

NHS People Plan

December 2019

Making the NHS the best place to work

- **A 'core offer'** for everyone working in the NHS covering:
 - equality, diversity and inclusion
 - improving physical health and mental wellbeing
 - tackling violence and bullying
 - flexible working
 - supporting staff in moving between different employers ('streamlining')
- **National action programme to help solve practical issues** with NHS employment, including flexible working and streamlining and action to improve staff health and wellbeing, tackle bullying and harassment, and step change in equality, diversity and inclusion.
- **Review of the HR/OD profession** to support and enable providers and local health systems in continuing to improve staff engagement and morale.
- Expand the **staff retention programme**
- **Track progress** in implementing the Core Offer –changes in staff morale (as reported through the Staff Survey) and retention –through the NHS Oversight Framework.

Improving the leadership culture

- A leadership compact to define behaviours and values for all senior leaders across the NHS and national bodies –and how to make it real, including alignment with the NHS Oversight Framework and Well-Led Framework
- A **support package for senior leaders** to enable them to lead in line with the compact
- New **competency frameworks** for chairs and CEOs, followed by executive and non-Executive roles, to support more consistent and transparent appraisals
- A new **leadership development offer for line managers** offering practical skills, support in leading across traditional organisational boundaries, and how to learn from the lived experiences of those people who have experienced exclusion
- A new **talent management** framework
- New action on **diversity and inclusion**
- The core offer and compact will be reflected in the **NHS Oversight Framework** and (with CQC) in the **Well-Led Framework**

Releasing time for care

- Bring national and local leaders together to design **optimised care pathways** that make the most efficient use of resources to improve outcomes.
- Build an explicit focus on releasing time for care into new systems of workforce planning, including **demand and capacity modelling**.
- Rapid spread of proven innovations in service design. For example; pharmacist technicians and advanced pharmacist prescribers on rounds freeing up medical time.
- Deployment of **electronic rostering and electronic job planning** by 2021 and **evidence-based rostering** by 2023 –and access via **user-friendly mobile apps**.
- **Nationwide staff-led initiatives** to harness local ideas for improving patient care and releasing staff time, building on the success of Project A in the ambulance sector.
- Implement practical **digital and technological solutions** that release time for care, reducing non-productive time and making essential tasks more efficient e.g. single sign on, replacing bleeps with messaging and tasking apps, 'digital first' outpatients and primary care; universal roll-out of digital e-prescribing
- A focus on Long Term Plan priorities:
 - Digital tools to support flexible and mobile working in **community health services**
 - Integrated models of primary and community **mental health**
 - A whole system approach to **urgent & emergency care**, releasing time spent on daily management of patient flow

Workforce redesign

Designing place-based workforce models and developing new, diverse roles/skills that better reflect changing patient needs and models of care, contributing to better outcomes, more rewarding roles and careers, and sustainable patterns of workforce growth, by:

- Building **capability in place-based workforce redesign**, supporting a fully integrated approach to service and workforce planning/design, rooted in population health needs
- developing **primary care training hubs**, providing the infrastructure and resources needed to design, develop, train and supervise new roles and multidisciplinary teams
- targeted training programmes to develop new cohorts of **advanced clinical practitioners** to support Long Term Plan priorities
- accelerating the spread and adoption of **new roles**
- supporting local health and care systems in making best use of **apprenticeships**
- continuing **building a digital-ready workforce**
- extending training in **personalised care skills**
- enhancing **volunteering** opportunities, helping to develop skills and confidence
- improving support to **carers**

Growing and training our future workforce

The full People Plan will set out further actions to enhance the number and mix of staff able to join the workforce and with the skills to work flexibly across different care settings in multidisciplinary teams that provide holistic, person-centred care. Key themes:

- **attracting more people into health and care careers**, including widening participation, flexible training options, and greater use of new entry routes
- improving **experience of training** and reducing attrition from training
- making more efficient and effective use of ethical models of **international recruitment**
- expanding the **multidisciplinary primary and community** workforce, supported by primary care hubs, and addressing specific workforce shortages in areas such as **mental health and cancer services**
- addressing **geographic shortages** and improving equity in distribution of **medical training places**
- **reforming education and training** to develop a more **adaptable workforce** with a strong bedrock of generalist skills, able to work flexibly across care settings, and to reflect the importance of whole-person, personalised care.