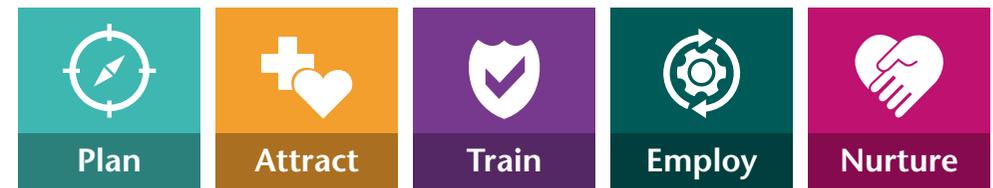
Nicky Connor
Chief Officer - Fife Integration Joint Board
Director of Health and Social Care

Introduction

The approach to this strategy is based on workforce planning approaches across partner agencies. The NHS follow the six-step workforce planning methodology to enable Integrated Workforce Planning. Other partners have worked with operational services to understand their workforce needs and develop mitigating actions. All partners have linked the workforce planning activity to the Scottish Government's Five Pillars framework as recommended. There are actions that will be taken over the short, and medium term to support the tripartite ambition of recovery, growth and transformation of health and social care. We are aiming to:

- Create the conditions through which our workforce, by extending our health and social care services, can successfully recover from the pandemic.
- Grow the health and social care workforce sustainably, in line with Fife's population demographics and the demands on health and social care services
- Transform the ways in which our workforce is trained, equipped, and organised to achieve long-term sustainability through increased effectiveness and improved population health outcomes.

Throughout this strategy there will be actions associated with the Five Pillars of how we: **Plan, Attract, Train, Employ** and **Nurture** our Workforce.



These are the areas where we can have the maximum impact in terms of recovery, growth and transformation in our services and our workforce and enable delivery of our Health and Social Care Strategic Plan for 2022-2025.



The Workforce Strategy Group that has led the development of this strategy and has ensured that all voices across the Partnership and key partners have had the opportunity to contribute, involving representatives from:

- NHS Fife Workforce Planning and Human Resource Department
- Fife Council Human Resource Service responsible for the workforce planning for the Council
- Operational Services and Professional Leads across the Partnership
- Quality Standards across the Partnership
- Finance and Business Support
- Strategic Planning, Performance and Commissioning
- Organisational Development and Culture
- The Local Partnership Forum Trade Unions
- Independent Sector
- Third Sector
- Fife College

This group will continue to oversee the delivery of the strategy creating more detailed Portfolio and Sector Specific plans with associated leads and timescales ensuring a strong whole system approach to monitoring and delivery. There will be Quarterly reports to the Senior Leadership Team and an Annual Report to the Integration Joint Board (IJB) as the basis to assure delivery of the priorities and the actions that have been taken to **Plan, Attract, Train, Employ and Nurture** our Workforce in line with the Strategic Plan.

Mission 25 - Our Ambitious Vision

The fundamental ambition of our Workforce Strategy for 2022 – 2025 is to inspire our people (our workforce) to strive to achieve the best outcomes for the people of Fife, to assure our workforce that their wellbeing is at the heart of our leadership approach and that they are supported within their workplace, wherever that is, across the whole of our Partnership.

Our workforce is our greatest asset and through our Workforce Strategy we seek to demonstrate this through a range of strategic and operational actions that are based on three key priorities:

- Our plans have an integrated focus and whole system approach
- Our priorities are co-designed with staff, trade unions, partners and people who receive services.
- Together we are ambitious and person-centred with a clear focus on outcomes

We recognise the workforce challenges facing our Partnership and these have been amplified by the COVID pandemic: from our desire to improve personal outcomes for the people of Fife, to the financial and operational requirements to enable system redesign and high-quality delivery, the challenges associated with recruitment, retention and turnover in specific posts, the need to support our people's mental health and wellbeing within the workplace, and the cultural and leadership capacity and capabilities needed to deliver these.

We have undertaken a whole system leadership redesign approach to focus on whole system working and develop systems leaders, to enable the transformation required to meet our overarching ambition of continuous quality improvement for the people of Fife and our integrated workforce.

To date we have embedded a change in organisational structure to enhance working together on a regular basis by being part of a team together. This is defined under operational portfolios to enable a focus on Preventative and Primary Care Pathways, Community Care Pathways and Complex and Critical Care Pathways. This is supported by Business Enabling Services supporting strategic planning, performance, commissioning, finance, corporate services and Organisational Development, as well as a strong commitment to professional standards and quality across all professions. This will enable more integrated team working, increase relationship building across our teams and the development of new pathways of care.

In all areas of our work in the Health and Social Care Partnership we focus on a strong Golden Thread between the following areas:

- **Setting Direction:** Our Vision, Purpose and Strategy and our Organisational Leadership and Culture
- **Delivery:** Engaging Stakeholders, including our workforce, Creating Sustainable Value and Driving Transformation.
- **Outcomes:** Including our Strategic and Operational Delivery and Performance and Stakeholder Perceptions, including our workforce.

To support this in practice there are a range of success statements co-designed by our Extended Leadership Team, which included representation from all services. These statements encapsulate the outcomes we aim to achieve by asking the following:

‘What will success look like for our Partnership if we improve...’

- Our **leadership** ability & **organisational culture**
- Our opportunities for our **workforce** to thrive
- Our ability to **transform** our services
- Our **standards** of practice excellence & quality
- Our **reputation** with our citizens and our staff
- Our ability to empower our **local places** to influence the service they receive
- Our performance in affecting people’s lives **earlier to prevent** the need for hospital and **reduce** the need for health and social care services
- Our ability to get the best value from our **financial** resources and **sustain** our services

This Workforce Strategy sets out our approach to generating success across all the areas described in the success statements. We will only achieve our vision if we ensure we have a workforce that is equipped with the capacity, skills, knowledge, and capabilities to deliver the best health and social care outcomes for the people of Fife. This reinforces the importance of the Five National Pillars of how we: Plan; Attract; Train, Employ and Nurture our Workforce.

Co-production is at the heart of all we do to generate belief in our common purpose; to deliver the outcomes of Integration which enable the people of Fife to live independent and healthier lives. This involves championing and role modelling a “Team Fife” culture – ‘One voice, one Health & Social Care Partnership, working with all our Partners across NHS Fife, Fife Council, Third and Independent Sectors, and valuing the importance of working collectively across all sectors to enable joined up care for the people of Fife.

We are achieving this by prioritising engagement and providing clarity on work being undertaken to define who is **leading** any programme, involving all key **critical contributors**, ensuring support by key stakeholders being **signed up** and keeping people **informed** throughout. This approach has, and will, transform our ability to work with clarity, at pace, to deliver this strategy and bring a common approach to all our transformation.

Our Drivers and Our Future Context

2022-2025 brings alignment between Fife Integration Joint Board's Strategic Plan, Workforce Strategy and Medium-Term Financial Change Plan. This emphasis on delivering improved outcomes for the people of Fife whilst recognising both the challenges and opportunities associated with workforce challenges and financial sustainability, demonstrates the need for transformation and the potential for the reform of public services.

People are at the heart of Integration. Within the **Nine National Health and Wellbeing Outcomes** (The Public Bodies (Joint Working) (Scotland) Act 2014) there are two outcomes that directly relate to our workforce. These require us to ensure that people who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care, and treatment they provide and that the resources (financial and staffing) are used effectively and efficiently in the provision of health and social care services. As legislative outcomes we will report on progress in our annual Workforce Strategy Report.

Published in March 2022, the **National Workforce Strategy for Health & Social Care in Scotland** acknowledges the efforts of our Partnership staff throughout the pandemic and recognises the value of National and Local Government working together to make a positive contribution to every aspect of people's lives, across every community, in Scotland. It sets out a national framework to achieve the collective vision for "a sustainable, skilled workforce, reflective of the communities they serve, with attractive career choices where all are respected and valued for the work they do". This national strategy has provided the framework for our strategy in the Fife Health and Social Care Partnership.

Key to delivery of this is leadership. **The Ministerial Strategic Group Review of Progress** (November 2019) highlighted that the pace and effectiveness of integration needs to increase and without the insight, experience and dedication of the health and social care workforce we will simply not be able to deliver on our ambitions for integration. Health and social care services should be characterised by strong and consistent clinical and care professional leadership. Listening to our workforce, responding to their experience and being visible as leaders have been core values strongly evidenced throughout the COVID-19 pandemic and what we must build on further as we progress through recovery and transformation.

The important role of Integration Joint Boards in supporting Integration and how this connects with workforce planning was further emphasised in **Audit Scotland's Report (2019)** 'Making Integration a Success', that 'IJBs need to work closely with their partners to ensure that their plans for service redesign and improvement link with and influence workforce plans.' This workforce strategy is well connected to both NHS Fife and Fife Councils plans with active engagement with the Third and Independent Sector.

As well as strategy we need to focus on the **management and mitigation of risk** as they are directly linked. The Integration Joint Board has a key role in overseeing and being assured that Strategic Risks, some of which are related to workforce, are being addressed and managed. This is more fully described in the Integration Joint Boards Risk Management Policy and the connection to partners is defined in the Integration Scheme. We will meet these challenges through work we will undertake in defining risk appetite, updating risk management approaches, and developing capacity and capabilities around risk and corporate governance.

Fife Integration Joint Board's **Medium-Term Financial Strategy** will promote the financial sustainability of Fife Health and Social Care Partnership over the medium term between 2022 to 2025. This Medium-Term Financial Strategy will consider the resources required by the Fife Health and Social Care Partnership to operate its services and those it commissions over the next three financial years and estimate the level of demand and growth pressures likely to be experienced by these services. This will define the projected financial challenge and inform actions needed to support financial sustainability and associated workforce planning in the medium term.

This is critical when we consider **Fife's Changing Population and demographics**. Understanding our population helps us understand their needs. Together with our partners, it allows us to prioritise actions and interventions that can improve population health, reduce inequalities, and ensure existing and new services meet the needs of our population.

The health and wellbeing of people in Fife is influenced by many factors including age, sex, hereditary factors, social determinants, and psychology as well as health system factors, including the quality and accessibility of care. However, as important in generating our health and wellbeing, are the conditions in which we live and work, for example, our education, employment, income, social networks, housing, and broader socio-economic, cultural, and environmental factors. These determinants are experienced unequally in our society with corresponding impacts on health outcomes and life expectancy.

Public Health Data is key to our knowledge of our population needs. We know that the population of Fife grew in 2020, one of only 12 council areas in Scotland to see growth. In June 2020, an estimated 374,130 people lived in Fife. Analysis of the population data is therefore crucial. For example, and similar to the picture across Scotland, inequalities are apparent in a range of indicators when reviewing differences between the people living in the most and least deprived areas (quintiles) in Fife including life expectancy, health life expectancy and mortality. Data also highlights the burden of disease impacts with drugs, cancers and COPD being higher in our most deprived communities and Alzheimer's, heart disease, back pain and cerebrovascular disease in our least deprived communities. Due to correlation between population health loss and the age of the population, population projections should also be considered when determining future service pressures and how this drives our workforce requirements and workforce development and opportunities for early intervention and joint working across partners.

These population trends help us understand the National, Regional and Local priorities and explain what underpins our organisational priorities and why we place great value on being “**Team Fife**” and working with partners towards the aspiration of being an Anchor Institution, promoting the wellbeing of the population we serve in collaboration with the Third and Independent Sector.

The **COVID-19 pandemic** has been one of the greatest public health challenges we have faced with significant consequences on health and wellbeing for the population of Fife and impact on workforce. The pandemic and social restrictions are likely to have long term impact on our health and wellbeing. Measuring, responding to, and supporting recovery from the COVID-19 pandemic is unpredictable as we continue to learn from and respond to the ongoing impact of the pandemic. Fife Health and Social Care partnership now have well established mechanisms to support the COVID response, establish command structures if required and support enacting business continuity, mobilisation, remobilisation, and recovery in partnership with trade union and staff side colleagues. The wellbeing of staff is at the core of this recovery and remobilisation plan.

The Scottish Government **COVID Recovery Strategy** is a broad strategy to support a fairer post COVID future for Scotland and brings opportunity through the commitments that are aligned to workforce such as opportunity for children and young people to have access to study, work experience and volunteering. The Strategy also highlights the need for investing and supporting the development of adults for upskilling and retraining opportunities. This may bring opportunity to access career opportunities into health and social care workforce.

The coming years will see preparation and readiness for **public sector reform through the National Care Service**. The bill was approved by the Scottish Parliament in June 2022 and has a direct connection to the delivery of Integrated services and to the future of our workforce. This will remain an active discussion internally and externally with further information being available in due course.

We are committed to our current and future workforce to ensure **Fair Work**. Although progress in this area was disrupted by the pandemic, the Partnership was able to deliver on a number of the Fair Work First commitments, for example payment of the real Living Wage. Further commitments, aligned to the Fair Work Convention’s recommendations to achieve a collective vision of a Fair Work Nation by 2025, will be embedded in our future focus. This includes areas such as providing appropriate channels for effective employee voices, investing in workforce development, and a commitment to paying the Real Living Wage. We will continue to work closely with all partners to monitor the impact of the increasing cost of living challenges, including understanding the implications of the increased fuel costs on our workforce. There is opportunity through the Plan for Fife to work closely with Partners in NHS Fife and Fife Council to collectively support the aspiration to be an Anchor Institute which recognises that our longer-term sustainability is directly linked to the population we serve, including topics such as widening access to work and learning across partners and how we best use our buildings and spaces in support of both our workforce and our communities.



Now, more than ever the **Health & Wellbeing** of our Workforce is, and will continue to be, of critical importance. We recognise the significant impact the pandemic has had, and we are committed to the promotion and maintenance of the physical and psychological wellbeing of our workforce. We recognise that our workforce is our most valuable asset and are seeking to embed individual and organisational wellbeing in everything we do. A Wellbeing Strategy Group has been established which will lead partnership working in this area over the coming years to improve health and wellbeing for our workforce and to embed wellbeing as a central part of our strategy and strategic priorities. An example of innovation in this area is the commissioning of a large-scale project involving the University of Hull, Centre for Human Factors relating to Stress Management and Prevention. The project is in its early days but will feature as a priority in relation to how we will nurture our workforce.

The ongoing impact of COVID-19 alongside non-pandemic related absence levels, high vacancy levels and recruitment challenges continue to impact on the ability to deliver effective and efficient front-line services. Our aim continues to be to **promote attendance and support the health and wellbeing of the workforce**, through delivery of a range of key priorities. Our Human Resource and Wellbeing and Absence teams continue to support managers in absence management with a focus on health and wellbeing. This is monitored closely through the Local Partnership Forum and Senior Leadership Team. An integrated wellbeing approach to understand our wider workforce sectors is currently underway. This will enable us to review the impact of local and national initiatives upon externally as well as internally managed staff.

Active consideration of the workforce risks and the mitigating actions will be ongoing throughout the development and delivery of this strategy.

There are an increasing number of **strategies with key drivers impacting on workforce**. This list is not exhaustive but examples include the Implementation of Health and Care (Staffing) (Scotland) Act safe staffing; Delivery of Excellence in Care across all sectors; reviewing the recommendations of “Setting the Bar” informing caseloads, career pathways and practice for social work; the mental health renewal and recovery priorities; Transforming Roles within Nursing and Allied Health Professions; The Nursing 2030 National Strategy; the General Medical Services Contract (Memorandum of Understanding 2); Macmillan Improving Cancer Journey; Action 15 for mental health, National Covid Recovery Strategy; and the Independent Review of Adult Social Care (the Feeley review). There will continue to be new priorities and strategies defined internally and externally which will be added to updates of the Action Plan delivery.

Our Structure & Culture

To deliver reform, transformation and sustainability Fife Health and Social Care Partnership was restructured to create clearer, more service user aligned care pathways that enable the people that need to work together to be a team together. This seeks to create the conditions for a collaborative, systems approach to service design and delivery through operational delivery, professional standards and business enabling and support services.

These portfolios include:

- **Primary and Preventative Care:** Service delivery across Primary Care and Early Intervention and Prevention.
- **Community Care:** A range of services across Community Hospitals, Care Homes and peoples' own homes, promoting independence and enabling people to stay well at home and in a homely setting.
- **Complex & Critical Care:** Including the delivery of Mental Health, Learning Disability and adult/older adult Social Work
- **Professional Quality Standards and Regulation:** This is integrated professional leadership in support of delivery Nursing, Medicine and Social Work working collaboratively with leads in Allied Health Professions, Pharmacy and Psychology.
- **Business Enabling:** Services that support our delivery including Finance, Strategic Planning, Performance, Commissioning and Organisational Development & Culture.

Cross portfolio working and engagement across partners is essential to supporting joined up care and championing our whole systems approach. This is enabled through our Extended Leadership Team and bringing teams together across portfolios in conjunction with business partners on areas of common priority.

This structural change is not only about how services and teams are managed, but also how we connect effectively across our key networks with Social Work, Criminal Justice, Housing, Community Planning, Corporate Teams, Acute Services, Third Sector and Independent Sector Services. This will enable whole systems working and provide a strong platform to be integrating care in the hearts of our localities through creating the right conditions, developing the networks amongst our front-line teams across all the portfolios above, role modelling the values necessary to support and lead integrated working, and developing Systems Leaders across all levels and all agencies in Health and Social Care in Fife.

Much of this is underpinned by the values and culture outlined earlier in this strategy defined in Mission 25 – our ambitious vision. This brings together valuing our workforce, respecting the unique and complimentary roles of our people, being professionally curious, generating our collective learning across services and supporting a culture that feels safe and empowering. This places high emphasis in our strategy not only on workforce planning, but capacity and capability building and a focus on relationships and organisational development.



To meet this ambitious vision, we will provide the **Leadership and Organisational Development** needed to support our personal, team, service and system improvement and build the collective wisdom needed to meet our future challenges. The design of this strategy recognises that we need to continue our successful day to day delivery of services alongside our leadership of change for tomorrow, by ensuring that organisational development interventions are aligned to desired organisational outcomes and priorities. The role of organisational development will be to work alongside our workforce to understand and lead ongoing change with a focus on Integration. We will work across organisational boundaries to better understand workforce needs, resourcing and solutions. This will help create an environment which supports people to take part in co-designing services and enables the workforce to deliver those services. All of this will be underpinned by a commitment to continuous quality improvement to keep learning, adapting to what we find, and improving our services, experience, and culture.

Key Achievements

Ahead of describing our future priorities it is important to celebrate all that has been achieved since the last Integration Joint Board Workforce Strategy was published in 2019. There have been many successes, and the following are only a range of examples from across our portfolios.

All of the Fife Health and Social Care workforce have been extraordinary throughout the COVID-19 pandemic. Going above and beyond each and every day, working flexibly, often in different roles and or in new ways to sustain critical services for the people of Fife. The pandemic has impacted on both work and home lives, and nobody anticipated that it would last this long and is indeed not yet over. We recognise and value all the efforts of our staff.

Despite these challenges our amazing teams have **taken forward a range of transformations.** This includes a sustainable vaccination programme supporting COVID and Flu Vaccination and the transition of the vaccination transformation programme as part of the General Medical Services Memorandum of Understanding (MOU2). We have created a dedicated unit for stroke rehabilitation within the Queen Margaret Hospital, providing alignment with National Institute of Clinical Excellence and Royal College of Physicians stroke guidelines to deliver responsive specialised stroke rehabilitation by a multidisciplinary team, creating career pathways for specialist interest in stroke care. Cancer patients' interface across our full healthcare system, making cancer everyone's business.

The Cancer Framework, led by NHS Fife commits to supporting workforce sustainability, identify system-wide approaches in relation to the wellbeing, education, and training to deliver effective cancer prevention, early diagnosis, and high-quality sustainable cancer care for those living with and beyond cancer.

Through the creativity of staff, we have redesigned services including the re-design of the Community Nursing Service to reflect the changing demographic, which will improve our recruitment opportunities as the service has become an attractive career prospect across both registered and non-registered staff. The Community Outreach Team has remodelled to provide a Hospice at Home model, where staff are working in different ways delivering end of life care in the preferred place of death. This new enhanced model has driven improved collaborative working with partners across Primary Care, Social Care, and the Third Sector, reducing acute hospital admissions and supporting many more families within their homes. We have also demonstrated bed reductions of between 25% and 27% in inpatient settings and growth within our community teams. Other examples include the development of Community Mental Health Teams and a focus on both Child and Adolescent Mental Health and Psychological Therapies.

One of our major transformations over the pandemic was the restructuring of services across the Partnership, which has enabled the people who need to work together to be a team together. This was designed in collaboration with staff side colleagues and the Joint Trade Unions and is an excellent example of large scale, successful organisational change.

Some of the benefits this has delivered include e.g. enhancing the palliative care service in the community by supporting the end-of-life social care team to work alongside the palliative care team and Marie Curie and McMillan to support an increased number of people in Fife. This has provided alternative care pathways including 7-day access and a single point of advice. This redesign has also promoted shared learning and the ongoing involvement of staff in the development of our approach to service delivery.

Our people have embraced new ways of working such as digital opportunities improving triaging, access, and service delivery through increased use of digital & eHealth technology. Many services have utilised 'Near Me' and 'Just Checking' to ensure people receive the right service in the right place. The Redesign of Urgent Care (RUC) initially focuses on safe and effective scheduling to Emergency Departments and Minor Injury Units across Fife, and phase two of the programme will involve the review of all existing pathways to Unscheduled Care settings, identifying transformational changes that will improve current patient pathways and capitalise on opportunities provided by digital healthcare across all parts of our system.

The use of these and other digital approaches forms a key part of our Strategic Plan as we transform our services to meet future demand, recognising the changes in service delivery these will deliver and workforce expectations around this. The Partnership has invested in a digital lead, and we are working closely with partners in NHS and Fife Council to develop the capability of our staff to be able to engage with this technology.

The Partnership is aiming to maximise the use of technology enabled care as we believe this continues to offer benefits for our staff, and feedback from the workforce around modernising systems has underlined this. For the workforce this has improved agile working, reduced travel time, and supported safety and efficiency.

We have **developed new roles** such as Senior Practitioner roles within Community Occupational Therapy supporting clear pathways for referrals, meaning that those who require a service will be called by one of the team within 24 hours. Our people have taken a lead role in progressing pan-service / organisational clinical and service developments including Post COVID-19 syndrome, Neurodevelopmental (Brain Development) Disorders, creating a Trauma-informed Culture, Primary Care Mental Health and Wellbeing, Localities work and staff wellbeing. We have developed a Perinatal Mental Health Service. We created a new Principal Lead Social Work Officer post working within the Senior Leadership Team and new career pathways in Social Work and Social Care.

Shared skills and expertise such as the role podiatry teams have led in relation to lower leg and foot ulcers. Collaborative practice between Fife Council, Speech and Language Therapy and the Nutrition and Dietetic Service has resulted in an innovative training framework for support of nutrition and dysphagia. Joint working across Mental Health and Learning Disability Services. Promotion of self-management within specialist services including Rheumatology, innovation within Sexual Health, and Neurodevelopmental pathways. New ways of working in Adult Resources, Care Homes, day care and care at home.

Our care home support services with multi-disciplinary and multi-agency teams working together to support staff and residents across all 74 care/nursing homes in Fife. The development of a 'Care at Home Collaborative' across both statutory and independent sector to improve Partnership working and service delivery.

We have **prioritised investment** into our workforce to expand our capacity and capabilities including where Hospital at Home are leading the way on measuring acuity and dependency of patients and capacity. Recent investment will support expansion of the Hospital at Home teams' capacity to accept increased referrals from a wider range of services. As a result of this investment Intermediate Care Teams will support seven days a week access to the service. Our Care at Home service has supported re-design to align with our localities and increase collaboration across AHP's, District Nurses and GP's. We have increased the number of Mental Health Officers to build capacity and improve flow from hospital by growing our capability to generate assessments for people in hospital, improve alignment with locality teams and develop career pathways. Investment also enabled a test of change related to enhanced weekend rates for the Independent Sector in Fife and developing Primary Care services in Fife.

Part of the value for our workforce, as a part of our recruitment and retention approach has been the continued development and growth of our workforce. We have delivered this through investing in qualifications for our staff, developing career pathways, growing student opportunities, and more generally ensuring that Fife's Health & Social Care Partnership is a great place to work.

We have also adopted approaches in services that have shifted the focus of recruitment to grow the service, supported increased hours for part-time staff, and developed skill mix approaches that can reduce demand.

We have **increased our capacity and accessibility**, such as the Single Point of Access service to deliver seven days a week, direct access to professional advice and referral to the Palliative Care Team. Service Manager monthly 'Question Time', an online drop-in space where practitioners can discuss what's important for them and connect with peers. There has been a wide-ranging recruitment and organisational change process that has included increasing our Consultant Psychiatrists in CAMHS (Child and Adolescent Mental Health Services), Addictions, Rehabilitation and Mental Health, developing Advanced Practitioner roles in Unscheduled Care and upgrading skilled staff in Care Home Liaison and Epilepsy Specialist Nursing. There has been significant focus on supporting timely discharge from hospital and promote a home first approach through the development of strategy focused on our collective efforts to reduce delayed discharge.



In addition to the examples presented earlier in this strategy we have **developed our leadership** in a range of services with examples like bitesize sessions with care at home staff, monthly forums to promote a whole service approach, sharing learning and improving resilience around supporting complex case discussions and panels. The Senior Leadership Team have a regular programme in place to visit services and meet with teams to ensure connection with front line health and social care staff. This is being extended to Integration Joint Board members to support senior leadership visibility across the Partnership in response to feedback from the iMatter survey.

Children's Services have **developed the workforce** to support the introduction of new Child Protection guidance as well as continuing to implement Getting It Right for Every Child and The Promise. The Health Promotion Team have developed capacity and capabilities in relation to improving health and wellbeing and to mitigate and prevent health inequalities by supporting the Public Sector Equality Duty, Fairer Scotland Duty, and the Board's Equalities Outcomes.

We have placed priority on **staff health and wellbeing**. There has been increased focus and emphasis on staff health and wellbeing and this is promoted every week in the Directors Brief. It is a standing agenda item on the Local Partnership Forum, and a wide range of supports are promoted. Examples include practical supports such as physiotherapy and mental and emotional wellbeing/counselling. Partnership wide promotion of learning and development in 'Trauma Informed' practice, mental health awareness for managers, coaching skills, and 'Good Conversations' have supported improved understanding and practical support for our people.

Through various channels we have ensured our workforce have access to information, guidance, and support for wellbeing, including mental and emotional wellbeing, back care, reducing stress and healthy eating.

Championing **Trauma Informed Practice** as a key value of how we support and develop our staff in the workplace and begin the development of planning and developing trauma informed services.

We **celebrate success** including highlighting significant staff achievements at the Integration Joint Board. This involves ensuring shared good practice across forums and we have also presented at national events such as the Unscheduled Care Collaborative and Scottish Care Conferences.

We demonstrate how we **value partnership working** across sectors and with Trade Union and staff side colleagues through the Local Partnership Forum, which has met with increased frequency whilst pressures and challenges for the workforce have been so great. The Local Partnership Forum has produced annual reports over the past 2 years which are presented to the Integration Joint Board.

In alliance with the Independent Sector we have developed a Care at Home Collaborative, covering around 45% of all independently provided Care at Home provision in Fife, with the aim of improving connectivity and quality across the care at home profession within the Partnership. The sector has also been working closely with the Care Inspectorate around safe and effective staffing legislation as a consultative partner.



The Independent Sector have worked to improve connections by reaching out to the workforce to source their views on a range of topics including the newly established Models of Care forum, where changes to operation are identified as imminent, at risk or subject to future change, and work with independent organisations to plan their change of conditions and engage locally with Partnership colleagues such as Community Nursing / GP services and the Care Inspectorate. This and other forums ensure their voice is included in our future thinking and that the sector is able to advocate for their workforce with local and national partners.

Within the Third Sector a significant piece of work involved managing the Fife Communities Mental Health and Wellbeing Fund which saw distribution of £1.36m to 119 local organisations to deliver projects that focus on improving the mental health and wellbeing of adults. It is a priority objective to support the Third Sector to engage with their workforce on policy development and design, as well as support staff to grow their skillset and resilience so that they are prepared to face any challenges that arise over the next three years. New strategies are emerging, including around participation and engagement, and how services are commissioned which is being actively reviewed. We will continue to play a key role in engaging with the Third Sector workforce to influence strategy and policy over the next three years.

Our main way of engaging with staff is through our Third Sector Health and Social Care and Mental Health Forums, which seeks to bring together the voice of many dozens of third sector organisations and the tens of thousands of people they support. Our Forums continue to allow staff to share lived experience, relevant knowledge, information, and expertise which is then used to inform the work of the Partnership.

Our Workforce

The size of our workforce employed by NHS Fife and Fife Council in services delegated to the Health and Social Care Partnership has increased significantly in the previous 5 years, with this growth being most visible since 2020 and the start of the COVID-19 pandemic.

Whilst this has meant a larger whole time equivalent (WTE) resource, this expansion has occurred in areas which were responding directly to the pandemic, with other core areas continuing to be challenged by factors such as an aging workforce, increased vacancy levels, and a growing reliance on supplementary staffing.

As part of the co-ordinated approach to service planning, all portfolios are required to develop workforce plans in conjunction with service and financial planning, detailing the actions they aim to take to ensure the sustainability of these services against current and future demand and projected staffing changes.

A key priority is to continue to strengthen our integrated approaches to workforce strategy and planning with our partners in the Third and Independent Sectors, so our strategies reflect the entirety of the Partnership workforce and our interdependence in delivering the best outcomes for the people of Fife, including our ability to generate the best data for decision-making across all Partners.

Overview

Combining the SSSC Workforce Report for 2020, published in August 2021, with NHS Fife's workforce data provides a high-level overview of the workforce in the Health & Social Care Sector within Fife, from which certain indicators can be identified.

On 7th December 2020, the head count was 12,939 employees collectively engaged in the Health and Social Care Sector within Fife. The employer status is broken down in Diagram 1:

Headcount	
Private	4,740
Local Authority	2,550
Voluntary	2,290
NHS	3,649

Diagram 1 (source: Scottish Social Services Council (SSSC) Workforce Data Report 2020, NHS Workforce Data <https://data.sssc.uk.com/images/WDR/WDR2020.pdf>)

Due to the contractual arrangements applied within NHS Scotland, where several professions retain independent contractor status, there were just under 600 contractors providing key health services within the Primary Care setting including general practitioners, dentists, community pharmacists and optometrists.

The SSSC Workforce Report provides an indication of the size and scope of the Private (Independent) and Voluntary (Third Sector), which combined accounts for 54% of the collective workforce within the Sector. This part of the report excludes NHS services.

As of December 2020, there were 214 registered care services in Fife

- 107 within the independent sector
- 73 within the voluntary and not for profit sector
- 34 within the public sector

Division of Care Services

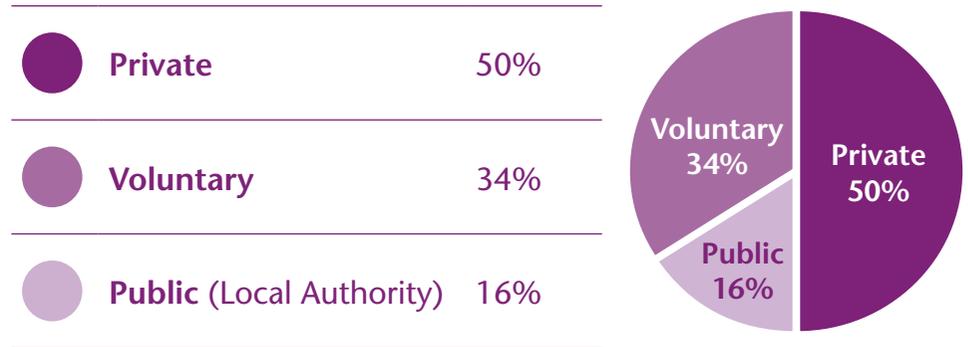


Diagram 2 (source: Scottish Social Service Sector: Report on 2020 Workforce Data <https://data.sssc.uk.com/images/WDR/WDR2020.pdf>)

Fife Health and Social Care Partnership

Consistent with the findings of part two of the National Health and Social Care Workforce Plan published in December 2017, providing an integrated analysis of the collective workforce resource in the Partnership is challenging. Limited information is available on the terms and conditions applicable on the private and voluntary sector employers, and the job categorisation between Fife Council and NHS Fife is different, built around differing terms and conditions for each employer.

The significance of the role played by the Independent and Third Sector organisations in registered care provision within Fife is emphasised by the size of the combined workforce and number of care providers within services overseen by the Partnership. With 7030 employees, these providers represent 53% of the total workforce resource.

The age demographic of the workforce within the Partnership is consistent with that engaged across the sector within Fife.

Gender

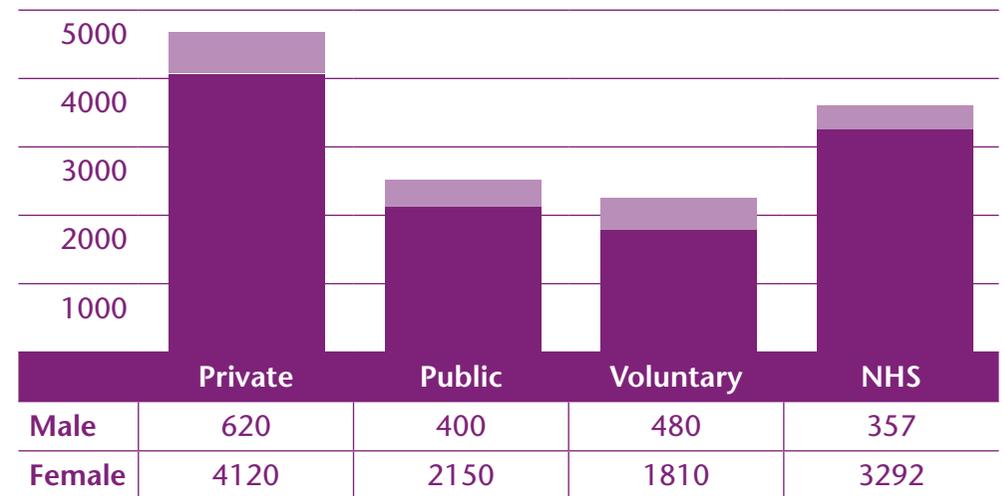


Diagram 3 (source: Scottish Social Service Sector: Report on 2020 Workforce Data <https://data.sssc.uk.com/images/WDR/WDR2020.pdf>)

When comparing partner organisations, the table below highlights the apparent ability of the private sector to attract younger workers aged between 16 and 24. However, there remains a predominance in the age demographic within the Partnership towards people between the ages of 45-64.

Age Groups

	Private	Public	Voluntary	NHS
<25	630	70	140	43
25-34	950	310	420	558
35-44	830	460	320	838
45-54	970	750	480	1105
55-64	890	810	460	971
65+	140	70	90	134
Not known	330	80	380	0

Diagram 4 (source: Scottish Social Service Sector: Report on 2020 Workforce Data, NHS Workforce Data <https://data.sssc.uk.com/images/WDR/WDR2020.pdf>)

On 7th December 2020, 6921 employees, 53% of the workforce, were engaged on a part time work pattern.

Contract Type

	Private	Public	Voluntary	NHS
Full time	2320	1210	1130	1648
Part time	2420	1340	1160	2001

Diagram 5 (source: Scottish Social Service Sector: Report on 2020 Workforce Data, NHS Workforce Data <https://data.sssc.uk.com/images/WDR/WDR2020.pdf>)

In comparison to the profile across the Health and Social Care Sector, there are certain important workforce planning considerations identified from a review of the available workforce data published on employees engaged in services overseen by the Partnership.

For example, accounting for 6.5% of the collective resource, there are comparatively few employees within the 16-24 age range.

NHS Profile

The following data demonstrates the NHS delegated workforce profile for employment, vacancy, and age profile.

Health and Social Care Partnership Staff in Post by WTE – April 2021 to March 2022

Division	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Community Care Services	1,024	1,013	1,007	1,006	999	1,002	1,004	990	994	999	1,006	1,015
Complex & Critical Services	975	964	964	950	955	966	969	966	965	975	989	994
Health & Social Care other	6	5	8	8	7	7	7	7	7	7	7	7
HSCP Delegated Covid-19	117	208	214	207	203	197	185	177	176	180	176	165
Primary Care + Prevention Services	913	918	918	925	924	934	938	940	936	933	940	943
Professional/business Enabling	14	18	20	20	21	22	28	29	30	29	32	33
Grand Total	3,108	3,126	3,131	3,115	3,109	3,128	3,130	3,109	3,108	3,122	3,151	3,158

Health and Social Care Partnership Staff in Post by Headcount – April 2021 to March 2022

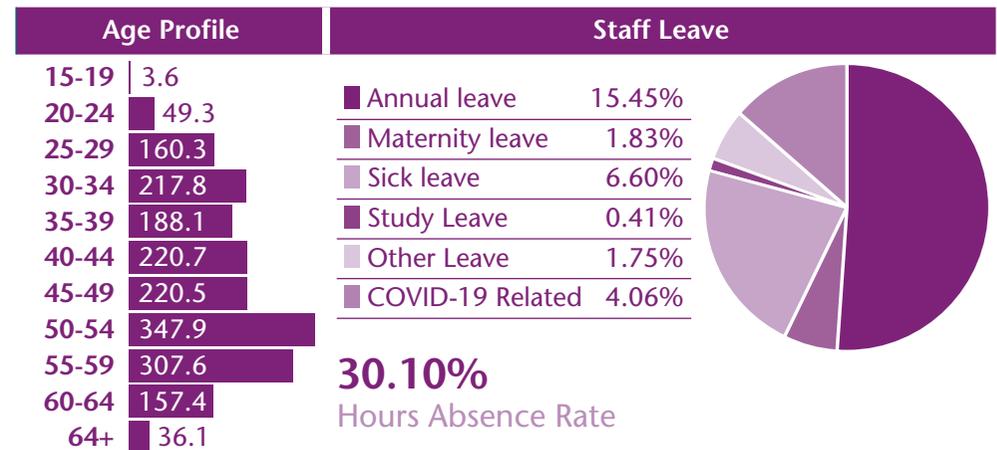
Division	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Community Care Services	1,351	1,340	1,270	1,267	1,263	1,258	1,255	1,239	1,240	1,247	1,258	1,268
Complex & Critical Services	1,138	1,135	1,114	1,097	1,118	1,121	1,116	1,115	1,110	1,138	1,142	1,145
Health & Social Care other	6	5	9	9	8	8	8	8	8	8	8	8
HSCP Delegated Covid-19	311	379	309	302	293	285	271	251	248	256	251	236
Primary Care + Prevention Services	1,296	1,303	1,202	1,210	1,209	1,225	1,215	1,223	1,209	1,209	1,208	1,215
Professional/business Enabling	21	24	23	24	24	25	31	32	33	32	35	36
Grand Total	4,123	4,186	3,927	3,909	3,913	3,922	3,896	3,868	3,848	3,890	3,900	3,908

Current Workforce Challenges

Although the WTE resource across job families has continued to increase in recent years, staffing challenges continue to be encountered within operational areas due to a combination of factors, including a national shortage of candidates in certain specialties, the continued reliance in external agencies for short term supplementary staffing solutions, and future sustainability concerns linked to training numbers in particular specialties being insufficient to meet current or future workforce requirements. There are specific challenges in relation to recruiting carers and promotion of care as a career development opportunity, Challenges in relation to growth required across both managed and primary care services for a range of specialties including Allied Health Professionals, Nursing, Medicine and Dental.

Nursing Workforce

Staff in post	Supplementary Staffing (WTE)	Leavers & New Starts	
1,909 WTE	13.69 Excess	40.47 Agency	474 Leavers
2,309 Headcount	16.82 Overtime	157.9 Bank	357 Starters



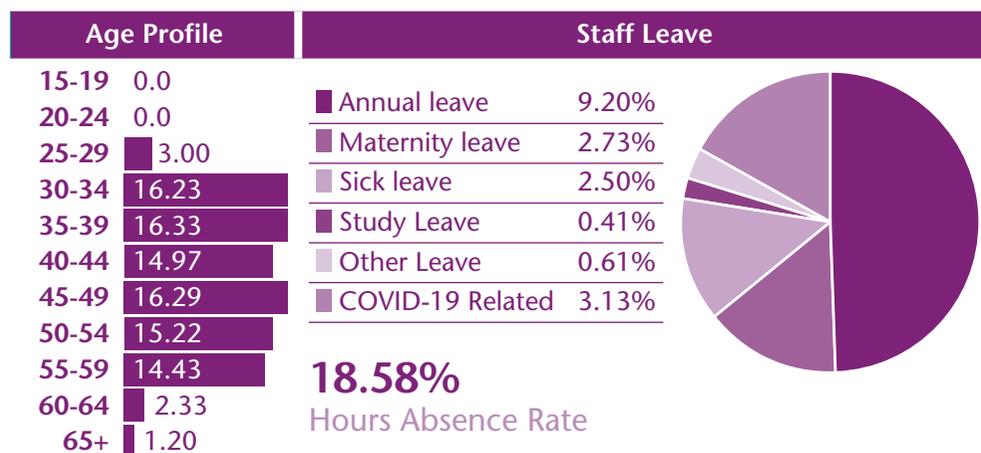


The requirement to support surge capacity and whole system demands has necessitated increased nursing workforce challenges within inpatient areas across Community Hospitals, Mental Health and Learning Disability Services. There has also been significant demand on this workforce as a result of the COVID response, including the vaccination programme. Due to vacancies, there are specific challenges within Mental Health and Learning Disability services. Supporting staffing safely has required an increased utilisation of supplementary staffing (bank and agency) across all these areas. There are also some more specialist areas that have been challenging to recruit to including children's services, nurse practitioners and advanced practitioners, Child and Adolescent Mental Health Services and Hospital at Home. Some of the measures being explored are skill mix, "grow your own" development programmes for health visitors, school nurses and nurse practitioners and advanced nurse practitioners. The success of recruitment campaigns aimed at the registered workforce has become increasingly dependent on the annual output of Newly Qualified Registrants from local universities rather than a supply of suitable candidates electing to move to Fife. More recently, the annual output of Newly Qualified Registrants is proving insufficient to meet internal demand. Whilst the above data refers to the Partnership, there are registered nurses working within the Third and Independent Sectors who are also experiencing challenges recruiting registered nurses. We are committed to collaborative working to support across all sectors.

We have taken actions to sustain the Nursing and Midwifery Workforce including a response to the Scottish Government's drive to expand and develop the Band 2-4 workforce to ease workforce pressures within health and social care, where we are developing a Band 4 Assistant Practitioner pathway and implementation of Health and Care (Staffing) (Scotland) Act 2019 across the profession and mapping the correlation between quality of care and staffing numbers through embedding Excellence in Care key priorities and implementation of the National Care Assurance Improvement Resource and Transforming Nursing Roles.

Medical and Dental Workforce

Staff in post	Supplementary Staffing (WTE)	Leavers & New Starts	
100 WTE	0.09333 Excess	0 Agency	15 Leavers
128 Headcount	0 Overtime	0 Bank	23 Starters



There continues to be challenges in the supply of the Medical and Dental workforce which necessitates the need for change and further development of transformational roles. Consultant vacancies continue to present challenges across certain specialties in particular in Mental Health and Rheumatology.

Although contractually General Practitioners (GPs) hold Independent Contractor status, distinct from the NHS employed workforce, General Practice in Fife has been under pressure for the past decade. Fife has 53 General Practices, 5 of which are managed by the Board and operate as 2C practices. The widespread difficulty in recruiting new GPs to substantive posts is placing a significant pressure on General Practice. There has also been a reduced number of available locum tenens. This identified as a significant workforce risk with regular reports on the actions being taken through the Primary Care Improvement programme in line with General Medical Services Memorandum of Understanding (MOU2).

The development of portfolio roles such as GP Fellows with a special interest in frailty has sought to attract GP's to Fife looking for portfolio careers. Further work is planned to identify other portfolio job opportunities.



Significant work has been done from the training side to improve the experience and options available at different points in medical training, including the undergraduate experience of General Practice, increasing the number of Foundation Year jobs available within general practices and rotational training into General Practice, as well as the development of the ScotGEM Post Graduate Medical course which has community based General Practice learning at its heart. The first ScotGEM cohort graduate in 2022, however it will be a further 5 years before those who choose a General Practice career will enter the qualified workforce.

We are undertaking a range of actions to sustain the medical workforce including co-ordination of recruitment to align to trainees achieving Certificate of Completion of Training and supporting candidates to achieve the Certificate of Eligibility of Specialist Registration (CESR), strengthening the commitment to working in Fife in the longer term as a result of this support.

Recruitment and retention issues exist across the dental workforce in Fife as well as nationally. The workforce challenge involves dentists and dental care professionals (dental nurses, hygienists, and therapists). Within Dentistry the recruitment challenges have been exacerbated by the fact that no dental students graduated last year due to effects of Covid on face-to-face training.

Combined with the backlog of patients not seen during the pandemic creates particularly concern around the widening inequalities in oral health related to the ability to access dental care. General Dental Practices are mainly independent; however work is ongoing to increase the training and education opportunities. There are currently 14 training practices which take newly qualified dentists and support them through their first year after graduation. There are also plans for an Orthodontic Managed Clinical Network led by one of the Consultant Orthodontists.

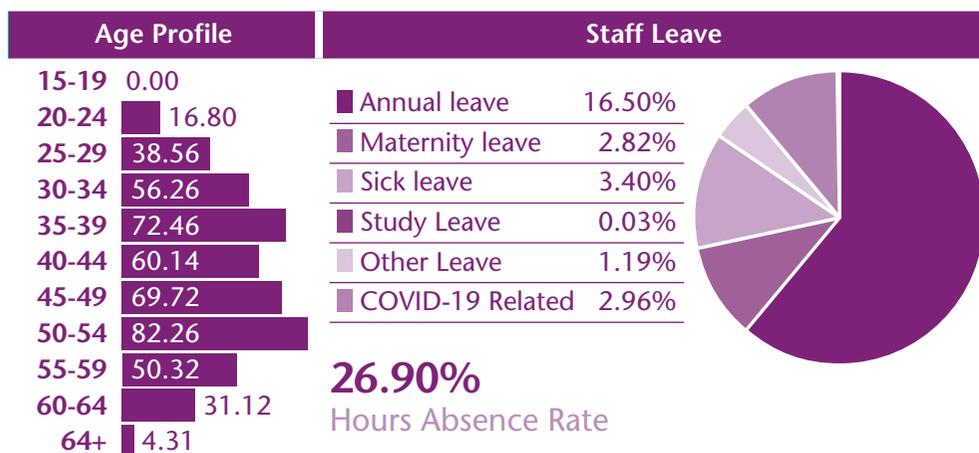
This work supports across a range of specialities including Psychiatry, Rheumatology, and Primary Care to support new ways of working and multidisciplinary teams.

Work is underway to increase the number of training opportunities for physician's associates within Fife as part of the East Region (Fife, Lothian and Borders). Work is also continuing to develop substantive Physicians Associate posts within specialities and general practice. This work is likely to accelerate once the Physicians Associate role becomes regulated by the General Medical Council (GMC) which is likely to start in 2023.

We recognise at present the annual training output is insufficient to meet our future need so we will work closely with universities, other qualification providers and professional bodies to address this, alongside our professional leads within the Partnership. One example is our need to increase Mental Health Nursing in Fife and our approach to this will include engaging with NHS Education for Scotland and advertising through professional bodies.

Allied Health Professionals Workforce

Staff in post	Supplementary Staffing (WTE)	Leavers & New Starts	
478 WTE	2.286 Excess	0 Agency	77 Leavers
590 Headcount	1.152 Overtime	0 Bank	65 Starters



Allied Health Professions (AHP's) is the collective term used for several professional groups. Overall, the WTE engaged within this job family has increased in the previous five years. This increase has been supported, in part, by the success of AHPs accessing external funding opportunities, such as those aimed at mental health programmes and child health initiatives

The imbalance between the supply of newly qualified AHP Registrants and service demand is also impacting on the Physiotherapy, Occupational Therapy, Speech and Language Therapy, Podiatry and Dietetics services. These services will be required to consider their future skill mix structure in light of the supply of newly qualified Registrants from local Universities, skill mix targets, and the promotion of Advanced Practice opportunities within the profession.

Advanced Practitioners

Advanced Practitioners are experienced Registered Health Care Professionals, primarily from Nursing, Midwifery and Allied Health Profession disciplines, who have completed higher education to a minimum of Post Graduate Diploma level. The role of an Advanced Practitioner is to manage the complete care of a patient, not solely any specific condition. The core role and function of an Advanced Practitioner focuses on the four areas of Clinical Practice, Leadership, Facilitation of Learning and Evidence and Research and Development.

Opportunities for further progression to Lead Advanced Practitioner or (non-medical) Consultant posts within appropriate services will encourage highly qualified and experienced Advanced Practitioners to continue their career within Fife.

Developing Non-Registrant Career Pathways

Responding to the Scottish Government's drive to expand and develop the Band 2-4 workforce within health and social care, a Band 4 Assistant Practitioner pathway is being developed within the Nursing and Midwifery Job Family. The development of these roles will support the professional development of the non-registered workforce, ensuring they have the skills and competencies to deliver safe, effective, person-centred care. Our initial projection is to recruit 30 Band 4 Posts into the system by the end of 2023.

Work is ongoing in relation to the development of Integrated Posts to have multi-skilled workers interfacing across both Health and Social Care Services. There are examples of where this works well in teams such as the Integrated Community Care and Support Services. There is scope to develop this further providing wider career opportunities and supporting the commitment to having Integrated Services at Locality Level.

Partnership Support Services

There are a range of roles within the Health and Social Care Partnership that support service delivery and without whom front line care to the population would not be possible. We have essential administrative staff who work within medical records, appointments, receptions, hospitals, health centres and care homes. Access to personal and professional development, alongside the range of wellbeing supports in place are accessible to all of our workforce. We recognise that we could not deliver our front-line health and social care services without our support services across the Partnership. All wellbeing and professional development opportunities that are open to the workforce include our support services where relevant and the need to ensure our workforce within these services are given the chance to develop their career is important.

Carers

Scotland's Census based in 2010 indicated that there were 34,428 unpaid carers within Fife, half of whom spend over 20 hours a week providing unpaid care supporting and complementing the activities of the Partnership. The contribution of unpaid carers is extra-ordinary and hugely valued within the Health and Social Care Partnership. Significant work is ongoing in relation to the implementation of the Carers Act. With an estimated 1 in 7 employees across the UK holding carer responsibilities, the importance of providing a supportive working environment is embedded within our Carers Strategy for Fife. Building on this work, partner organisations are encouraged to explore the benefits of obtaining Carer Positive Accreditation throughout the Partnership. We are also supporting the principles of fair work and flexibility and set out expectations through the commissioning process that all contractors are delivering fair work practices.

Actions to Support the Third Sector

We will continue to work with Fife Voluntary Action (FVA), as the third sector interface in Fife, to keep third sector staff and volunteers up to date with policy and planning developments, as well as creating opportunities to engage and influence.

FVA will continue to bring together the voice of hundreds of third sector organisations and the tens of thousands of people they support through a variety of third sector forums, meetings and thematic events, in particular the Health and Social Care Forum, so that lived experience, relevant knowledge and expertise contribute fully to the work of the Partnership.

We will continue to work with FVA to identify training and learning needs and help promote opportunities made available through the Partnership and work with FVA to engage with the wider third sector on all aspects of strategic planning, service design and service delivery.

Recruitment and Retention

We recognise that to meet the challenges ahead within Fife's Health and Social Partnership we need to continue to develop a sustainable, skilled workforce with career pathways and a belief that the work they do makes a difference.

We have significant levels of vacancies across social work and social care and are working across all partners to develop improved responses to these difficulties in recruitment.

Analysis of existing workforce data around our age demographic highlights that there will be ongoing staff turnover due to retirement. Therefore the ability to attract, recruit and retain the workforce is key to our service capacity and we will work to ensure we have the people we need in the future. Our workforce planning will take into account our projected workforce challenges and the opportunities provided by initiatives like 'retire to return'.

We will also look at this through career pathways and opportunities that promote retention of staff e.g. within this age range, the ability to work in other areas of the Partnership. Some priority actions that are already underway include a 'grow your own' initiative for social work and social care, a range of apprenticeships, improving and developing career pathways which will support our succession planning.

Social Work WTE Vacancies (June 2022)

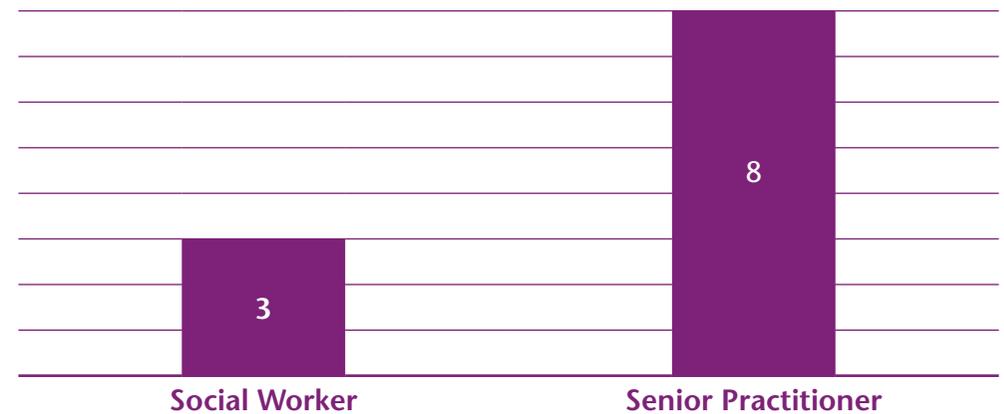


Diagram 6 (source: Fife Council Workforce Data 2022)

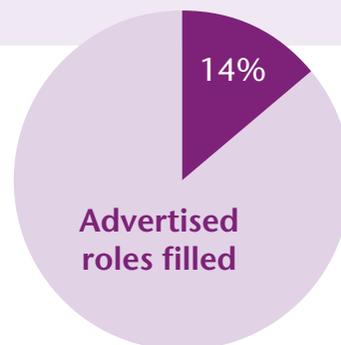
Social Care WTE Vacancies (June 2022)

Care Assistants	67
Community Support Assistants	61
Community Support Co-ordinators	7
Community Support Workers	38.5
Home Carers	65
Senior Social Care Workers	3
Social Care Workers	35

Diagram 7 (source: Fife Council Workforce Data 2022)

* Fife HSCP social care services are undergoing review and redesign as a response to remobilisation and the contemporary Strategic Needs Assessment. This may result in changes to staffing establishments and associated vacancies.

Diagrams 6 and 7 represent vacancies across social work and social care. At present we have:



Role	Workforce (WTE*)	Vacancies (WTE*)	%
Senior Social Care Workers	105	3	3%
Senior Practitioners	38	8	21%
Community Support Workers	77.5	38.5	50%
Community Support Assistants	107	61	57%
Community Support Coordinators	21	7	33%
Social Care Workers	333	30	9%
Care Assistants	320	67	21%
Home Carers	512	65	13%

*WTE - Whole Time Equivalent

However, recruitment of staff into social care and social work roles has proved difficult, with an average of 14% of advertised roles being filled.

This risk has also been documented by the Scottish Social Services Council's (SSSC) Workforce Skills Report 2021, highlighting the expected shortfall in qualified staff:

Shortfall of Qualified Staff

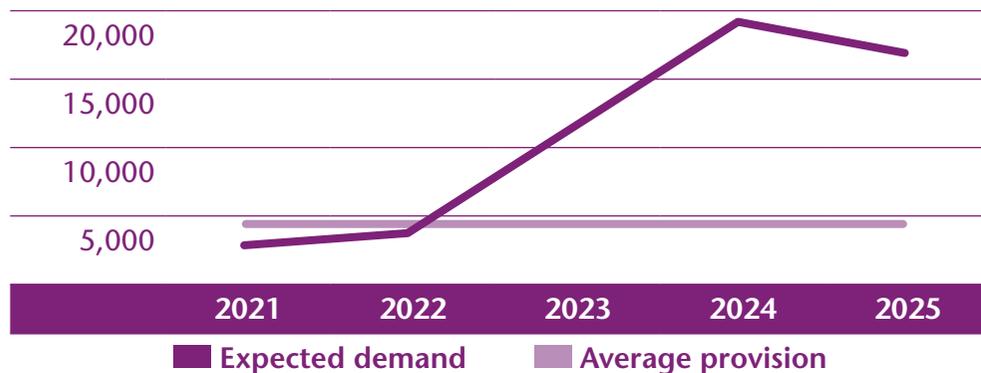


Diagram 8 (source: SSSC Consultation – A Register for the Future)

The pandemic demonstrated the dedication and flexibility of our workforce as we mobilised existing Health and Social Care staff and volunteers, building a ‘Team Fife’ culture, to ensure we could continue to deliver to key services the people of Fife.

A wide range of activities to attract the workforce we need are underway using the increasing range of media available, whole system developments to simplify and speed up the recruitment process, and existing employability schemes. We need to continue to demonstrate that a career in care is an attractive option for young people choosing their career pathway from school, or people changing career later in their lives.

Youth Employment and Apprenticeships

A nationally recognised demographic challenge highlights the ageing workforce as a risk to health and social care and the need to increase the number of young people employed in health and social care. Within social care we have an ambitious target of the 5% of our workforce being in the 16–24-year-old age category by 2024, which also has a positive impact on our communities by reducing levels of youth unemployment and helping to address socio-economic disadvantages.

Our priority in this area is to deliver a youth employment approach that incorporates career pathways, social inclusion, Foundation / Modern Apprenticeship Schemes, and closer liaison with schools, pupils and parents. We have already put in place a wide range of measures with our schools and local employers utilising national and local employability schemes and partner agencies to develop pathways to a career in care and we will continue to widen the reach of these.

We have programmes in place to support Foundation Apprenticeships with schools, which are being adapted to deliver within one year to reduce the number of students leaving the course early. We are working with Fife College Employer Advisory Board to support measures to align academic calendars with employment ‘hotspots’ throughout the year. This work also promotes career pathways into Modern and Graduate Apprenticeships and maximises undergraduate placement opportunities.

Qualifications and Learning and Development

The opportunity for our workforce to develop positive career pathways to support best outcomes for the people of Fife is underpinned by their ability to access the relevant professional development that will support their aspirations. We will continue to ensure that we can enable our workforce to access the qualifications that they need to meet national registration requirements and support their wider career aims within the Partnership.

At present we are engaged in consultation led by the SSSC to improve the process that drives the registration of the social care workforce to increase flexibility of movement across the sector and the time it takes to qualify and register.

Within NHS Fife there are a range of learning and development actions in place between NHS Workforce Development Team, Medical Education and Practice and Professional Development Teams in collaboration with NHS Education for Scotland, including building on existing regional managed clinical networks. Collaboration will continue with NHS Education for Scotland and St Andrews University, as well as other local and national training providers, to provide development and educational opportunities for our workforce.

Learning and development plans across social work and social care are developed annually in line with regulatory body requirements and service priorities. Our staff have access to a range of learning opportunities to ensure safe practice and professional competency alongside providing support for personal development. Supervision is promoted and focused work is being progressed to support the implementation of this across the system. A key priority is to widen our collaborative learning and share resources across our whole system and we have introduced a range of actions, facilitated through our Workforce Strategy Group, to ensure the widest possible opportunities exist for staff across the whole Partnership.

Appraisal, Personal Development Planning and Supervision

Ongoing support for reflective practice is crucial to ensuring our workforce have the personal and professional support to deliver a high-quality service. At present we have differing approaches across the Partnership that meet professional requirements and national guidance.

During the pandemic it was recognised nationally that the formal Personal Development Plan and Review (PDPR) process within health was not required to be monitored. Fife Health and Social Care Partnership have reintroduced an expectation that we prioritise this to support our workforce to develop.



Our Principal Social Work Officer is undertaking a review of professional supervision across social work and social care to ensure the model still meets the needs of our workforce, recognising the opportunities to align our approach across the Partnership more widely, whilst continuing to meet national requirements.

There is also Medical Professional Leadership in place to support medical appraisal and work planning to meet national requirements.

Brexit

The small percentage of EU nationals in social care who were working in the service pre-1st January 2021 have continued to do so. However, with the national shortage of social care workers in various roles, we expect the removal of free movement will impact on our ability to attract EU nationals, more so where the role does not meet the criteria for skilled work visas potential workers may be discouraged. We are focused on opportunities for recruitment including potential for international recruitment and will work closely with partners regarding this.

Our Engagement & Participation Approaches

This Workforce Strategy and Plan aligns with the Partnership's 'Integration Joint Board Participation and Engagement Strategy for Fife 2022-25' which aspires to develop a service for participation and engagement where people who use services and staff at all levels are involved and supported through services that deliver person centred and high-quality care. We aim to work with the population, including our workforce, around how we co-produce, plan, design, and deliver our services. This includes ensuring our workforce can shape our future design, one of our key principles being that those who are affected by change are involved in the change.

The Strategy identifies seven key areas of activity that underpin a successful approach, which link together to form an overall framework based on consultation activity gathering views, knowledge and experience utilising social media, planning with people, and supporting systems.

Leadership Visibility

There are a range of ways in which we represent and engage with our workforce. This includes leadership visibility and walkabouts, discussion at management teams, Local Partnership Forum, and staff meetings. The Extended Leadership Team provides opportunity for all services to be engaged in the Senior Leadership of the Partnership.

iMatter

We are committed to valuing and empowering our workforce and supporting them to work to the best of their ability, recognising that improved staff experience is critical for delivery of the Scottish Government's Health and Social Care Delivery Plan to provide better care, better health, and better value. Our most recent iMatter survey delivered an excellent 61% response from Health and Social Care Staff in Fife - our highest ever. Our Employee Engagement Index was 76, in the 'Strive & Celebrate' categorisation.

We recognise the importance of capturing staff experience and have introduced a range of measures to improve accessibility and quality of experience, including an ability to participate via text and a range of resources to improve the action planning process. We have also worked with our Local Partnership Forum to develop an Action Plan that addresses key elements of staff feedback to improve future results.

Our Council colleagues also introduced a recurring annual Heartbeat Survey, which includes social work and social care staff, and further embeds our commitment to hearing the voices of workforce to shape our culture and future organisational change.

The Local Partnership Forum

A key partner in the delivery of this Strategy is our Local Partnership Forum (LPF). The LPF were consulted early in the design and representatives joined our Workforce Strategy Group. Meetings were also held with the co-chairs and Joint Trade Union Secretary to update on progress and consult on development. Ongoing consultation with the LPF will be crucial to ensuring this Strategy adapts to future challenges and continues to meet the needs of our workforce. The Local Partnership Forum also produces an annual report which is presented to the Integration Joint Board. This is another key mechanism that the IJB can be assured of the joint working taking place in partnership with trade unions to support the workforce in Fife Health and Social Care Partnership.

Equality, Diversity and Inclusion Action Plans

There is significant work ongoing on a range of matters that are key to supporting our workforce including the diversity of our people and our commitment to support our staff in relation to the nine protected characteristics in the Equalities Act. Discussions are ongoing with Partners to provide support aligned to the action plans of our partners as the employers. An Equality Impact Assessment was completed in support of this Strategy and will inform our continued improvement in these areas.

Whistle Blowing

Listening and responding to concerns raised by staff about the way services are provided is a vital way in which organisations can improve their services. Health and Social Care Partnerships are in an unusual position in having employees from multiple organisations delivering services together. It is, therefore, more important than ever that we promote a culture that encourages staff to raise issues or concerns at the earliest opportunity. Through the actions described in relation to leadership visibility and our organisational development approaches we would seek to create this culture. In line with part 8 of the National Whistle Blowing Standards there are expectations and options for Health and Social Care Partnerships (HSCPs) in implementing the Standards and this will be further developed and monitored through the Local Partnership Forum and in conjunction with advice from HR in both NHS Fife and Fife Council.

Staff Governance and Support

A key remit of the Local Partnership Forum is advising on the delivery of staff governance and employee relations issues. Considerable work is ongoing to ensure that staff are well informed, this includes a weekly briefing issued by the Director and an update to staff following every Local Partnership Forum meeting. Through the work described in this strategy we are seeking to ensure staff are appropriately trained and developed and that opportunity is supported for staff to be involved in decisions that affect them. Every Local Partnership Forum has standing agenda items on matters core to supporting our workforce including health and safety and promoting Health and wellbeing.

Our Priorities

The priorities in our Workforce Plan for the next three years have been developed in partnership, including with third and independent sector partners, and will build on what has been achieved to date whilst having a focus on defining the workforce needed to support our future challenges and supporting the health and wellbeing of our people. These align with our service planning for remobilisation and recovery, whilst acknowledging that we must safely manage living with COVID and be flexible to the undoubted future challenges in this.

This will consider not only the data and planning for our workforce but also the priorities defined in the Fife Health and Social Care Partnership Strategic Plan, including the role of early intervention and prevention across the life course, considering health inequalities and our commitment to deliver services within the localities of Fife co-produced with the people that we work with and care for.

The priorities defined by services and informed by our data are defined under each of the 5 Pillars - Plan; Attract; Train, Employ and Nurture our Workforce. The Action Plan in Appendix 1 will further define these priorities into short term and medium-term goals.



We will strengthen our workforce planning by:

- Improving workforce planning capability within the Health and Social Care Partnership, ensuring robust use of workforce and demographic data to inform gaps, pressure points and priorities aligned to our Strategic Plan and considering our Strategic Needs Assessment.
- Ensuring all portfolios develop workforce plans in conjunction with service and financial planning, detailing the actions they aim to take to ensure the sustainability of these services against current and future demand and projected staffing changes.
- Developing pathways that set out career progression, succession planning and retention to support a workforce that is representative of the communities we serve and in line with Equality Impact Assessments.
- Enabling the whole system to align with our Workforce, Strategic and Financial Plans and creating a culture of continuous improvement.
- Continuing to develop Integrated Services in the hearts of our communities in line with the priorities for the Strategic Plan and the legislative requirement for locality planning.
- Ensuring that workforce planning supports the capacity and capabilities required through our transformation and redesign of services and models, in line with the agreed funding model.
- Continuing joint working and support for the development of the Local Partnership Forum in line with our Staff Partnership Agreement
- Reviewing all business continuity plans, considering the learning through COVID, to support service and workforce resilience.
- Working closely with regulatory bodies such as the Care Inspectorate regarding the workforce requirements in line with national standards.



Attract

We will attract people into careers into Health and Social Care by:

- Increasing workforce capacity and supply routes into Health and Social Care across all our sectors through a joined-up approach to advertising and marketing and creating the collaborative conditions that support integrated joint working.
- Exploring the potential for increasing the international workforce supply routes into Health and Social Care through engagement with NHS Fife, Fife Council and the Third and Independent Sector.
- Prioritising recruitment against our current workforce priorities including children's services, mental health, social care, primary care, to support our recovery agenda.
- Putting in place infrastructure that will facilitate longer term workforce growth through enhancing the attractiveness of Health and Social Care services to prospective employees.
- Targeted and creative recruitment campaigns in Social Care emphasising the wide range of roles across the sector, the skills and values of those working in these roles, and the potential for achieving recognised qualifications whilst employed to incentivise career progression.
- Increasing the number youth apprenticeships and employability programmes and initiatives into health and social care.
- Development of the professional structure across Social Work, Medicine and Nursing, including collectively accountability and assurance.



We will support the training and development of our workforce by:

- Working with partners in NHS Fife, Fife Council and the Third and Independent Sectors to support engagement with Higher Education, Local Colleges and Professional and Practice Developments, and the Scottish Social Service Council (SSSC) and NHS Education in Scotland to ensure that we have a comprehensive approach to training for roles at all levels, with new programmes directly aligned to developments in service design and strategic priorities.
- Implementing “grow your own” pathways for posts that are either specialist or in hard to recruit areas to support the required pipeline of roles within the medium term.
- Implementation of a training passport which recognises core training across sectors.
- Progressively expanding the role of locality-based training programmes to support pathways into Health and Social Care services, which enable existing staff to work flexibly across their practitioner licenses to improve service outputs and increase the pace of role-redesign to facilitate longer-term service reform.
- Supporting the development of digitally enabled workforce in line with new models of working and care delivery, working with partners including Housing.
- Supporting new entrants to Health and Social Care through developing and delivering robust induction for all new starts into Health and Social Care with support for Newly Qualified Practitioners.
- Enabling implementation of core and mandatory training including implementation of the National Infection Prevention Control (IPC) induction resources and a professional support tool.
- Supporting the development of a trauma-informed workforce via the National Trauma Training Programme.
- Developing skills to support changing needs and higher acuity or complexity within the community or home/homely setting through Hospital at Home, palliative care, and social care.
- Supporting Quality Assurance and Improvement across our services through skills development including care homes, care at home, adult resources, community care, preventative care, and complex care.



We will increase our employment into Health and Social Care by:

- Monitoring progress and growth in workforce against recruitment commitments set out in our Winter and Recovery for Health and Social Care work; Adult Social Work; Mental Health Renewal and Recovery; Vaccination Transformation and Primary Care Improvement (MOU2).
- Developing and delivering Social Work advanced practice and quality improvement career pathways and strengthening the integrated multi-disciplinary models within health and social care.
- Developing career pathways that support skills mix, new roles and retention in practice areas across Health and Social Care including Mental Health Officers.
- Continuing to work in partnership with the employers across statutory, Third and Independent sectors regarding Fair Work requirements in line with National Direction.



We will nurture our workforce by:

- Supporting staff with the ongoing impact and challenges associated with the COVID-19 pandemic and requirements of mobilisation and remobilisation and recovery.
- Supporting the capacity within our workforce to engage in the transformation and quality improvement priorities, whilst recognising the challenges on current workforce and service pressures.
- Listening and learning from staff about what matters to them through the implementation of the annual iMatter survey and associated action plans in partnership with the Local Partnership Forum and in support of good staff governance and emotionally intelligent and responsive leadership.
- Developing Leadership Programmes across Health and Social Care.
- Nurturing our Leaders as part of the opportunities available to support leadership growth such as SOLACE (Society of Local Authority Chief Executives) Springboard, Project Lift Systems Leadership Programme and Scottish Social Services Council's Leading for the Future.
- Investing in our Culture and Leadership through the Extended Leadership Team, Senior Leadership visibility, leadership development at all levels and Organisational Development approaches.
- Championing and delivering the policies of NHS Fife and Fife Council to support a nurturing workplace culture.
- Developing an engagement programme across our workforce to inform a set of shared values which we all hold.
- Supporting readiness for the implementation of the Safety (Health and Care (Staffing) (Scotland)) Act 2019.
- Good governance in the implementation of part of 8 of the national whistle blowing standards.
- Continuing to promote the mental health and wellbeing of the Health and Social Care workforce, led through the introduction of a Partnership Wellbeing Strategy Group, which is working through an integrated wellbeing strategy approach to understand our workforce sectors.
- Recognising that staff may be unpaid carers and support staff in line with the Carers Act and our partner organisations' flexible working conditions.

Monitoring & Review

The implementation of this Workforce Strategy and Three-Year Plan is the responsibility of the Integration Joint Board. The Board includes the Chief Officer, who holds responsibility for delivery in the role of Director of the Health and Social Care Partnership supported by the Senior Leadership Team (SLT).

The Director of Health & Social Care is responsible for a range of delegated services within the integrated environment and responsible to the Chief Executive Officers within NHS Fife and Fife Council. The Director of Health & Social Care, along with the Senior Leadership Team, is responsible for working with colleagues from NHS Fife, Fife Council, the Independent and Third Sectors, to take forward actions via the appropriate governance arrangements.

This Strategy and Plan is a live document that is flexible and adaptive and able to respond to change and is an underpinning element of the **Partnership's Strategic Plan 2022-25**. The Strategy complements Fife's **NHS Workforce Plan**, **Fife Council's Our People Matter Strategy**, the future **Fife Population Wellbeing Strategy**, and the **Scottish Government's National Workforce Strategy**.

A key part of our commitment is to support a "**Team Fife Culture**" and to ensure alignment with NHS Fife, Fife Council and Independent and Third Sector Strategy, valuing the importance of working collectively across all sectors to support our shared common purpose to enable joined up care for the people of Fife.

The plan will be reviewed three times a year at four monthly intervals to reflect and react to organisational change and systemic pressures. The risks associated with the delivery of this strategy will be considered as part of both strategic and operational risk assessment, management, and mitigation processes through risk registers. A monitoring and review forum will be established, reporting to the Workforce Strategy Group, to support the implementation of the plan and ensure information remains current and will report annually to the Integration Joint Board, Quality and Communities, and Finance, Performance and Scrutiny committees as well as the Local Partnership Forum. There will also be close connection as appropriate to the appropriate governance committees of NHS Fife and Fife Council to assure staff governance.

Glossary of Terms

Carers Act - a law which enhances the rights of carers in Scotland. The Act is intended to recognise the valuable role that carers play in the lives of people with care needs because of their illness, condition or disability.

Co-design & Co-production – working with everyone involved to make sure they have a say in how we deliver services in the future

Demographic – how we describe and show the difference between the various characteristics of the population

Graduate Apprenticeship – these provide work-based learning opportunities up to Masters degree level for new and existing employees. The apprenticeships combine academic knowledge with skills development to enable participants to develop in the workplace.

Extended Leadership Team – All direct reports to the Senior Leadership Team, representing all services within the Partnership

Foundation Apprenticeship - a work-based learning opportunity for senior-phase secondary school pupils, where they spend time out of school at college or with a local employer to achieve a qualification in health and social care

FTE or WTE (Full-Time Equivalent or Whole-Time Equivalent) – our way of describing the number of hours we need to deliver services based on the amount of full-time or whole-time posts required

Fair Work – a national approach to making sure we give our workforce the best levels of pay possible within the available funding

'Grow your own' – a belief that it's important to develop our own professional workforce by investing resources in qualifications and skills to make sure we have the workforce we need in the future.

Health and Wellbeing Outcomes – Included within the national legislation these are high level statements of what health and social care partnerships are meant to achieve through integration.

Public Health – how we think about the importance of prevention and early intervention within health and social care, recognising the social, environmental, and economic impact on our wellbeing

iMatter – our approach within health and social care that asks our workforce how things are and makes sure that managers draw up action plans to improve experiences for teams.

Local Partnership Forum – our staff side forum where Trade Unions, managers and professional advisors meet on a regular basis to work together to support the workforce. Advising on the delivery of staff governance and employee relations issues, informing thinking around priorities on health and social care issues, informing and testing the implementation of approaches in relation to strategic plans, and commissioning intentions, advising on workforce including planning and development and staff wellbeing, promoting equality and diversity, and contributing to the wider strategic organisational objectives of the IJB.

MOU2 – a Scottish Government contract offer to GP's with a key aim of expanding and enhancing multidisciplinary team working supporting the role of GP's as Expert Medical Generalists, to improve patient outcomes

Modern Apprenticeship – is a job which lets people earn a wage and gain an industry-recognised qualification. For employers, Modern Apprenticeships help develop their workforce by training new staff and supporting existing employees to gain new skills.

Ministerial Strategic Group – National group including leaders across health and social care providing leadership and direction.

National Care Service – the proposed way that the Scottish Government believes health and social care should be run in the future. The National Care Service Bill will make Scottish Ministers accountable for adult social care in Scotland when implemented.

Neurodevelopment – The Brains development of neurological pathways that influence performance or functioning.

Organisational Development – a term for describing how we make sure we try to achieve organisational success through connecting the way organisations set up, think and act to the objectives they need to achieve

Organisational Culture – How we describe the shared beliefs, expectations, language, customs, habits and attitudes of our workforce, as well as our underlying values, ways of behaving and professional standards

Perinatal – The time period during pregnancy or in the first year following giving birth.

Project Lift – a Scottish Government supported project to support leadership at all levels and at all stages, in all roles across health and social care in Scotland.

The Promise – a Scottish Government initiative to deliver the change demanded by the Independent Care Review, with an ambition for Scotland ‘to be the best place in the world to grow up’ so that children are ‘loved, safe, and respected and realise their full potential’.

Senior Leadership Team – Heads of Operational Services, Professional Standards in Nursing, Medicine and Social Work/Social Care, and Business Enabling (Finance, Planning, Performance & Commissioning, Organisational Development)

Sustainability – How we make sure the organisation has the right staffing, resources and set up to continue to deliver services needed in the future

Six-step workforce planning methodology – a practical approach to ensure that there is a workforce of the right size and with the right skills and competencies.

Systems Leadership – how our leaders work together to make sure our Partnership is successful at delivering services across all areas

ScotGEM – is a four-year graduate entry medical programme. It is designed to develop doctors interested in a career as a GP within NHS Scotland.

Strategic Needs Assessment - is a process which helps us to understand the needs of the population and what health and social care services we need to provide that will bring the greatest benefit.

Staff Governance – Supports the fair and effective management of staff



SOLACE - Solace is the leading members' network for local government and public sector professionals throughout the UK.

Third Sector – all voluntary and charitable Health & Social Care services delivered in Fife

Independent Sector – all privately owned Health & Social Care services delivered in Fife

Team Fife – Our commitment to working together in partnership and to create the conditions that support and enable whole system working.

Transformation, reform & service redesign – how we change things to make sure we are still able to deliver with the projected resources we will have in the future

Trauma-Informed Practice – working in a way that understands and responds to the impact of trauma on people's lives. The approach emphasises physical, psychological, and emotional safety as a way of avoiding re-traumatising people and empowering them

Workforce Planning – methods used to think about what staff are needed, what the gaps are and how we fill them

Whole System – making sure we think about all parts of the Partnership when we plan for the future

Whistle Blowing Standards – a process that supports staff to be able to raise concerns. Part 8 of the standards relate specifically to Health and Social Care Partnerships and Integration Joint Boards

Summary of Short-Term Actions across the Five Pillars of the Workforce Journey

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Analyse and address the gap between the current provisions of workforce data, to ensure it meets the needs of the various Workforce Planning Groups, pressure points and priorities aligned to our Strategic Plan, Medium Term Financial Strategy and our Strategic Needs Assessment.</p> <p>Develop data gathering methods with the Third and Independent sectors to reflect the current position which supports workforce and locality planning using real time data.</p> <p>Commit to support continued attendance on the Models of Care Forum, to review staffing remodelling and data harvesting to inform future workforce planning.</p>	<p>Continue to increase the number of employment programmes, such as Foundation, Modern and Graduate Apprenticeships and other initiatives, to strengthen our talent pipeline of candidates from the local community.</p> <p>Engage with young people in our workforce to find and act on ways to attract and support other young people (aged 16 - 24) into training and employment opportunities with the Partnership.</p> <p>Increasing workforce capacity and supply routes into Health and Social Care across all our sectors through a joined-up approach to advertising and marketing and creating the collaborative conditions that supports integrated joint working.</p>	<p>Continue to promote and grow new roles based on the outcomes of service sustainability reviews and support the establishment and implementation of career succession opportunities and implementation of alternative models of care (e.g. Nurse Led Models).</p> <p>Continue to engage in national initiatives for recruitment and training including those within a range of professions who have recognised shortages.</p> <p>Deliver a Systems Leadership Programme for our existing Extended Leadership Team, involving the Third and Independent Sectors.</p>	<p>Monitoring our progress and growth in workforce against recruitment commitments set out in our Winter and Recovery for Health and Social Care work; Adult Social Work; Mental Health Renewal and Recovery; Vaccination Transformation and Primary Care Improvement (MOU2).</p> <p>Develop succession pathways that reflect the Integration imperative of the Partnership and take account of personal ambition and in line with Equality Impact Assessments.</p> <p>Build on the connections with Fife College Industry Advisory Board to configure approaches that better supports access to higher education including the introduction of variable start dates.</p>	<p>Supporting staff with the ongoing impact and challenges associated with the COVID-19 pandemic and requirements of mobilisation and remobilisation and recovery.</p> <p>Implement career development conversations, enabling staff to access the most suitable development opportunity for them.</p> <p>Ensure that our belief in a nurturing workplace culture is at the heart of strategic and policy decision-making forums.</p> <p>Review and enhance provision of information capturing the protected characteristics of our workforce, ensuring information supports meaningful discussion at the right forums.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Develop, with college partners, improved approaches that link delivery of courses with recruitment needs for Partnership organisations.</p> <p>Design a revised induction programme that supports a positive start, improved morale, and the retention of our workforce.</p> <p>Plan where to invest in our welfare, wellbeing, and health for best return on investment.</p> <p>Plan to reduce sickness absence levels particularly attributed to MSK and stress.</p> <p>Access funding routes to develop learning and development with awarding agencies and partners.</p>	<p>Prioritising recruitment against our current workforce priorities including children's services, mental health, social care, primary care, to support our recovery agenda.</p> <p>Review the recruitment model for consultant level medical and dental posts, establishing options to identify permanent solutions to range of roles filled via supplementary staffing / locum arrangements.</p> <p>Build on the international recruitment programme to attract overseas nurses, midwives and AHPs to Fife, mitigating shortage of applicants from the domestic labour market.</p> <p>Increase active engagement in undergraduate placement provision.</p>	<p>Work with all partners to support engagement with Higher Education, Local Colleges and Professional and Practice Developments, and the Scottish Social Service Council (SSSC) and NHS Education in Scotland to ensure that we have a comprehensive approach to training for roles at all levels, with new programmes directly aligned to developments in service design and strategic priorities.</p> <p>Implementation of core and mandatory training including implementation of the National Infection Prevention Control (IPC) induction resources.</p> <p>Developing our digitally enabled workforce in line with new models of working and care delivery working with partners, including Housing.</p>	<p>Continue to review marketing approaches that reflect regulatory requirements when recruiting.</p> <p>Work to improve the information we hold about employee's equality information.</p> <p>Create the new Social Work advanced practitioner career pathway and quality improvement service design. Employ three Quality Improvement Officers and new Advanced Practitioners in key strategic areas.</p> <p>Review skill set and banding structure within Health Care Support Worker Roles.</p> <p>Review measures to support retention of current senior clinical and non-clinical staff.</p> <p>Implementation of Once for Scotland Policies.</p>	<p>Raise awareness of managers and supervisors to understand the importance of health, safety, and wellbeing of their team with a focus on prevention/early intervention.</p> <p>Raise awareness of employees to the resources and supports available to them and how to access these.</p> <p>Support our workforce to request a referral to physiotherapy and / or counselling provider.</p> <p>Communicate and implement our pledge relating to the Miscarriage Association's Pregnancy Loss to, amongst other supports, provide paid time off for employees (and their partners) who suffer a pregnancy loss at any stage of pregnancy.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Analyse resource implications and effect on overall service sustainability from those services that need to redesign from a 5 day to 7-day service (e.g., Allied Health Professions, Hospital at Home).</p> <p>Develop 'Flexibility Works' to help consider flexible working options for front-line employees.</p> <p>Develop career pathways and succession planning to support the future pipeline of our workforce and creates a culture of continuous improvement.</p> <p>Continue to develop locality working and co-production with our communities.</p>	<p>Continue to explore and provide opportunities to promote the Health & Social Care Partnership, including but not restricted to, participation in recruitment events, use of social media, Training events</p> <p>Build on existing recruitment programmes to attract undergraduates, and those contemplating career changes to mitigate the shortage of applicants.</p> <p>Introduce the Princes Trust 'Get into Health and Social Care' 18 to 30 years programme to set up a presence in Fife and provide investment for youth and workforce planning that supports recruitment and career pathways.</p>	<p>Building internal 'grow our own' pathways to sustain our capacity in specialist and hard to recruit areas.</p> <p>Deliver a Leadership Programme for our leaders beyond the Extended Leadership Team, involving the Third and Independent Sectors.</p> <p>Develop a range of 'Innovation Hubs' to take forward key strategic areas for improvement across the Partnership.</p> <p>Develop learning specifically for managers and supervisors about health, safety / wellbeing to develop confidence when discussing stress prevention / management for our workforce linked to the HSE's 6 management standards.</p>	<p>Implementation of GMS Contract (MOU2) including Community Care and treatment, Pharmacotherapy, and vaccine transformation.</p>	<p>Implementation of the Career Conversation Lite program, enabling staff to establish the most suitable development opportunity for them.</p> <p>Continue to promote and implement iMatter and Heartbeat surveys and Action Plans.</p> <p>Promote mental health and wellbeing of the workforce through the work of the Partnership Wellbeing Strategy Group.</p> <p>Support readiness for the implementation of the safe (health and care) Staffing (Scotland) Act 2019.</p> <p>Support the implementation of Excellence in Care.</p> <p>Review the implications of Setting the Bar for social work and develop a Partnership response.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Review sustainability of all Clinical Services by running available Workforce and Workload Planning Tools, related to Health & Care (Staffing) (Scotland) Act, Digital enhancements and opportunities, and national difficulties in recruitment certain professional groups / specialties.</p> <p>Where appropriate, explore all options to ensure sustainability of those services at increased risk, including regional / national working, joint appointments etc.</p>	<p>Targeted and creative recruitment campaigns in social care emphasising the wide range of roles across the sector, the skills, and values of those working in these roles, and the potential for achieving recognised qualifications whilst employed and to incentivise career progression.</p>	<p>Continue to promote and grow new roles, such as:</p> <ul style="list-style-type: none"> • non-medical Consultants, • Associate Specialists (AS's) and Physician Assistants (PA's), • Advanced Practitioner (AP's), • Band 4 HCSW <p>Develop, with college partners, learning opportunities that reflect the needs of the workforce, including wider use of digital access.</p> <p>Provide learning for our workforce to develop skills that support higher acuity or complexity, within the community or home / homely setting through Hospital at Home, palliative care, and social care and supports Quality Assurance and Improvement.</p>		<p>Develop and implement Equality and Inclusion Initiatives including Equally Safe at Work since being confirmed on to 'Close the Gap's Equally Safe at Work' programme to work towards bronze accreditation over the next 18 months.</p> <p>In conjunction with the Once for Scotland work, contribute to and promote Carer Friendly Employment Practices.</p> <p>Recognise that members of our workforce may be unpaid carers and provide support in line with the Carers Act and our partner organisations' flexible working conditions.</p>

Summary of Medium-Term Actions across the Five Pillars of the Workforce Journey

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Review sustainability of all services by running available Workforce and Workload Planning Tools, giving cognisance to Safe Staffing Legislation, Digital Opportunities, the national standards scrutinised by the Care Inspectorate and Health Improvement Scotland and national difficulties in recruitment across certain professional groups / specialties.</p>	<p>Focused recruitment campaigns targeted at areas of greatest workforce pressures including social care, mental health, and children's services.</p> <p>As part of the Directorate and Portfolio level Workforce Plans, consider succession planning implications for range of critical roles, including supervisor and practitioners' grades and above.</p> <p>Implement the professional assurance structure across health and social care supporting quality, standards, and professional assurance.</p> <p>Further our support to recruit and retain a diverse workforce.</p>	<p>Increase the Partnership's ability to support the newly qualified workforce with post qualifying opportunities to enhance knowledge and skills.</p> <p>Establish implications of the increased reliance on Digital and Information solutions, and drive for Paperlite solutions, on range of D&I measures, including Digital Fitness Training; Information Governance and Security (including Records Management, Caldicott, Freedom of Information); Data Quality, in a way that supports a future workforce and upskills the current workforce.</p>	<p>Develop recruitment platforms including greater presence across social media and HEI (higher education institutions) sources.</p> <p>Work to improve the information we hold about employee's equality information.</p> <p>Demonstrate our commitment to equality of opportunity for our LGBTQ+ community throughout recruitment and employment approaches.</p> <p>Engage with local communities about our workplace practices in partnership with Fife Centre for Equalities.</p>	<p>Support managers in managing the wellbeing of our workforce through policy / procedure and guidance development, including induction, training and development and personal development practices.</p> <p>Support the capability of our workforce to engage in the transformation and quality improvement priorities, whilst recognising the challenges on current workforce and service pressures.</p> <p>Support line managers to manage absence and promote wellbeing to help employees stay well at work and feel supported when they return to work.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Directorates / Divisions to introduce Workforce Plans, detailing how they will manage sustainability and financial pressures named by the Workforce and Workload Planning Tools exercise, caused by factors such as the inability to recruit sufficient key professional groups; increased ability requirements; age demographics; and supports the capacity and capabilities required through our transformation and redesign of services and models.</p> <p>Integrate services supporting multi-disciplinary and multi-agency working to improve outcomes for the people of Fife in line with the Health and Social Care strategic Plan.</p>	<p>Attract the right number of employees to deliver our services to our communities.</p> <p>Develop approaches for youth apprenticeship and employability.</p> <p>Developing approaches that facilitate medium-term workforce growth through enhancing the attractiveness of Health and Social Care services to prospective employees.</p>	<p>Draw upon Apprenticeships and Placements (Student and Work Experience) when undertaking operational workforce planning succession planning to ensure a supported and positive learning experience.</p> <p>Expand locality-based training programmes that support pathways in health and social care.</p> <p>Review employee training relating to equality, diversity and inclusion and health and safety.</p> <p>Further develop Managers and Supervisors to support and manage health and wellbeing of the workforce.</p> <p>Further develop Managers and Supervisors to understand equality and diversity protocols and resources.</p>	<p>Measure growth and recruitment in line with national direction and investment including:</p> <ul style="list-style-type: none"> Care at home Care homes Mental Health Recovery and Renewal Vaccination transformation Primary Care Improvement (MOU2) Implementation of a new Social Work Career Pathway. Continuing to work in partnership with the employers across statutory, Third and Independent sectors regarding Fair Work requirements in line with National Direction. 	<p>Increase awareness for managers on the supports / tools / resources available and the relevant HR policies, procedures, and guidance available.</p> <p>Support our workforce to take responsibility for their own health and wellbeing and use training and development to engage and focus employees on their own health and wellbeing.</p> <p>Developing an engagement programme across our workforce to inform the creation of a set of shared values.</p> <p>Integrate wellbeing fully into Partnership training programmes.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Evidence correlation with safe staffing levels and quality of care through regular updates from the Excellence in Care and Workforce Leads.</p> <p>Ongoing commitment to partnership working through the Local Partnership Forum in line with the Staff Partnership Agreement to support excellent relations with our workforce to make the Partnership an attractive place to work.</p> <p>Engage with local communities about our workplace practices in partnership with Fife Centre for Equalities.</p> <p>Develop new workstyles to support more flexible and inclusive working across the Partnership.</p>		<p>Continue to promote and grow Advanced Practitioner (AP) opportunities as appropriate in response to wider service sustainability pressures.</p> <p>Engage with Higher Education, Colleagues, SSSC, and NES to support our approach to recruitment in Fife including supporting newly qualified practitioners.</p> <p>Implement Training Passport across sectors.</p> <p>Development and delivery of locality-based training programmes.</p> <p>Support for a digitally enabled workforce.</p> <p>Drive the implementation of Trauma Informed Practice and support the workforce to develop a trauma informed practice approach through the National Trauma Training Programme.</p>		<p>Implement learning from our workforce about what matters to them through the implementation of the annual iMatter survey and associated action plans in partnership with the Local Partnership Forum and in support of good staff governance and emotionally intelligent and responsive leadership.</p>

 Plan	 Attract	 Train	 Employ	 Nurture
<p>Consider how our policies develop the culture we aim to have and how they support managers to manage health, wellbeing, and equality.</p> <p>Establish a clearer understanding of the challenges being encountered within specialities to consider the flow of career grade, training pipelines, and assess the fragility and sustainability of each service, at Directorate level.</p> <p>Continued engagement with the Care at Home Collaborative Forum to ensure the independent sector have an equal voice in the safe delivery of care in this sector.</p> <p>Review of business continuity plans to support resilience in line with the learning post COVID.</p>				



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Fife Council and NHS Fife are supporting the people of Fife together through Fife's Health & Social Care Partnership. To find out more visit www.fifehealthandsocialcare.org

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