



STAFFORDSHIRE & STOKE-ON-TRENT

Integrated Care System;
People, Culture and
Inclusion Programmes

Annual Report 2021-2022

Introduction

During 2021-22, Staffordshire and Stoke on Trent ICS has continued to face significant, additional pressures due to Covid-19; the vaccination programme and accelerated delivery to protect the population; and expected winter pressures.

As a result, the system has faced significant workforce pressures with Covid-19 related absences fluctuating throughout the year; impacts on staff health and wellbeing; increases in demand on services; and restoration of services

In addition, the formation of the Integrated Care Board was delayed nationally from April to July 2022.

Whilst these system pressures have impacted significantly on workforce availability and resilience, our people and leaders have continued to work together, forging strong relationships to develop innovative approaches to support our people and deliver services to our population. The ICS has also continued to prepare for the transition with the appointment to the new ICB Executive team roles.

This annual report will explore the achievements despite the challenges, current undertakings and plans for the future of 2022/2023 for Staffordshire & Stoke-on-Trent's Integrated Care System People, Culture & Inclusion Programmes.



Foreword



"I have been blown away by our People Programme achievements during 2021-22. Our people and partners have responded and innovated in the face of tremendous pressures to deliver the best care to our population. We have worked together to build and grow our workforce to respond to escalations whilst also developing our future pipeline. Some of my highlights include the growth and development of the ICS People Hub and Reservist offers; collaboration with our Local Authority and Independent Care Provider partners; and our widening participation activities. We look forward to 2022-23 with a renewed focus and commitment to create 'One Workforce', to collaborate with all our partners to enable the best health and care for our population.

Alex Brett, ICS People Programme Director

"I am so proud that in the face of one of the greatest challenges ever facing our Health and Care Services, we have maintained AND significantly enhanced our focus and commitment to workforce health and wellbeing, inclusion and leadership development. Throughout 2021-22 we have been recognised as leaders in these areas. I firmly believe there is no wellbeing without inclusion for all, and no inclusion without wellbeing for all. At Staffordshire and Stoke on Trent ICS, we will be living and breathing this philosophy to the benefit of our colleagues, and most importantly, our communities."

Shajeda Ahmed, Executive Lead, OD, Leadership, Inclusion and Health & Wellbeing



Our Achievements

2021-22

TOGETHER
WE'RE BETTER

Transforming health and care for
Staffordshire & Stoke-on-Trent



40 Health & Social
Care Apprentices
on system rotational
placements

1018
People
Hub Staff
21500 shifts



Integrated System Wide
Workforce Planning
(Inc Workforce Development
funding)



Staffs & S-o-T
People
Metrics

Appointed
System Wide
Retention
Coordinators



Apprenticeship
Levy Transfer:
£1.4million
for **230**
apprenticeships

Outreach
Advisor engaging
refugees & hard
to reach
communities



Strong Partnership
Working
With Primary &
Social
Care



4 System Virtual
Work Experience
Programmes
delivered
/planned



The Redeployment
Service has saved:
£4.3million
& Redeployed:
225 members of staff



Cultural
Development
Programme
rolled out to
233 ICS Senior
Leaders



400 people
attended
Inclusion
Schools to
date



Regional Leads for
Health & Wellbeing,
Reservists &
Covid Vaccination
Workforce Retention

3 ICS Staff
Networks



Over **432**
referrals
to the Staff
Psychological
Wellbeing Hub,

14
High
Potential
Scheme
participants



Benefits Realisation

How we will measure our success and impact of our programmes

Understand &
Scope

Population Health Management Workforce Plans,
Higher Education Data

Collaborate, Research, Best Practice

Design

Engage

Health + Care Partners, Wider Partners, Workforce,
Public, Education

Clear project plans, Milestones +
Outcomes

Implement

Test

Trial, monitor progress & outputs of projects

Engage stakeholders, review & refine

Listen + Adapt

Assess the impact

Metrics, individual journeys, number of job and/or
learning opportunities offered

Roll-out across programmes and
boundaries

Scale & Spread

Covid-19 Learning & Achievements 2 Years On...

What advancements have been made as a System?

New Ways/Flexible Working

- Led Midlands National Reservist pilots, model now approved for roll-out
- Overseas nurses recruitment continued, trialling a new joined up approach to future cohorts
- Flexible / mobile working models grow
- ICS Retention programme kick off
- Continued staff mobilisation through Workforce Cell

Adapting Roles: Sharing Skills & Resources

- Student nurses/doctors undertaking paid placements
- Conversion & training of vaccination staff to support clinical capacity (e.g. HCA, Care Homes)
- Redeployment of 'Corporate' Nurses, AHPs, and admin to support surge

- Working with partners across the system to support redeployment of staff inc CCG, MLCSU, CCU, Private
- Developing new plans/initiatives as a result of Covid-19 and vaccines
- New to Care Home Care and Care Reserves campaigns – NHS & LA

Partnership & Collaborative Working

Digital & Virtual Innovation

Identified/Supported New Training Needs

- Leadership to manage impact of Covid
- Digital training needs/guidance/support
- Expanding clinical staff skills to support understaffed areas
- Partnership working with education providers
- Staffordshire Training Hub supported the development of general practice staff

Staff Health & Wellbeing

- Launch of ICS Staff Psychological & Wellbeing Hub inc: support & resources, shared across sectors; Psychological & physical initiatives, guidance & support
- Supporting At Risk Staff groups

- New systems, software & devices
- Remote working/video consultations
- Virtual training/meetings/conferences
- Digital readiness assessment underway, to inform ICS Digital Strategy

Our programme achievements have been captured against the ICS People Plan domains

1

Supporting the health & wellbeing of all staff



2

Growing the workforce for the future & enabling adequate workforce supply



3

Supporting inclusion & belonging for all, & creating a great experience for staff



4

Valuing and supporting leadership at all levels, and lifelong learning



5

Leading workforce transformation and new ways of working



6

Educating, training & developing people & managing talent



7

Driving & supporting broader social and economic development



8

Transforming people services & supporting the people profession



9

Leading coordinated workforce planning & intelligence



10

Supporting system design & development



Looking after our people

Supporting the health & wellbeing of all staff



Planned

- Co-design and create system wellbeing vision
- Co-design and create system wellbeing strategy (In draft form, updates being made before sign-off)
- System-wide collaborative offer of on-going support
- System-wide HWB hub - Evolving service to create and meet demand - Outreach - Weekly webinars
- Racial Inclusion work to address health inequalities
- System wellbeing event
- Design and implementation of Regional Health and Wellbeing Programme
- Refresh system retention framework & plans
- 'New Horizons Hub' retention concept refresh & launch – schemes, website
- Flexible Working Charter & exemplar/innovative practice sharing
- Alternative offers to retain in Staffs & SOT e.g. People Hub and Reserves

Delivered

- Co-design and create system wellbeing strategy (In draft form, updates being made before sign-off)
- System-wide collaborative offer of on-going support
- System-wide HWB hub - Evolving service to create and meet demand - Outreach - Weekly webinars
- System wellbeing event (postponed due to System Operational pressures and VCOD, delivery 25th April – 1st May 2022)
- Regional HWB programme - Collaboration across 11 systems to understand current impact of health and wellbeing provision endorsed; Delivery partners procured; Big conversation platform developed and went live 29th March 2022; Workforce analysis through a population health inequalities lens.
- Recruitment of ICS Retention Coordinators and commencement of system-wide project – aims and deliverables identified; project plan in place with milestones; materials drafted; hotspot departments identified and interventions commenced with teams
- Regional Covid-19 Vaccination Workforce Retention Programme lead held by SSOT ICS so wider learning can be shared locally
- Retention plan in place and being delivered to retain People Hub contingent system workforce

Spotlight on: Health and Wellbeing



Staff Psychological Wellbeing Hub

- Over **432** referrals from H&SC staff
- **350** staff assessments carried out
- From Nov 2021- March 2022, **250** staff accessed webinars
- Due to popularity, now deliver 2 webinars per week
- Constant outreach via social media and direct sessions tailored to each group
- Normalising access to staff support services, changing perception and behaviour, encouraging more staff to access support
- Integration and collaboration between services, reducing duplication, streamlining and improving the experiences of staff

Be Well Midlands

S&SOT commissioned to deliver engagement programme across 11 ICS in the Midlands for all Health and Social Care staff, specifically targeting experiences of seldom heard groups to ensure equity and quality of health and wellbeing provision across the Midlands and sustainability of workforce.

Regional steering group of senior Health and Wellbeing leaders across all 11 ICS are working together through an ethos of collaboration, equity and sharing of learning to benefit all



Growing the workforce for the future & enabling adequate workforce supply



Planned

- Define the matrix of workforce supply solutions for the ICS
- Increase the resource and scope of practice of the People Hub (System Bank).
- Stocktake and review of People Hub processes, plans and offer. Continuation of recruitment to the People Hub to assure contingent workforce
- Continue to support system workforce mobilisation, supplying workforce to support escalations, surge
- Develop the NHS Health and Care Reserve model for the ICS; Recruit, train and deploy our Reserves.
- System Redeployment service
- Delivery of Apprenticeship Pathway Cohort 4 and further system apprenticeships, Social Care, TNA schemes, Volunteer buddy pathways,
- System wide Pharmacy Tech scheme
- Continue system Apprenticeship Levy share scheme
- Supporting first Traineeships

Delivered

- System Workforce Cell and People Hub Team well established, 80+ requests to mobilise and deploy staff processed
- Recruitment and deployment of over 1200 staff to support vaccination programme delivery, Currently 645 workers registered with the People Hub
- Designed and delivered a number of innovative system People Hub recruitment campaigns to support surge (community hospital) and Home Care (in partnership with Stoke CC)
- Continued delivery of ICS Redeployment Service
- Agreement on capped system bank escalation rates
- Continued as pilot system for National Reservist programme, further refined the SSOT model. Leading for the region in coordinating pilots and national liaison
- Joint planning and development of schemes with Staffordshire Training Hub, CCG and Primary Care
- Recruited to 8 new HCSW level 2 ICS apprentices, focussed on areas of deprivation and seldom heard communities. Liaised with Community groups and recruited via Traineeship programme
- Commenced Pharmacy Technician scheme planning
- Commenced planning for ICS Career Pathway progression e.g. Nurse Associates, Trainee Nurse Associates, Degree Apprenticeship, and pathway experience at System Level
- Successfully shared £449k Levy funds across the system in 2021 to support 80 apprenticeships in Care Home, Hospices and Home Care providers

Our ICS People Hub journey

1. ICS System Workforce Cell created April 2020

2. People Hub (PH) Creation with BBS staff April-May 2020

3. System-wide Recruitment Campaign to support Vaccination Programme Nov 2020

6. 1059 PH staff have supported the vaccination programme, 21,500 shifts in the last 12 months

5. Tunstall, Stafford & Alrewas Mass Vaccination Sites Open Jan/Feb 2021

4. PH interview and recruit 1200 applicants, admin, vaccinators, registered staff, marshals

7. PH support other Vacc sites, hospital wards, community services, children's imms etc

8. One Year On Celebration 29.03.22 attended by 120+ PH staff and system partners

9. New recruitment campaigns to support home care and social sectors



Spotlight on: Resourcing, Mobilisation and Deployment

Mobilisation and Deployment

Staffordshire and Stoke on Trent ICS created a 'People Hub' a bank of health and care, admin and clerical workers in response to the workforce needs of our services during the coronavirus pandemic.

1200 people recruited in total from a wide variety of backgrounds and different walks of life. Since its formation, the People Hub staff have filled **140,408 hours** just in the last 12 months that's **21,500 shifts!**

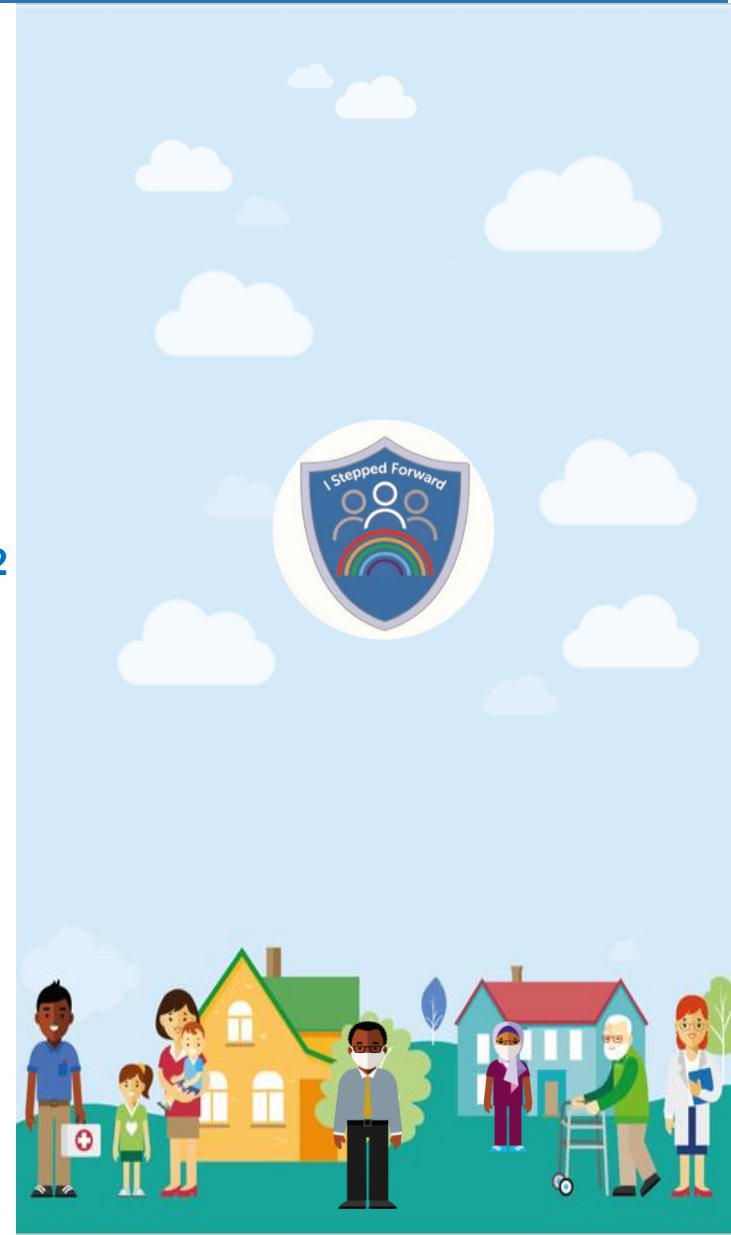
Successful workforce deployment has supported requests from no less than **24 PCNs, 3 Community Pharmacies, 21 NHS Trust requests, 2 local authorities**

Accelerated Covid Booster Programme

As winter pressures and staffing absences took hold of the vaccination workforce another push for support was identified to boost the workforce. Gaps were identified in administrative roles and registered roles so staff were asked to "repurpose" themselves to support.

The Workforce Cell within the ICS People Programme initiated another call to arms across the system and beyond for existing staff to 'Step Forward' to be released part time from their current roles to offer their help

32 Stoke City Council CC, 26 Staffordshire County Council, 30 DWP, Capita, MLCSU, HEE and more; plus 15 MPFT volunteers.



Spotlight on: Collaboration with Stoke City Council and Staffordshire County Council

In October '21, the ICS People Programme team met with colleagues from both our local authorities to talk about how we could make a difference to the most challenging workforce issue within our system, the deficit of home care / care home workers.

Out of these discussions, a concept was borne to recruit 2 types of 'Reserve' or contingent workforce. This would be a truly ground breaking project in a bid to try something really different to plug huge workforce gaps. Our aim was to attract 'New to Care' workers who would all be engaged on NHS Terms and Conditions, then seconded to the LA or private provider as either a Fixed Term Reservist or as an ad hoc bank worker, ready to parachute in as and when required.

Care Reserves – Staffordshire County Council

To date, we have appointed **16** Care Reserves – all have either completed or are in the process of completing Rapid Induction Care Certificate level training, prior to undertaking shadow shifts. Once competent and feeling ready, the Care Reserves will be on standby to be called upon in moments of urgent need, at short notice, providing a vital level of support to our system.

Many of our Care Reserves have been inspired by the events of the past couple of years to step forward and give something back; some are retired or have other jobs but a few hours to spare.

Home Care Workers – Stoke City Council

In contrast, the **17** Home Care Workers we have so far recruited to join Stoke City Council's brand new home care service, are predominantly brand 'New to Care', looking to climb the very first rung on their career ladder within the sector.

Our approach was to very carefully select candidates against values, rather than any previous experience or qualifications. Our recruitment campaign was multi layered, providing applicants with lots of opportunity to find out about the role prior to interview. By doing this, we have lost very few candidates along the way.

The very first cohort of newly appointed Home Care Workers started in post on 1st March and the second cohort will join on 1st May. The new recruits have been nurtured and supported by the Stoke team every step of the way; all were provided with a bespoke training and shadowing package, consistently supported and encouraged by the management team.

As the 12 month fixed term contract draws to an end, the People Hub team will work really closely with individuals to help them on their onward journey, supporting them to find their dream permanent care role within our system – whether remaining with the Council, moving into the NHS or working with private care providers.



Spotlight on: Collaboration with Stoke City Council and Staffordshire County Council



Transforming health and care for
Staffordshire & Stoke-on-Trent



Join our amazing NHS and social care teams and make a difference today!

**You don't need previous experience in
care, just kindness and compassion.**

We are recruiting **Home Care Workers**
and **Care Reserves** to join our teams
in Staffordshire and Stoke-on-Trent at
this important time.

**We will provide full training to
enable you to work in a care
home setting or to help care for
individuals in their own home.**



Who we're looking for

It doesn't matter what your background is. You may have
worked in the care sector previously or never at all....

You will need to be 18 years +, ideally with access to a car.
You should be kind and empathetic and yet also resilient and
able to work independently across our diverse community.

Stepping forward could make a huge difference to the
lives of our most vulnerable adults in the local area.

Roles we are recruiting for

Home Care Worker - Full and Part Time Roles Available

We need caring individuals who can help look after people in their own homes - this might
include everything from delivering personal care, administering medication, providing
companionship - to raising the alarm if things don't look right. **We are looking for a team of
very special people - could that be you?**

Roles are on a fixed term contract for 12 months initially; we will then support you to develop
your career in care and find your permanent dream position.

Excellent NHS Terms and Conditions are available, including generous leave entitlements.

Care Reserve - Flexible Roles Available

If you want to make a difference but can't commit full time, just now and again...this could
be the perfect role for you! Even if you can offer just a few hours once or twice a month, you
could make a real difference to the lives of vulnerable adults in our communities.

Care Reserves work in a care home setting or as part of a home care service. You would
assist people to eat and drink, help with personal care such as showering and dressing and
sometimes help administer medication.

It doesn't matter what your background is; you may be in work already and looking
to pick up extra hours, or you may have retired and want to 'give something back'; perhaps you
are looking for flexible work around caring, studying or family commitments and would like to
try something new!

What we can offer you

- Comprehensive paid training / shadowing package
- Generous hourly rate
- Outstanding wellbeing support - we'll look after you every step of the way
- Provision of full PPE
- Flexibility - we will have a discussion when you join us about your availability
- Placements at locations across Staffordshire and Stoke-on-Trent
- For Home Care Workers joining on a fixed term contract, there is
a bonus worth £500 after starting in post (*terms and conditions apply*)

*Please note that you may be required to be fully vaccinated against
COVID-19 (unless exemptions apply)*

Want to find out more?

We would love to tell you so much more about roles available
through the Staffordshire and Stoke-on-Trent People Hub.



For further information:

Visit: www.twbstaffsandstoke.org.uk/careers
Email: ICSRecruitment@MPFT.nhs.uk

**Apply by
visiting NHS
Jobs today!**

Supporting inclusion, belonging for all & creating a great experience for staff



Planned

- Roll out Cultural Development Programme (Comfortable Being Uncomfortable with Race and Difference)
- Participation in NHS Employers 100 Days EDI Transformation Programme
- Inclusion School series to continue
- Launch New Futures positive action programme (Cohort 4 of former Stepping Up programme) for ethnic diverse heritage aspirant leaders
- Continue to develop and grow the System Staff Networks
- EDI Network structure established, supported by EDI Reference Group
- Delivery of the 6 High Impact Changes to Recruitment Processes
- Collection and analysis of system WRES and WDES metrics
- Inclusion and diversity focussed widening participation activities to promote health and care careers across seldom heard communities

Delivered

- Cultural Development Programme (Comfortable Being Uncomfortable with Race and Difference) rolled out to 233 system Very Senior Leaders and other leaders
- Successful participation in NHS Employers 100 Days EDI Transformation Programme
- Inclusion School series continued with the delivery of 3 Summer Masterclasses and Autumn Inclusion School: The Colour Purple (Understanding and supporting people with disability, long term health conditions and neurodiversity)
- Inclusion School alumni now totals more than 400 people and is still growing
- New Futures positive action programme (Cohort 4 of former Stepping Up programme) for ethnic diverse heritage aspirant leaders with 34 system participants
- System Staff Networks and EDI leads group have enabled joint learning and actions
- EDI Networks structure in place, supported by reference group, with System Board level sponsors
- Widening Participation Activities focused on Ethnic Diverse population - Conducted ICS Apprenticeship recruitment through an Equality, Diversity and Inclusion lens; focussed virtual work experience promotion
- Recruited ICS Outreach Project lead to engage and attract Refugee / Seldom heard Community groups into Health and Care Careers
- Collection and analysis of system WRES and WDES metrics
- Developed the Workforce Race and Inclusion Strategy (WREI) for Midlands and for ICS includes High Impact actions for Inclusive recruitment

Spotlight on: Inclusion



Influencing our Inclusive Culture

By developing insight, understanding and personal awareness to catalyse change has been multi-faceted and achieved through a number of routes influencing various levels across the ICS;

- Cultural development programme (*Comfortable Being Uncomfortable with Race and Difference*) delivered for **54** system Very Senior Leaders (phase 1) and cross section of **179** leaders (Phase 2), phase 3 will be rolled out in 2022-23
- Creating system EDI structures and executive leads
- Creating staff networks to create voice and influence
- Identifying developing and supporting talented individuals with ethnically diverse heritage to develop their leadership capabilities and directly influence positive change

Our Inclusion School has been a fundamental part of helping to change mind-set, open up conversations and provide learning and insight in order for people to understand, recognise and challenge behaviours needed for successful changes in culture

Summer Masterclass Sessions

- Unconscious Bias and Micro-behaviours
- Authenticity, True Self and Imposter Syndrome
- Understanding Privilege and the Power of Allyship

Average participant scores 8.7/10

Participant comments included;

"Fabulous session today. Thank you. Lots to reflect on"
"Excellent presentation and so much to think about, wonderful mix of people who also contributed"
"Really great session and accompanying discussions - thank you. Feel I have really benefitted from attending"
"Thank you for covering a tough subject"
"Sad this is the last session. They have been really great!"



Autumn Inclusion School

The Colour Purple: Mind the Gap (Understanding and Supporting People with Disability & Neurodiversity) had over 140 participants. A really powerful session, and some real food for thought."

Participants said:

"Brilliant event thanks so much for everyone's sharing, which is what makes these events so impactful"
"Thank you for organising this. Learnt a lot and see you at the next session."
"Very thought-provoking, insightful, honest and real"
"Thanks to all the speakers and participants. A really powerful session, and some real food for thought."



Valuing and supporting leadership at all levels, and lifelong learning



Planned

- High Potential Scheme – Cohort 1 delivery (concludes April 2022)
- High Potential Scheme – Cohort 2 planning and preparation using buddy model approach with STW ICS.
- PbP North Leadership Development Programme Pilot (System CONNECTS) launch and delivery
- Deliver New Futures Black Minority Ethnic Leadership Programme and Stepping Up Alumni support programme
- PbP North and South OD Development Activity
- System-wide Reciprocal Mentoring programme

Delivered

- ICP North Leadership Development Pilot SYSTEM CONNECTS programme, 120 staff, 2 Trusts, system wide potential: Platinum & Gold - Masterclasses and cohort sessions underway
- Leadership Pathway has been drafted for entry level roles
- Staffs Uni joint project to ensure the college is better preparing young people with the skills needed for the future
- HPS Cohort 1 continues with completion due for Q1 2022 and plans for Cohort 2 to launch Q2 2022
- Delivery of "Ourselves as Collective & Compassionate Leaders" content on the Clinical & Quality Leadership Development Programme delivered to Cohort 2
- System-wide coaching and mentoring pool, providing staff coaching and mentoring support across the 4 NHS organisations and beyond to other system stakeholder groups such as Police, Fire Service and Councils.

Spotlight on: High Potential Scheme

Developing our leaders for tomorrow is crucial for our long term success as an ICS.

Our approach has focused on developing a pipeline of development programmes/opportunities for our people.

The HPS is one such programme. We successfully lead the way in this National pilot, being recognised for as a National Exemplar. Our selection was values-based in approach helping to identify talented individuals accelerating their learning, experiences and trajectory into senior leadership and director roles.

Overview

14 participants, 7 already progressing into more senior roles

Wrap around support including:

- Each with a dedicated career coach, executive mentor, sponsor
- 20 placement managers
- 2 action learning set facilitators
- 14 360 facilitators
- 5 psychometric facilitators
- 5 EDI leads
- Varied experiential stretch placements across the system



**Join the NHS
High Potential
Scheme**



NHS
Leadership Academy

Find out more

Leading workforce transformation and new ways of working



Planned

- Strategic System Workforce planning and development support to ICS, ICPs and clinical system pathway redesign
- Support to Public engagement programme inc. workforce engagement and planning
- Ensuring that System wide projects are translated to Place level and embedded
- Increase the resource and scope of practice of the People Hub (System Bank).
- Develop System Digital Champions Network;
- Undertake System Digital TNA and explore Digital Literacy tools;
- Develop Digital Leadership programme
- Scope & develop digital roles & career pathways
- Refresh website to include People Hub, Reserves and re-energised New Horizons Hub. Develop ICS Workforce APP
- Launch Virtual Work Experience programmes – Mental Health & Primary Care

Delivered

- Led System-wide Workforce Planning to support clinical transformation pathways e.g. Cancer, Maternity, Urgent Care and wider Staffordshire/Stoke on Trent Case for Change.
- Leading on Workforce components of operational and strategic planning at System level.
- Led and developed Midlands Reservist Pilots, leading to national model roll-out
- Implemented SSOT Reservist and People Hub contingent workforce models inc. three flexible offers
- Developed SSOT Reservist expansion proposal for testing and implementation prior to winter 2022
- Refreshed People pages of TWB website, developed plans for People pages of the new ICB website
- Refresh of digital workforce plans in line with ICS digital assessment
- Digital focus incorporated into ICS senior leadership programme
- Commenced scoping for Digital Apprenticeship programme
- Launched Virtual Work experience programme (*See Spotlight*)

Spotlight on: Virtual Work Experience ICS Programmes



Planned....

- Primary Care Programme planned for release April 2022
- Social Care Programme planned for release June 2022
- Acute Programme planned for release September 2022, with scope to look into specialist programmes in future. E.g. Maternity, Cancer, etc
- Potential to explore AHP programme for 2023
- Area of People Function website planned to showcase and sign post VWEX, including potential to create a wex portal.
- Use career content for 'Bitesize Career' resources
- Re-run programmes focusing on different campaigns informed by our data. E.g. challenging gender stereotypes in the workplace, etc
- Work with voluntary sector on programme content
- Use virtual work experience to encourage adults into health and care careers
- Incentives for programme completion to link with apprenticeship and recruitment campaigns. E.g. a completed programme and end assessment would automatically earn individuals an interview

Achieved...

- Cross-sector partnership working with NHS Trusts, Social Care and Primary Care
- Created and delivered Mental Health Programme, achieving 260 applications, 137 sign ups with a 60% completion rate of the programme (Springpod's average is 43%)
- Working with Staffordshire Training Hub to create a Primary Care VWEX Programme
- Created and gathered key career resources to be used across programmes and other educational initiatives
- Began working with Social Care colleagues across the system in a number of settings in preparation for Social Care Programme
- Identified a reliable provider, Springpod, to host programmes

What Students Had to say about the Mental Health Programme



It gave me an opportunity to delve further into my interest and allowed me to see all aspects of work in the mental health work space. It also provided assurance that there are many other fields still open and available for me even if i change my mind. I liked that I was able to ask questions personally which was beneficial as it helped me understand the effect the roles have on your personality and the skills it gives you.



Hearing about other people's personal experiences and lifestyles. This helped me to relate to myself and everything around me as well as the choices I may be considering. I gained quite a lot of information already that I did not know before which is really helpful. The layout and organisation of this programme was great and very easy to follow!



I enjoyed not only how it helped me on employment skills and uncovering new experiences and knowledge I didn't know but I enjoyed how I met various webinars and I got the opportunity to hear about their experiences and their various job roles which they love and enjoy so I could widen my opportunities broader.



It was very informative the quizzes at the end of modules helped me remember key information that I had learned, I now understand more about the routes available in careers and the amount of different jobs in the mental health sector Im also more aware about topics such as apprenticeships.

Spotlight on: Virtual Work Experience ICS Programmes



The Mental Health Virtual Career Experience in Staffordshire & Stoke-on-Trent

Starts 14th February – 18th February

Springpod



Simply **sign-up, log in and learn** about key roles and responsibilities of mental health care staff and find out how you can start your career pathway!

What to expect:

- The programme takes around 10-12 hours to complete
- You'll get practical skills and knowledge
- Add the experience to your CV and Personal Statement
- You'll earn a certificate when you complete the programme
- Engage with Mental Health Professionals during webinars

How to apply:

Scan the QR code or click [HERE](#) to sign up



Application Deadline: 9th February 2022

ENJOY VIDEOS, QUIZZES, INTERACTIVE ACTIVITIES & LIVE WEBINARS



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TOGETHER
WE'RE BETTER

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NHS Trust

University Hospitals
of North Midlands
Skills for Care
GP Surgeries
& more!

Health & Care Careers in Staffordshire & Stoke-on-Trent

Primary Care Virtual Work Experience

Starts 25th-29th April



Health and care starts with Primary Care

What career opportunities are there?

- Doctor
- Nurse
- Pharmacist
- Healthcare Administrator
- Wellbeing Coach
- Physiotherapist
- Mental Health Practitioner
- And so many more!

What to expect:

- The programme takes around 10-12 hours to complete
- You'll get practical skills and knowledge
- Add the experience to your CV and Personal Statement
- You'll earn a certificate when you complete the programme
- Videos, quizzes, interactive content & engage with professionals during live webinars

How to apply:

Scan the QR code or click [HERE](#) to sign up



Application Deadline: 20th April 2022

Simply **sign-up, log in and learn** about key roles and responsibilities of Primary Care staff and find out how you can start your career pathway!

TOGETHER
WE'RE BETTER



Springpod

Educating, training & developing people & managing talent



Planned

- Development of teacher support/information/virtual events ongoing.
- Lesson plans to support English, Maths and Health and social care curriculum and link back to health and social care careers.
- Continue to launch more Virtual Work Experience Programmes, showcasing various areas of health and social care
- Implement Wellbeing Enabler project to support Mental Health priorities
- Career conversation resources to become available on website
- Continue working with the Careers and Enterprise company
- Building on school and cornerstone resources; create bitesize career resources and school lesson plans
- Hosting adult learning through virtual work experience (encouraging adults interested in career changes)
- Work with CEC on national events to tie in with our initiatives (e.g. national apprenticeship week)

Delivered

- Continued working with schools, colleges and universities on existing and new programmes
- Joint working with Careers Enterprise Company leads to identify how we can support the career interests of students
- Focussed activity with cornerstone schools to promote workplace experience and learning schemes including Traineeship, Apprenticeship and Virtual Work Experience
- Commenced refresh of Education, Development & Training workstream, previously supported by a joint STW and SSOTP group
- Commenced development of Clinical placements project proposal
- Funded and coordinated personalised care training programme for Trusts across the system. 471 training places made available across the Primary and secondary care
- Wellbeing Enabler Project phase 1 – launch of Mental Health First Aid training from Changes for 60 social care and primary care employees across the system.
- Career conversation webinars held September 2021 showcasing Nursing (inc Mental Health), Midwifery, Phlebotomy, AHPs, Pharmacy and Health and Care; as informed by the interests of our People Hub staff.
- Delivered Mental Health Virtual Work Experience Programme in February 2021, with 260 applications.

Driving & supporting broader social and economic development



Planned

- Working closer with wider partners e.g. YMCA, Fire Service on joint programmes of work.
- Continuing our work with VAST and Support Staffordshire to collaborate with the sector
- Develop a “volunteer contingent workforce” who can be deployed across the System as required
- Offering job opportunities to those from seldom heard communities
- Offering support/ guidance in Corner-Stone schools
- Launch Traineeship scheme
- Step into Work Cohort 3 Commenced
- Implement Volunteer Buddy project

Delivered

- ICS Widening Participation Strategy drafted
- Continued support to workplace learning schemes:
 - First Traineeship programme commenced successfully - 2 cohorts (Oct/Nov 21) 10 students in total with 4 progressing on to the HCSW Apprenticeship programme.
 - Supported third ‘Step Into Work’ cohort 12 people level 1 health & social care and workability skills training
- Recruited to 12 month funded ICS Outreach Advisor Post - Working directly with the wider population of Staffordshire and Stoke on Trent (SSOT) specifically seldom heard communities, to engage them in the potential to build careers in Health/Care and to design and deliver bespoke packages of appropriate support
- Continued working with VAST and Support Staffordshire to expand the volunteer contingent workforce, in particular supporting the vaccination programme
- Joint working with Fire Service and Civil Contingencies Unit to support the vaccination programme
- Volunteer Travel Buddy training from Staffordshire County Council, funded 20 volunteer buddies on a 3 day course, plus additional web based learning and webinars. In addition 16 buddy champions received additional train the trainer training.
- Drafted workforce narrative for Green NHS Sustainability Plan.
- Involvement in ICS Sustainability Planning group

Transforming people services & supporting the people profession



Planned

- Commence ICS HR & OD efficiencies programmes
- Refresh People Programme groups and networks, supporting People Professionals in collaborating on people matters

Delivered

- Partnership/collaboration in place with NHS Trusts to review/scope the potential for a transformed approach to the delivery of the following services at System level; Occupational Health, Workforce Planning and Intelligence and Recruitment
- System forum of People Directors (NHS) in operation for some time
- Collaborative working, networking and best practice sharing via system groups e.g. Widening Participation, Deployment and Resourcing, Workforce Planning and intelligence

N.B. New priority area and domain set during 2021-2022

Leading coordinated workforce planning & intelligence



Planned

- Agree and implement People Board Workforce Metrics and development of workforce dashboard inc. WRES /WDES – action plan at System level
- Using ICS level data to support planning
- Workforce planning across clinical pathways to support Case for Change and public engagement
- Joined up workforce planning utilising population health data and workforce planning tools to plan at Place level
- Support Restoration and System Recovery Workforce Planning
- Continued work with Primary Care and the Training Hub to do joint strategic planning for training/workforce development
- Increasing workforce planning skill and resource within the ICS

Delivered

- System wide People Metrics and dashboard developed and launched – for Staffordshire & Stoke on Trent only services.
- Agreement reached on NHS People Metric targets
- Commenced work on expansion of People Metrics to include Social Care and Primary Care
- Development and submission of the system Operational plan for 2021-22/2022-2023 across NHS and Primary Care
- Supported Clinical workforce planning across the system including vaccination programme, UEC, Mental Health
- Joint workforce planning with Staffordshire Training Hub, CCG, Primary Care and NHS Providers
- Collaborative development of a 21/22 GPN Strategy (CCG, Training Hub and ICS)
- Increased workforce planning skill / resource at system level with the appointment of 2 WTE Workforce Planning Managers
- Involvement in ICS Public Health Management programme, supporting workforce planning at Place
- Agreement on capped system bank escalation rates

Supporting system design & development



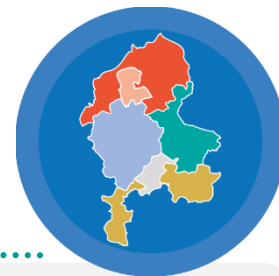
Planned

- Commence ICS/ICB Transition and development processes in line with National guidance
- Refresh ICS Workforce Governance and Planning to ensure delivery of programmes
- Completion of System Self-Assessment (SWIM) Tool, development and delivery of Action Plan
- SWIM Tool Action plan delivery and review of maturity assessment aligned to ICS Formation
- Monitor and report progress and impact of People programmes to the ICS Partnership Board and Regional regulators

Delivered

- ICS Governance structure agreed
- Well established Shadow ICS Board with full Provider engagement, appointment of ICS Board Chair, following national recruitment processes
- ICS People, Culture and Inclusion Board well established with programme boards bringing people professionals together to collaborate on key system people matters
- Refreshed ICS People Plan and programme action plans throughout 2021/22
- SWIM Tool reviewed and refreshed throughout 2021/22
- Clear programme governance in place to monitor programme activity via Boards and system assurance reporting to QSRM
- Appointment to Interim ICS Chief Executive role
- Appointment to 5 Non-Executive Director roles including Chair of the System People, Culture and Inclusion Board (to transition to Committee)
- Appointment of ICB Executive Directors – Chief Finance Officer, Chief Medical Officer
- Recruitment process in place to appoint remaining Executive roles

N.B. New priority area and domain set during 2021-2022



Allocation of Health Education England Funding 2021-22

Planning for annual workforce development funding commenced early 2021 using well embedded governance processes tried and tested in previous years. Plans were in place to ensure that designated funding was swiftly allocated to agreed projects to address local workforce priorities and the Health Education England (HEE) Mandate. System partners, associated plans and processes have had to morph and adapt in direct response to the challenges that the Covid-19 pandemic has brought to both the local population and our system workforce during 2021/22.

Allocation of funding was based on the system workforce priorities identified by partners of the People, Culture and Inclusion Board, with a focus on: Staff Health and Wellbeing; Ageing workforce profile; Trainee supply pipeline; Digital workforce development; Work experience opportunities; Deployment of staff across the sectors; Retention of current staff; Hard to fill vacancies; Development of existing employees.

HEE provided each ICS with a workforce transformation allocation in 2021/22. For Staffordshire and Stoke on Trent, this allocation was £370,000. A breakdown of this allocation is provided in the table. This funding has helped deliver the outcomes detailed in this report

2022/23 HEE funding allocations are yet to be confirmed, however once confirmed the process of allocation will mirror previous years.

Objective	Funding	Description
LOOKING AFTER OUR PEOPLE		
Health & Wellbeing	£100,000	Health and Wellbeing/OD Leadership Programme
BELONGING IN THE NHS		
Belonging	£60,000	ICS Outreach Programme
NEW WAYS OF WORKING & DELIVERING CARE		
New ways of working	£100,000	ICS Retention Programme Virtual Work Experience Programme
GROWING FOR THE FUTURE		
Contingent Workforce	£110,000	ICS Apprenticeship Career Pathway ICS People Hub
TOTAL	£370,000	

Developing Plans for the Future 2022-2027



We have developed with system partners during the pandemic, our **Local People Plan**, which sets out our system commitments to our People; our workforce, our most valuable asset. Looking forward; we will focus our work programmes on priority areas, delivering high impact projects to address the gaps and deliver the changes required to transform, retain and sustain our workforce.

The programme has set out its key deliverables against the National Context, ICB Strategic direction and the local People Plan. The 'In Year' (12 months) and Future Delivery (2-5 years) Plans are summarised in the next two slides

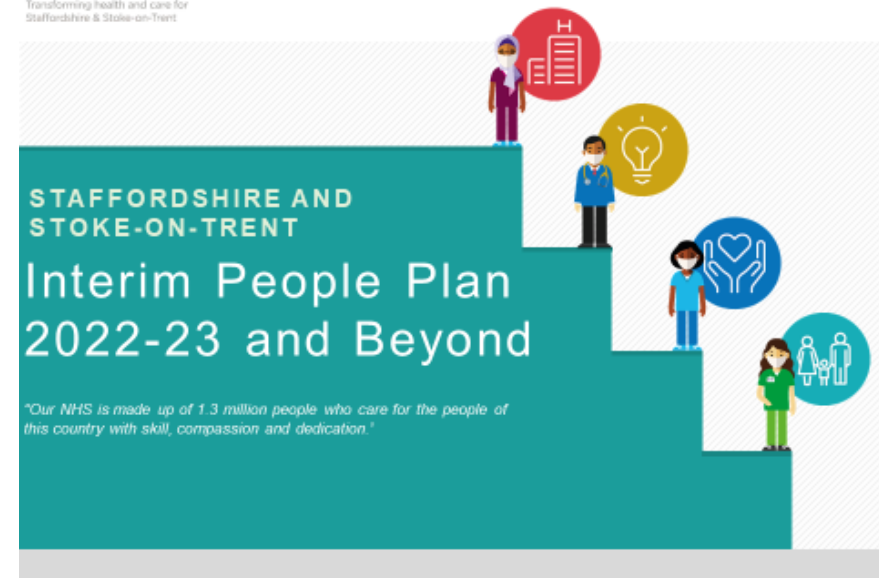
Appendix 1




STAFFORDSHIRE AND
STOKE-ON-TRENT

Interim People Plan 2022-23 and Beyond

"Our NHS is made up of 1.3 million people who care for the people of this country with skill, compassion and dedication."



Summary of In Year Delivery 2022-2023

System Staff Health and Wellbeing Strategy			Retention Co-ordinators		++ Health & Care Reserves			Cohort 3: System Health & Care Apprenticeship			GP & GPN Fellowship		ARRS Facilitators	
System wide well being Event				Scope for Growth Conversations			System NHS Staff Survey		Pharmacy Technician Apprenticeship		Jobs access for seldom heard communities		Virtual Work Experience	
Stepping Up		Inclusion School												
System Reciprocal Mentoring		Out Reach Project Manager		Clinical Director EDI Champion			Clinical Retention Champions		System Health & Care Recruitment		People Hub Recruitment			
Talent Management Career Conversations		New Futures Diverse Leadership Programme			Diverse Coaches									
ICS People Programme Website		Digital People Strategy			High Potential Scheme Cohort 1 completed							Scope for Growth		
Step Forward Workforce		System Workforce Planning		System Apprenticeship Levy Share		GPS Coaches: Primary Care		GP Apprenticeships		Potential & Development Conversation Toolkit		Leadership development within Social Care		
ICS People Metrics include Social & Primary Care		Workforce planning across clinical pathways		ICB Director Appointment (inc. Chief People Officer)		System Approach Clinical Placements		Wellbeing Enabler Project						
Workforce Cell response to System Pressures		System Workforce Planning Expertise		HR & OD efficiencies programme		Refugee/ Out Reach Project		ICS Widening Participation Strategy		System Staff Survey Action Planning		Workforce Green NHS Plan		
ICS OD Programme		Formalised ICS People Function		Anchor Employer		ICB People Function		Workplace Learning Schemes						
														

Summary of Future Delivery Plans (2-5 Years)

