

Scottish Borders Health and Social Care Partnership Integration Joint Board

17 May 2023

Integrated Workforce Plan Quarterly Update

Report by: Wendy Henderson, Partners for Integration & Claire Smith,
NHS Borders



1. PURPOSE AND SUMMARY

- 1.1. To appraise the Integration Joint Board of the progress made in relation to the implementation of the Scottish Borders Health and Social Care Partnership's Integrated Workforce Plan.
- 1.2. To provide details of the actions taken since the report to the Integration Joint Board in March 2023 of the actions taken, and those planned for the next quarter, to deliver a vibrant and competent cross sector workforce. Actions which meet local projected short-term recovery and medium term workforce growth requirements.

2. RECOMMENDATIONS

- 2.1. The Scottish Borders Health and Social Care Integration Joint Board (IJB) is asked to:-
 - a) Note the progress made to date
 - b) Agree to accept update reports at the IJB meetings to be held in January, May and September of each year

3. ALIGNMENT TO STRATEGIC OBJECTIVES AND WAYS OF WORKING

- 3.1. It is expected that the proposal will impact on the Health and Social Care Strategic Framework Objectives and Ways of Working below:

Alignment to our strategic objectives					
Rising to the workforce challenge	Improving access	Focusing on early intervention and prevention	Supporting unpaid carers	Improving our efficiency and effectiveness	Reducing poverty and inequalities
x		x	x	x	x

Alignment to our ways of working					
People at the heart of everything we do, and inclusive co-	Good agile teamwork and ways of working – Team Borders approach	Delivering quality, sustainable, seamless services	Dignity and respect	Care and compassion	Openness, honesty and responsibility

productive and fair					
x	x	x	x	x	x

4. INTEGRATION JOINT BOARD DIRECTION

4.1. A direction is not required

5. BACKGROUND

- 5.1. In April 2022 the Scottish Government's Directorate of Health Workforce issued a letter to NHS Board Chief Executives, Integration Joint Board Chief Officers and Local Authority Chief Executives. The letter provided the Scottish guidance to the Scottish Border Health and Social Care Partnership and NHS Borders on the completion of their Three Year Workforce Plans.
- 5.2. The purpose of the Three Year Workforce Plans is to support the IJB maximise the integration of workforce across adult health and social care services in the Scottish Borders.
- 5.3. To do this effectively the Scottish Borders HSCP Integrated Workforce Plan, approved by the IJB in October 2022, was designed to consider and evidence the interdependencies across the whole system.
- 5.4. To meet the expectations of the Scottish Government, the Scottish Borders HSCP's Integrated Workforce Plan and associated action plan was developed using the Five Pillar as outlined in the National Workforce Strategy.
- 5.5. The action plan is now delivering the platform that ensures that no one part of the system's actions impinge on another part of the system.
- 5.6. This to support the delivery of the Integration Joint Board and Scottish Borders Health and Social Care Partnership's vision of an across the system approach, to current and future workforce pressures and one that address the current inefficiencies experienced by organisations providing care as staff move from one provider to another.

6. PROGRESS TO DATE

- 6.1. Implementation Board Membership
Recruitment to the Integration Board is now complete. Full details can be found in appendix 1
- 6.2. Equality Outcomes and Mainstreaming Actions
The Implementation Board coproduced Scottish Borders HSCP's Equality Outcomes 5 and 6 (see appendix 2) and have agreed to continually review and update the associated mainstreaming framework on the actions being taken. Progress against the Outcomes will be reported monthly to the Strategic Planning Group's Equality and Human Rights Subgroup.
- 6.3. A copy of the Integrated Workforce Plan Short Term Action Progress Report May 2023 is attached as appendix 3
- 6.4. The Implementation Board has coproduced a Programme Plan Action Tracker which will be used to monitor progress and identify areas for escalation to the Joint Executive Team for resolution.
- 6.5. Over the next 2 months a series of mapping exercises capturing what is currently being done across the sectors relating to recruitment, retention, training and wellbeing of staff will be undertaken.
- 6.6. It is anticipated that the outcomes of the above exercise will be used to formulate several efficiency saving proposals which will be reported on in September 2023.
- 6.7. A mapping exercise of existing roles will be undertaken as a way of identifying flexibility of roles, responsibilities and exploring new methods of working.
- 6.8. International Recruitment has been identified as a priority for the Recruitment and Attract Workstream. Progress on how the NHS Borders approach is being rolled out across the sectors will be reported on in September 2023.

7. IMPACTS

Community Health and Wellbeing Outcomes

- 7.1. It is expected that the proposal will impact on the National Health and Wellbeing Outcomes below:

N	Outcome description	Increase / Decrease / No impact
1	People are able to look after and improve their own health and wellbeing and live in good health for longer.	Increase
2	People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.	Increase
3	People who use health and social care services have positive experiences of those services, and have their dignity respected.	Increase
4	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.	Increase
5	Health and social care services contribute to reducing health inequalities.	Increase
6	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.	Increase
7	People who use health and social care services are safe from harm.	Increase
8	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.	Increase
9	Resources are used effectively and efficiently in the provision of health and social care services.	Increase

Financial impacts

7.2. There are no costs attached to any of the recommendations contained in this report.

Equality, Human Rights and Fairer Scotland Duty

7.3. An Equality and Human Rights Impact Assessment was undertaken throughout the development of the Integrated Workforce Plan. The recommendations identified in Stage 3 of the Impact Assessment have been adopted by the Integrated Workforce Plan Implementation Board and will be reported against in future IJB reports.

7.4. The Integration Workforce Plan Implementation Board coproduced Equality Outcomes 5 and 6 which the IJB adopted in March 2023.

7.5. The Implementation Board has also coproduced a suite of mainstreaming activities which state what will be done and how this will be measured. Reports against both equality outcomes will be presented with future reports to the IJB.

Legislative considerations

7.6. The SBHSCP Integrated Workforce Plan supports the IJB evidence its compliance with:

- CEL 32(2011)
- Public Bodies (Joint Working) Scotland Act 2014
- Regulation 15 of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011
- The Equality Act 2010
- Scottish Specific Public Sector Equality Duties 2012

Climate Change and Sustainability

7.7. It is anticipated that future actions will include trailing E-Bikes and promoting active travel.

Risk and Mitigations

7.8. The action plan and associated Programme Plan Action Tracker have been developed to capture and report the progress being made to address the risks identified during the plan development. This are listed below:

- Changing demographics affecting staff and people who use our services, including the consequences of the Covid-19 Pandemic.
- Population changes with a reduction in working age population living in the Scottish Borders
- A significant reduction in the availability of professionally trained clinical staff, including Allied Health Professionals, doctors, nurses and pharmacists.
- Changes in employment and immigration regulations linked to EU withdrawal
- Complex and protracted employment processes that do not respond to short term needs
- Inability to train key professionals at a sufficient rate to meet demand National competition attracting newly qualified professionals to settle where they trained - often in city areas

8. CONSULTATION

Communities consulted

- 8.1. The Integrated Workforce Plan's Implementation Board membership is representative of statutory, third sector, independent sector and primary care partners. As employers and representatives of the cross sector workforce, each member has been selected as a representative of wider networks. This to ensure maximum participation of staff delivering adult health and social care services in the Scottish Borders. Membership can be found in appendix 1.
- 8.2. The Integrated Workforce Plan Action Plan evidences not only consideration but alignment with the Integration Planning and Delivery Principles (listed at <https://www.gov.scot/publications/guidance-principles-planning-delivering-integrated-health-social-care/pages/1/>). This can be evidenced by Implementation Board membership, the associated Equality and Human Rights Impact Assessment and Equality Outcomes 5 and 6.
- 8.3. The following have been consulted with:

Care at Home Forum
Care Home Forum
Housing Provider Network
Learning Disability Forum
Mental Health Forum
NHS Borders – Adult Health and Social Care Services
Primary Care and Community Services
Scottish Borders Council – Adult Social Care and Adult Social Work Services

In addition, the following groups have been consulted:

- Staff – Joint Staff Forum
- Care Sector – Care Sector Strategic Advisory Group

- Clinical Groups – NHS Borders Clinical Reference Groups

Integration Joint Board Officers consulted

- 8.4. The IJB Board Secretary, the IJB Chief Financial Officer and the IJB Chief Officer, and all comments received have been incorporated into the final report.
- 8.5. IJB Equalities, Human Rights and Diversity Lead in relation to the development of Equality Outcomes 5 and 6.

Approved by:

Chris Myers, Chief Officer

Author(s)

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Background Papers: not applicable

Previous Minute Reference: not applicable

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