



Date	8 November 2022
Agenda Item	12

Report to: West Lothian Integration Joint Board

Report Title: HSCP Workforce Plan 2022-25

Report By: Head of Strategic Planning and Performance (Interim)

Summary of Report and Implications	
Purpose	This report: (tick any that apply).
	- seeks a decision
	- is to provide <input type="checkbox"/> assurance
	- is for information <input checked="" type="checkbox"/>
	- is for discussion <input type="checkbox"/>
	The purpose of the report is to advise the Integration Joint Board (IJB) that feedback has been received from the Scottish Government on the West Lothian Health and Social Care Partnership's (HSCP) Workforce Plan 2022-2025 and the plan has been updated to reflect these comments.
Recommendations	It is recommended that the IJB notes the updated West Lothian Health and Social Care Partnership's (HSCP) Workforce Plan 2022-2025.
Directions to NHS Lothian and/or West Lothian Council	A direction(s) is not required.
Resource/ Finance/ Staffing	- Financial context is outlined in the West Lothian Integration Joint Board (2018) <i>Strategic Workforce Development Plan 2018-23</i>
Policy/Legal	- West Lothian Integration Joint Board (2018) <i>Strategic Workforce Development Plan 2018-23</i> - West Lothian IJB Strategic Plan 2019-2023 - West Lothian Council: People Strategy (2018/19-2022/23) - West Lothian HSCP Interim Workforce Plan 2021-22.
Risk	The workforce risk is captured in the risk register and will be monitored.
Equality, Health Inequalities,	An integrated impact assessment was completed for the IJB's Strategic Plan 2019 – 2023.

Environmental and Sustainability Issues	
Strategic Planning and Commissioning	The Workforce Plan will underpin the IJB's strategic plan and care group strategic commissioning plans.
Locality Planning	NA
Engagement	Full engagement with staff has taken place in the development of the workforce plan WLHSCP Workforce Planning Group IJB's Strategic Planning Group

Terms of Report	
1.	Background
1.1	The draft West Lothian Health and Social Care Workforce Plan 2022 to 2025 was agreed by the IJB on 29 th June 2022 prior to its submission to the Scottish Government Workforce Planning, Data, Analytics and Insight Unit on 31 st July 2022 for review and comment.
1.2	It was expected the feedback from the Scottish Government would be received in early September to enable the Workforce Plan to be published by 31 st October 2022. The feedback was delayed and was received on 12 th October 2022.
2.	Feedback from the Scottish Government
2.1	Members of the Workforce Planning Data, Analytics and Insight Unit used the indicative content checklist included within the National Health and Social Care Workforce Strategy as the baseline to frame their feedback.
2.2	<p>The feedback received was generally positive and supportive, it noted that:</p> <ul style="list-style-type: none"> • The draft plan has a logical format which cross-refers effectively to local and national initiatives and has adopted the 6 Step workforce planning methodology. • The plan helpfully sets out population demographic context and potential workforce challenges (particularly around ageing population). It was also noted that sections within each of the professional categories explored particular demographic challenges for the workforce itself – e.g. 40% of registered nursing workforce is over 50 years old. • The plan is clear about main professional groups, what they cover and what the challenges and gaps are for the partnership, and sets these out clearly in Whole Time Equivalent terms. • The graphic on page 22 was very helpful in describing how the workforce will support recovery, growth and transformation. It also focused on prevention; and growth around role and service redesign, in line with the “home first” approach within the HSCP. • The plan sets out a range of upcoming actions referenced alongside the 5 pillars of the National Workforce Strategy. • The plan would benefit from more reference to diversity and inclusion and to staff experience. • Further reference to financial challenges and affordability would be helpful.

- With respect to the use of technology, they noted that some HSCP staff may not be entirely comfortable with using technology for client facing work and that training was recognised as a priority.

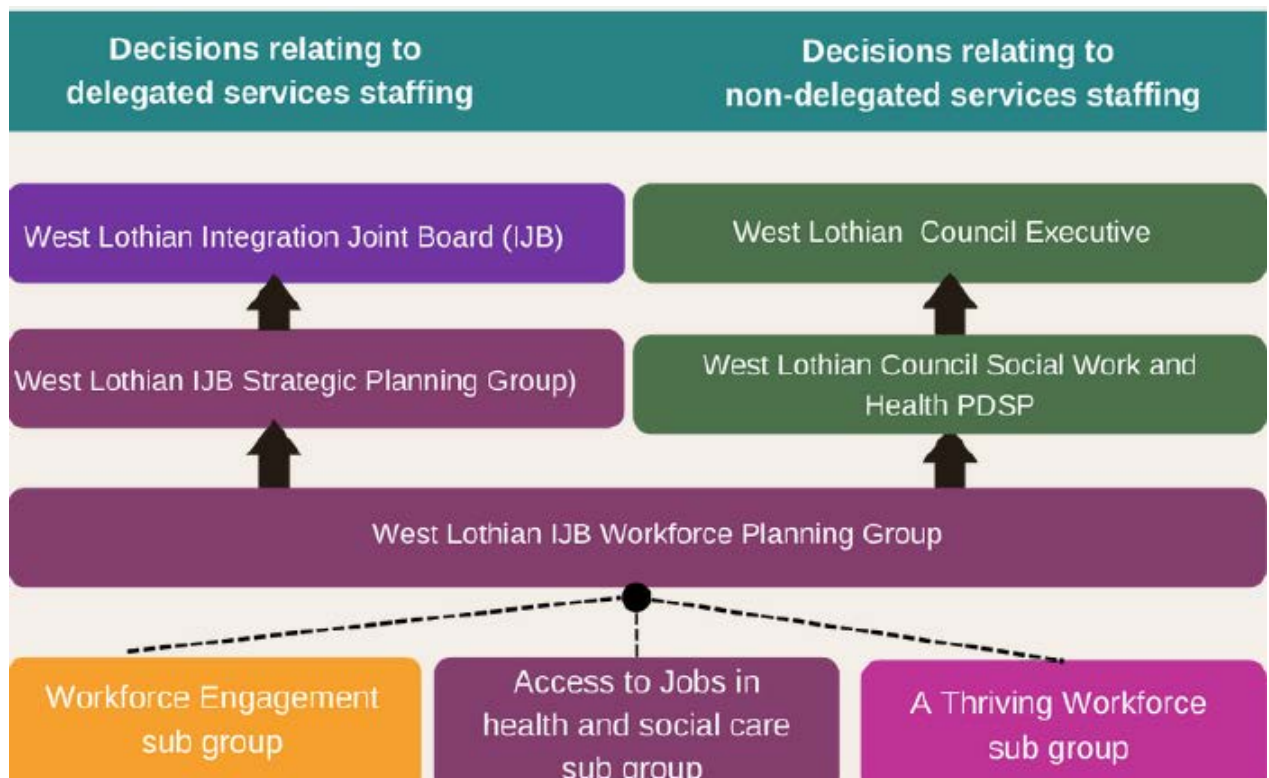
2.3 It was noted that the review of the draft workforce plans across Scotland would provide Scottish Ministers with further insight and help them to determine approaches that will:

- Support the health and wellbeing of our workforce during these challenging times;
- In the short term, and in preparation for winter, inform their understanding of the workforce implications of sustained, increased service demand;
- In the medium term, better understand the national implications arising from the local analysis of workforce plans – particularly around population and workforce demography, service redesign and the introduction of new roles.

2.4 The draft plan has been updated to reflect the feedback received from the Workforce Planning Data, Analytics and Insight Unit.

3. Delivering the actions within the plan

3.1 A new governance structure to deliver the actions outlined within the plan is now in place and detailed in the figure below. Three new sub groups have been established to develop the actions and deliver the change required. A quarterly update on progress will be provided to the IJB Strategic Planning Group.



5. Conclusion

5.1 The West Lothian HSCP workforce plan has been informed by engagement with our current workforce, the Health and Care: National Workforce Strategy (2022) and the NHS Recovery Plan (2021) alongside other strategic and operational plans. The plan outlines the challenges, opportunities, and the potential solutions in relation to the West Lothian health and social care workforce.

Appendices	<ul style="list-style-type: none"> - Appendix 1: West Lothian HSCP Workforce plan 2022-25
References	<ul style="list-style-type: none"> - West Lothian Integration Joint Board (2018) <i>Strategic Workforce Development Plan 2018-23</i> - West Lothian IJB Strategic Plan 2019-2023 - West Lothian Council: People Strategy (2018/19-2022/23)
Contact	<p>Sharon Houston Head of Strategic Planning and Performance (Interim). Sharon.houston@westlothian.gov.uk</p>

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



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

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Section 1: Introduction and Background

The West Lothian Health and Social Care Partnership (West Lothian HSCP) is committed to ensuring that people living in West Lothian are supported to live healthier lives as close to their own community as possible. Developing and supporting a dynamic and thriving workforce is a key factor to ensuring that this commitment is met.

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

The vision for the delivery of health and social care in West Lothian is to:

“to increase wellbeing and reduce health inequalities across all communities in West Lothian”

As a result of the Covid-19 pandemic, the workforce planning context for health and social care services has changed radically.

In recognition of these unprecedented circumstances the Scottish Government had asked for all Health and Social Care Partnerships to provide an interim workforce plan outlining, within a local context, how they intended to meet the challenges of this change. The interim plan was published in May 2021. [West Lothian HSCP Interim Workforce Plan 2021/22](#).

The Scottish Government has now asked all HSCPs to provide integrated workforce plans for the period 2022-25 building on the themes identified when developing the interim plans. Outlined in this workforce plan is an action plan and context of how we aim to address this between 2022 and 2025.

Section 2: West Lothian HSCP Strategic Direction

In 2019 the West Lothian HSCP published the West Lothian IJB Strategic Plan 2019–2023. This Strategic Plan sets out how the West Lothian Integration Joint Board (IJB) intends to deliver its vision “to increase wellbeing and reduce health inequalities across all communities in West Lothian”. The IJB aims to deliver transformational change programmes in line with the nine national health and wellbeing outcomes against a background of demographic and financial challenges. West Lothian faces a growing and ageing population over the lifetime of this plan and beyond.

The West Lothian population is growing faster than the Scottish average and the number of people aged 75 and over is forecast to increase by 105% by 2048 (National Records of Scotland, 2018). 22.9% of people living in West Lothian report having a limiting long-term physical or mental health condition and the number of people providing unpaid care in the community has increased in recent years (SSCQ, 2018). In addition, there are significant differences in health outcomes between some communities with an 8–10 year gap in life expectancy between the most deprived and least deprived areas. (National Records of Scotland, 2018)



As the West Lothian HSCP moves towards the end of the existing strategic plan, reflections are being made on both the work achieved in the last four years and lessons learned from the response to the COVID-19 pandemic and related restrictions. The HSCP aims to support people as close to home for as long as possible, view an individual's bed as the best bed and see crisis admission to an acute site as the last option.

Figure 1.

Home First' transformational change programme

The West Lothian HSCP is therefore committed to taking forward the 'Home First' transformational change programme, as detailed in Figure 1. As the Home First agenda progresses the way we view our workforce must evolve alongside this.

Much of the service and role redesign that will be required will be considered alongside the development of the West Lothian IJB Strategic Plan 2023–2026. A commissioned strategic needs assessment is being carried out in summer 2022, which will identify the needs of people in West Lothian, what is working well, what is not working and where the gaps within our services are. This information will inform the development of future services and role redesign.

Ongoing workforce development will be underpinned by existing and future medium and long-term financial plans. The West Lothian HSCP has a total annual budget of £296 million to deliver key services. However, in future the HSCP will receive less money from the council and health board and this combined with increasing demand means that the IJB will need to change the way health and social care services are delivered.

The workforce plan will outline our understanding of our workforce demographics both on a local and national level. It will show how we aim to address challenges within specific workforce professions and career paths and outline how we support those working in the HSCP. In line with both NHS Lothian and West Lothian Council values (Figure 2) we aim to create a person-centred workforce that will deliver person-centred care to those we support.



Figure 2

NHS Lothian and West Lothian Council values

Section 3: Developing the Plan

When asking colleagues across the HSCP how we develop a workforce that's fit for the future one colleague said "Communicate with staff that are in post". This is what we did.

Between October and December 2021 there was a focused period of engagement to develop the workforce plan. A dedicated webpage was set up on the West Lothian HSCP site and colleagues were invited to share their views on the workforce of the future. Following engagement with senior Management colleagues, Group Managers and Clinical Nurse Managers, meetings were held with a wide range of key stakeholder to better understand individual service pressures in relation to work force

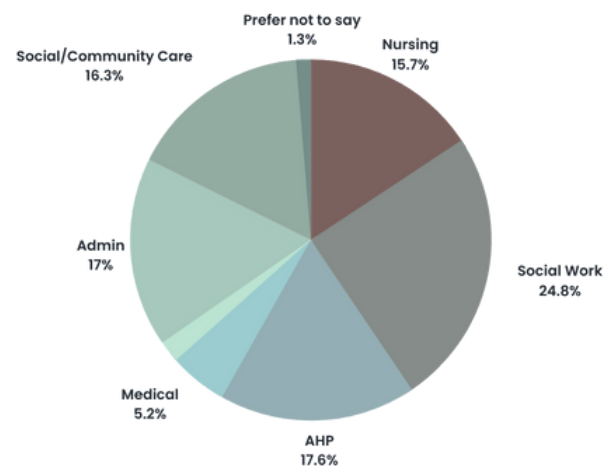


Figure 3. Participation levels across services in workforce plan engagement

Following extensive engagement with key stakeholders shown in figure 3, resulted in the following themes being identified (Figure 4).



Figure 4. Key themes identified from staff engagement

Methodology

We have used workforce planning methodology to ensure our plan can identify current and future workforce needs in the following way.



1. Analyse the workforce profile in relation to skills mix, demographics and viewing the West Lothian HSCP Workforce in the wider local and national workforce context.

2. Use the information from the West Lothian IJB Strategic needs assessment (August 2022) to determine the strategic direction taken and consider where workforce investment is most suitable to meet desired outcomes.

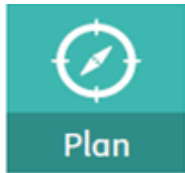
3. Through detailed analysis of the aims, outcomes, and actions outlined within the new Strategic plan, determine establishment gaps and solutions to this workforce challenge.

4. Deliver the actions detailed within this plan, alongside other national and local transformation programmes.

5. The new sub groups outlined on page 14 will work in partnership with operational teams and other key stakeholder to deliver actions, reduce establishment gaps and improve outcomes for both those we support and our workforce.

6. Ongoing monitoring, evaluation and reporting in line with the new governance structure for workforce planning outlined on page 14.

The plan is also designed around the Five Pillars of Workforce Planning as outlined in the Scottish Government's National Workforce Strategy for Health and Care. This informs the actions outlined from page 30 onwards.



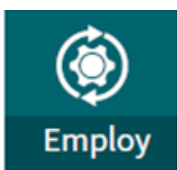
We must ensure we work with colleagues across the health and care system such as NHS Lothian, West Lothian Council, and Public Health Scotland to ensure that we have robust and meaningful data to support workforce planning.



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



We will design the new HSCP Future Leaders programme to ensure that colleagues know what training they need to do in a mandatory sense, what learning and development can be undertaken to allow them to excel within their current profession, and also what can support them to the next stage in their career. The HSCP will also support this action through funding. We are committed to creating a culture of leadership at all levels which promotes a diverse workforce throughout the partnership. Through training and equal opportunities, we aim to empower our workforce to achieve their personal career goals.



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



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

Section 4: West Lothian Demographics

West Lothian's population is changing. Figure 5 shows the estimated growth in population between 2000 and 2020. As we await the production and publication of the upcoming 2022 census we are expecting that we will continue to see substantial population growth across the West Lothian area.

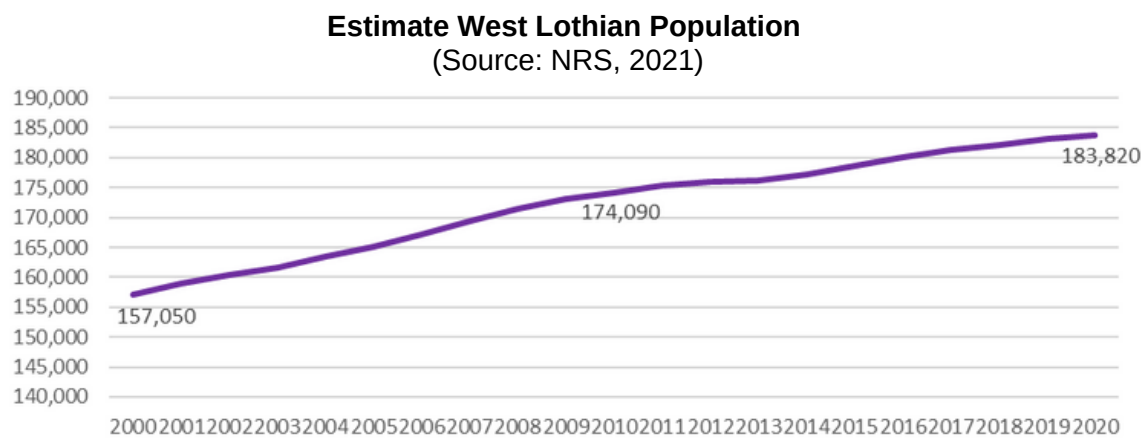


Figure 5: Estimated growth in population 2000-2020 [National records for Scotland 2021](#)

The National Records for Scotland shows that we should expect to see a 24.7% increase in the pensionable age population in West Lothian by 2033 against a growth of 8.2% in the working age population.

By 2043 this variance is expected to grow to 35.9% shown in Figure 6. The limited growth within the available workforce presents an ongoing challenge which, although not unique to West Lothian, is substantial.

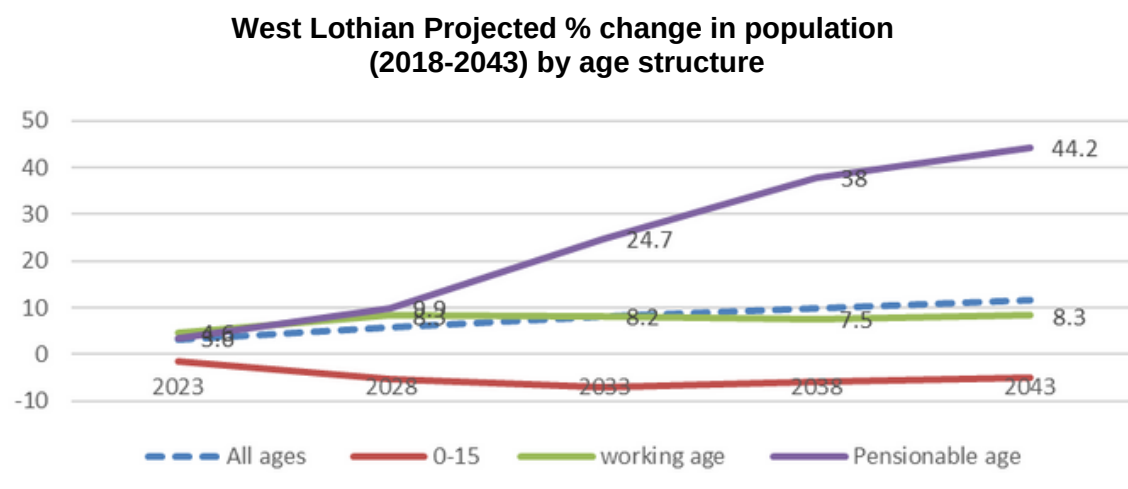


Figure 6: West Lothian projected % change in population by age

Source: [Population Projections for Scottish Areas \(2018-based\)](#) | [National Records of Scotland \(nrscotland.gov.uk\)](#)

Section 4: West Lothian Demographics cont.

By 2028 West Lothian is expected to have the third fastest growing population rate in Scotland. The local population will grow by 5.9%, only behind Midlothian (13.8%) and East Renfrewshire (6.4%). The expected national population growth rate is 1.8%.

Analysing both population growth and age demographic changes highlight three main challenges in terms of West Lothian's health and social care workforce.

- The working age demographic is reducing in terms of percentage of overall population.



- There is a higher number of pensionable age population which may result in an increased demand for health and social care services.
- West Lothian has the highest expected increase (105.8%) in the over 75 demographic against a national average of 70.6% by 2043 (NRS, 2018). This is likely to result in a higher number of the population living with frailty and/or complex health conditions.

In relation to the challenges outlined above the West Lothian HSCP would urge the Scottish Government to commit to increasing training of professions that will be needed to deliver this care and support in the future.

The national promotion for a career in care will be a key driver to support this change.



West Lothian is a modern, high performance knowledge-based economy, with world-wide links, creating jobs and a rising quality of life for those living and working in the region. This is the vision shared by local economic development agencies, which is well grounded in past success (West Lothian Council, 2022).

As a result of the growing economy and reducing available workforce, this creates a challenge for the West Lothian HSCP to recruit and retain staff. Figure 7 shows that there is a lower percentage of people who are employed in the health and social care sector in West Lothian compared to the Scottish average.

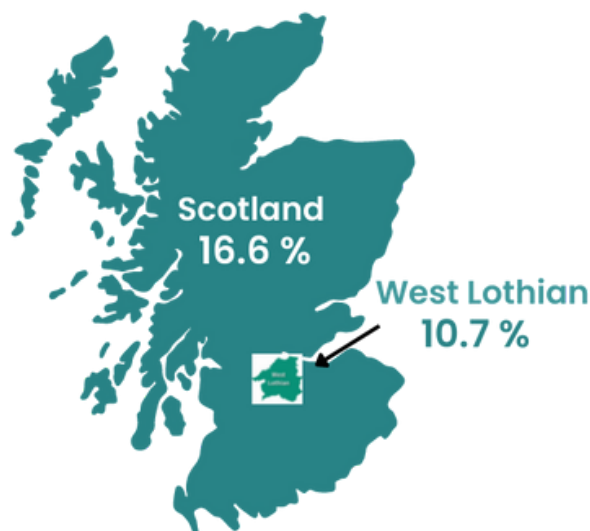


Figure 7: % of West Lothian workforce working in health and care sector compared to national average

Figure 8 shows the competitive nature of the West Lothian workforce, posting higher employment rates in areas such as retail, construction and transport and storage than the Scottish average. In turn showing a lower uptake of role in health and social work categories as defined by the Office of National Statistics.

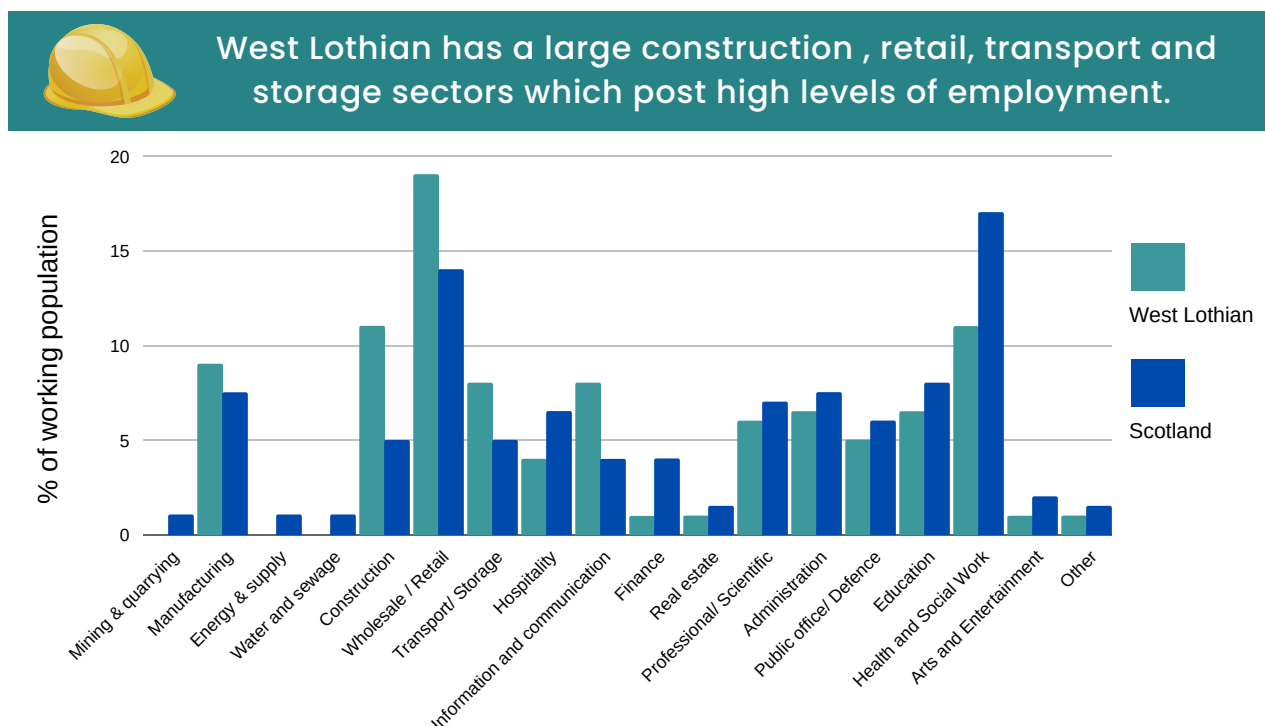


Figure 8 Labour Market Profile West Lothian - Official Labour Market Statistics (nomisweb.co.uk)

Section 5: West Lothian HSCP Workforce

No's of employees
West Lothian HSCP



No's of employees
NHS Lothian

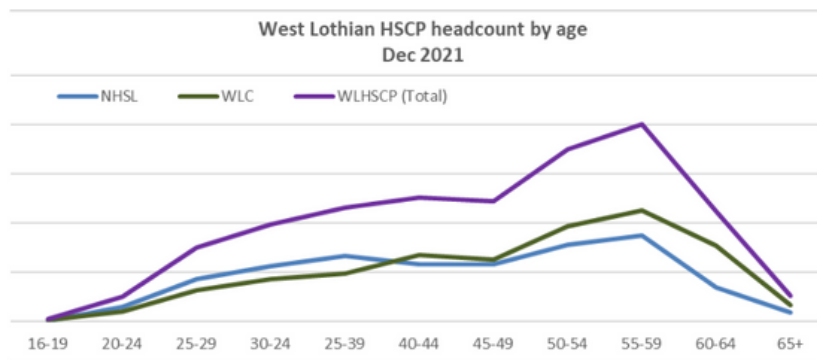


No's of employees
West Lothian council



In December 2021 The West Lothian HSCP employed approx. 2200 staff.

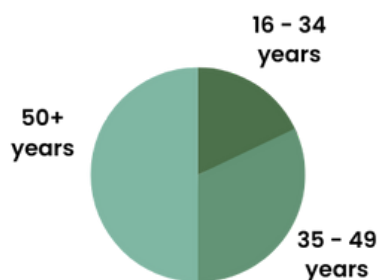
NHS Lothian Employed 1050 (47%) of those staff and West Lothian council employed approx. 1150 (53%).



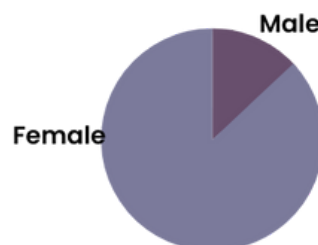
There is an ageing workforce within the HSCP, which mirrors the national workforce picture within Health and Social Care

Figure 9: West Lothian HSCP headcount by age 2021

WL HSCP Workforce age



WL HSCP Workforce sex



WL HSCP Workforce working hours

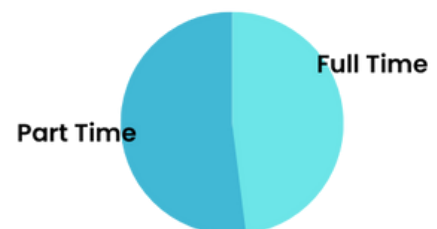
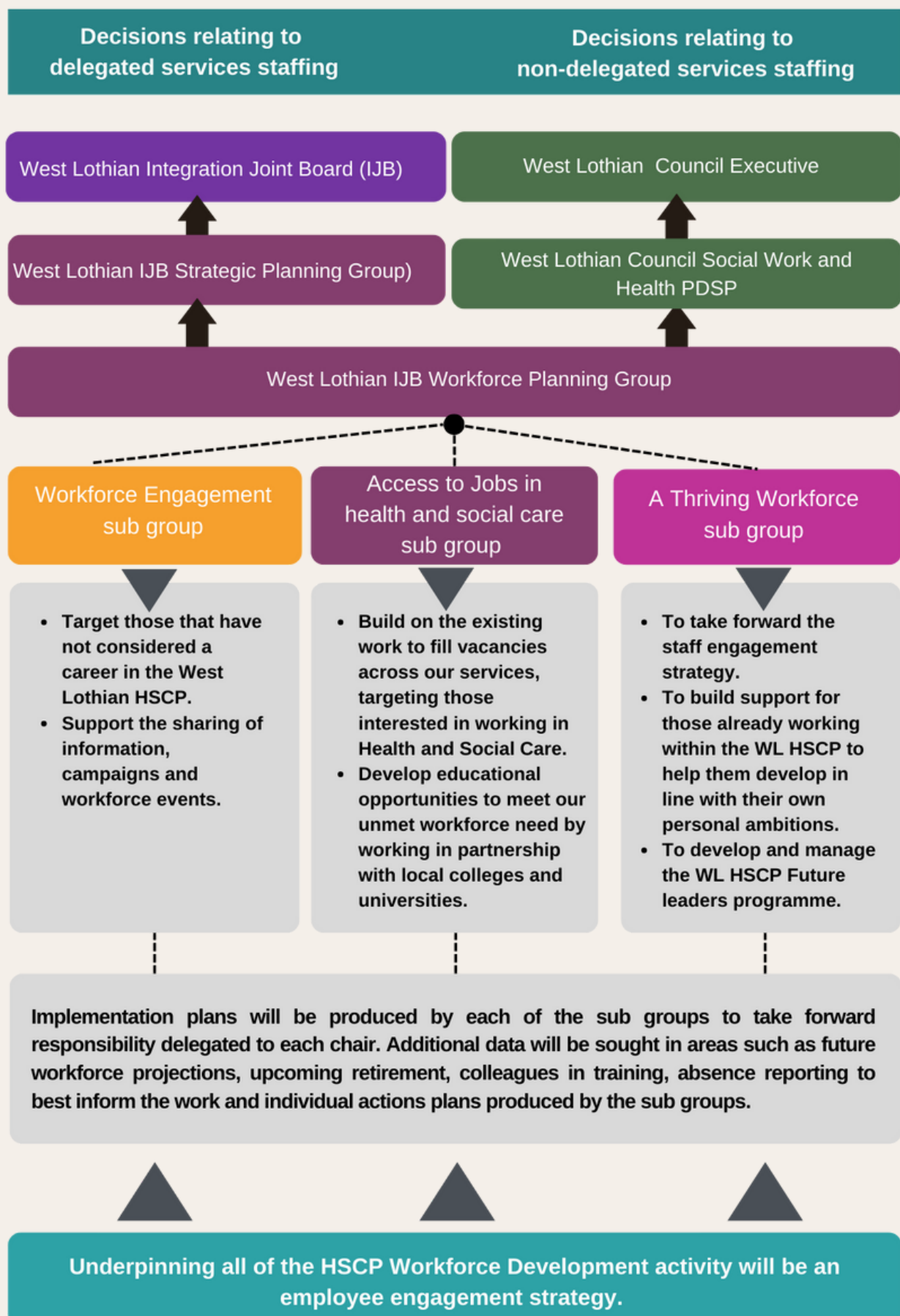


Figure 10 Approximate age, sex and working hour West Lothian HSCP workforce 2021

As we publish this new workforce plan, the HSCP will launch a new governance structure to ensure all published and non-published workforce data is considered to minimise the impacts of workforce gaps across our sector. The new structure will report as follows:



Gap Analysis of existing workforce:

Across the health and social care system workforce challenges are a reality. Below are some of the key challenges that are facing the West Lothian HSCP in the short, medium and longer term. Within NHS Lothian employed HSCP teams, key areas presenting the largest workforce challenges are as follows:



Medical

Under the delegated functions of the West Lothian IJB, the HSCP manages the medical resource in relation to two areas: Medicine of the Elderly and Psychiatry. The HSCP carries a high vacancy rate that is supported by locum consultants and as a result has had to continue to look at new opportunities to develop our medical workforce. Recent recruitment of Speciality Doctors has eased the pressure on frontline services.

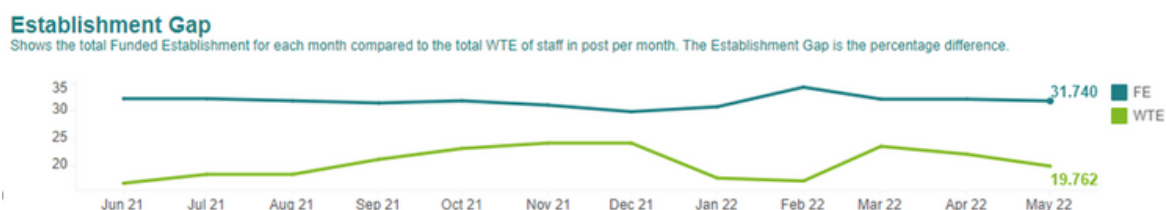


Figure 11: Establishment gap - medical

The HSCP will continue to work with NHS Lothian through the Medical Leadership Academy to reduce the future establishment gap. We will seek clarity from NHS Lothian on the work they are carrying out with the Scottish Government to deliver robust analysis and modelling of speciality pipelines to support the medical workforce.

To address the 37% establishment gap (May 2022) the following actions will be taken:



Work with NHS Lothian to maximise the use of the 'retire and return' policy amongst our delegated medical staffing



Continue to invest in a range of medical staffing grades including Specialty Doctors' posts to ensure a diverse skills mix is available across our teams



Work with other HSCP to establish where medical staffing sessions can be shared to ensure specialist services can be delivered on a Lothian wide basis.



Where appropriate use the Clinical Sequencing Evidence-generating Researching (CSER) programme to attract those wishing to develop their career in West Lothian.

Nursing

Nursing is a large and integral part of our Health and social care workforce and makes up the largest number of NHS Lothian employed posts within the HSCP. This covers the following areas: Nursing management, Registered Mental Health Nurses, School Nursing, Advance Nurse Practitioners, Health Visiting, Health Care Support workers, and District Nursing.



Establishment Gap

Shows the total Funded Establishment for each month compared to the total WTE of staff in post per month. The Establishment Gap is the percentage difference.

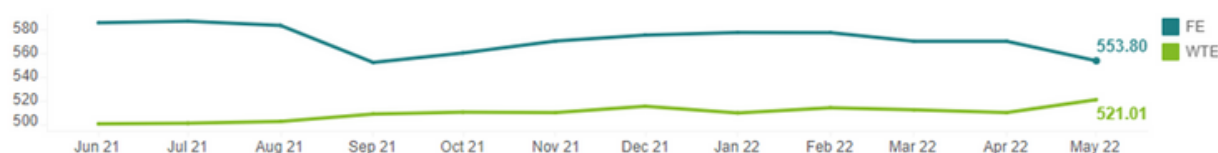


Figure 12: Establishment gap nursing

The 5.92% Establishment gap (May 2022) above is made up of both non-registered (band 1 – 4) and registered (band 5+) nursing posts within the West Lothian HSCP. West Lothian HSCP has the highest rate of the four Lothian HSCTs with a Band 5 nursing establishment gap of 24%, compared to 18% in East Lothian and 14% in Midlothian. When combined with the St Johns Hospital Nursing establishment gap (band 3-7) of 24% also, local completion for entry level registered posts continues to be a challenge.

A significant challenge for the HSCP when filling the nursing establishment gap is the current age profile of the workforce.

WTE (Staff in Post) by Age Group

For the current month only. Excludes job families in departments with less than 5 members of staff.

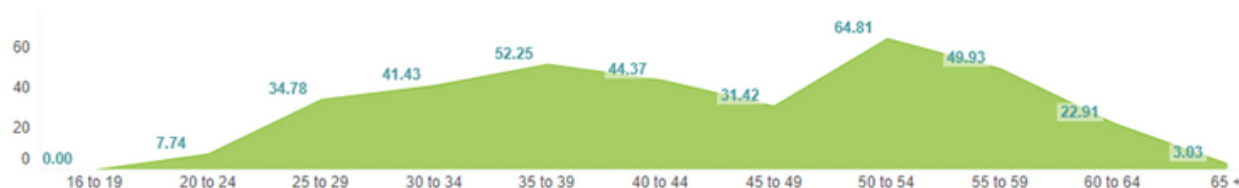


Figure 13: Nursing staff in post by age group

40%

**Approximately 40%
of the registered
nursing workforce
is over 50 years of
age**

With approximate 40% of the registered nursing workforce over 50 the HSCP will continue to work with NHS Lothian to maximise recruitment aided by the new East Region recruitment service. Good planning and communication with colleagues across Lothian can support the stability of this staff group however this is not going to be enough. Some of the key actions will be taken locally to ensure that we can recruit, train, retain and nurture those coming into post.



Attract

The HSCP Senior Management team will develop new ways of working to engage senior management within St Johns, allowing space to discuss barriers to retaining colleagues on site.



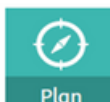
Attract

Explore the use of a band 4 Advanced Healthcare Support worker / Assistant Practitioner role to reduce pressure on vacant Register Nursing posts



Attract

Promote additional Advanced Nurse Practitioners (ANPs) training posts each year and support the development of a West Lothian HSCP ANP network.



Plan

Through the Home First approach, develop new ways of working in relation to scheduled and unscheduled care within the primary care teams, ensuring those in receipt of our planned and unplanned care always get the best quality care, support, and treatment

The West Lothian HSCP will continue to liaise with the Health Board and Scottish Government to encourage further investment in more nursing placements to support the workforce challenges we face. The analysis of upcoming Scottish Government investment in future nursing training posts will not meet the future demand to tackle the current establishment gap.

Allied Health Professionals (AHPs)

The NHS Lothian AHP Director Workforce Group, supported by the NHS Lothian AHP Workforce Programme Manager will publish a plan to address the recruitment and retention of AHPs across Lothian. The three AHP professions which are employed into West Lothian HSCP roles, Physiotherapists, Podiatrists and Occupational Therapists will have specific actions outlined within the plan. The introduction of Home First within West Lothian and the new strategic plan to be published in 2023 influence actions that will support the AHP workforce.

Establishment Gap

Shows the total Funded Establishment for each month compared to the total WTE of staff in post per month. The Establishment Gap is the percentage difference.

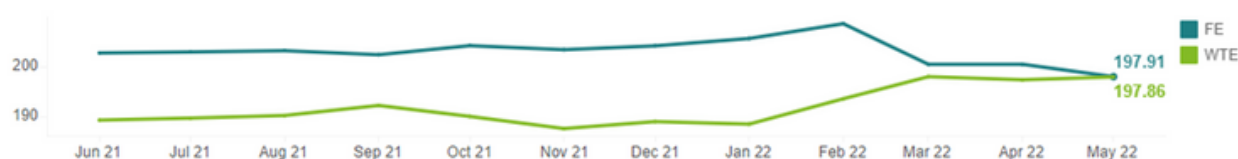


Figure 14: Establishment gap AHP

A lot of work has been undertaken to close the establishment gap within AHP professions in West Lothian, supported by the introduction of the new Chief AHP role introduced in 2021.

The AHP workforce also has a stable age profile which will be supported by succession planning. The HSCP however recognise there is always more to do.

WTE (Staff in Post) by Age Group

For the current month only. Excludes job families in departments with less than 5 members of staff.

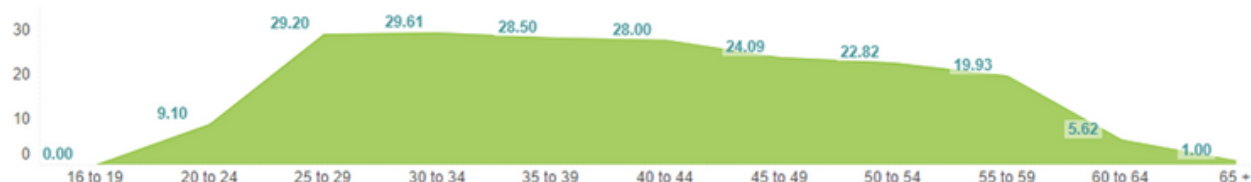
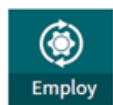


Figure 13: AHP Staff in post by age group



Attract

Work with the NHS Lothian AHP workforce programme manager to ensure West Lothian Allied Health Professionals are involved in shaping new and innovative career opportunities to support retention and progression



Employ

Work with all key stakeholders to best determine the correct skills and sector mix for the Mental Health and Wellbeing Primary Care Service (MHWPCS)

The West Lothian HSCP supports NHS Lothian's ask of the Scottish Government, as outlined within the NHS Lothian AHP workforce plan, to increase investment in AHP University placements and training opportunities.

Social work and social care

Within West Lothian Council employed HSCP teams, key areas presenting the largest workforce challenges are as follows:



During the pandemic work has been undertaken to address the critical workforce challenges facing the HSCP, to ensure our services are able to meet the needs of people in West Lothian.

Long standing national recruitment and retention issues of social care staff continues to present significant challenges to supporting the ongoing delivery of social care services. Audit Scotland has highlighted the challenges facing Local Authorities in their report Local Government Overview: 2022, published in May 2022. A summary is provided in Figure 14 below.

Percentage of councils reporting skills shortages by occupation

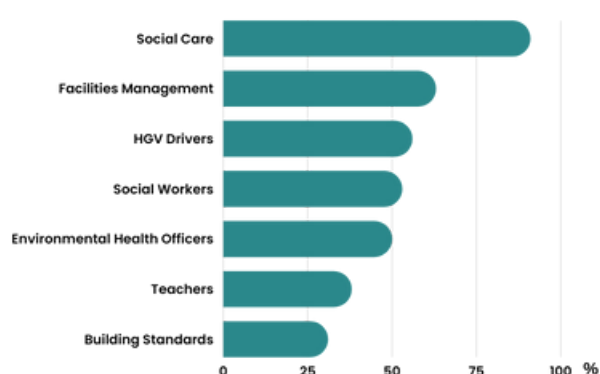


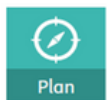
Figure 14: % of councils reporting skills shortages by occupation

In relation to workforce planning, recruitment and retention the actions outlined within this plan will support not only existing staff in West Lothian, but will also aim to attract new people to join the HSCP workforce.

A range of actions have already been taken to address these challenges, including the recruitment of a support officer to deliver a mentoring service for those new into post.

Supporting the development, and working with the Lothian Care Academy, has provided a platform for sharing ideas and approaches to the recruitment of social care staff. The continued development of Lothian Work Support Services is also having a positive impact on reducing long-term absences.

The following actions are being taken to address the challenges facing social care.



The HSCP to hold a register of all vacancies within the new planning and governance arrangement to ensure there is no repeat advertising of historical posts and continued close links to existing programmes, such as the Lothian Care Academy



Deliver effective local communication campaigns targeting roles that present recruitment challenges. Strong focus to be placed on future younger workforce



Develop the range of non-registered posts across the HSCP working with services such as West Lothian Access 2 Employment and NHS Lothian Learning and Development



Establish a shared position across the HSCP to allow colleagues equal opportunities to develop themselves and complete required mandatory training

With specific reference to social work and specialist professional posts such as Mental Health Officers a multilateral approach will be required. Work has been undertaken to establish a fully recruited MHO workforce in West Lothian over the past year. This has been a significant success due to the challenges facing the MHO workforce outlined in the Mental Health Officers Report published by the SSSC in August 2021.

Social work recruitment and retention has been an area of focus for the West Lothian HSCP in recent years which has resulted in increased numbers working in the field. Nevertheless, West Lothian still has less social workers per 100,000 population than the Scottish average (SSSC, 2022). Steps have been taken to better support social workers who are new in post and investment has been made to ensure that social workers have development opportunities to consider within their career pathway. However, we know there is more to do.

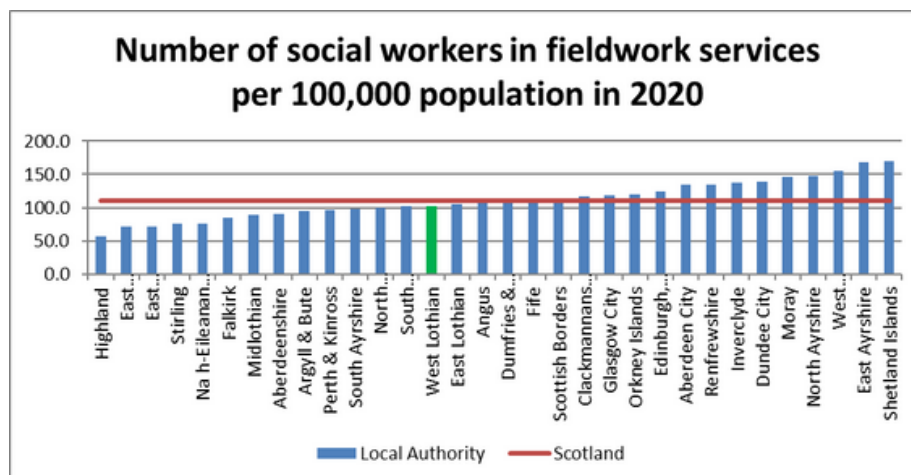


Figure 15: Number of social workers in fieldwork services per 100,000 population 2020

Source: <https://data.sssc.uk.com/local-level-data/283-social-worker-tool-2020>

Below are some of the steps being taken to support the SSSC registered workforce.



Develop the HSCP Future leaders programme outlining a full manager development programme to support those in request



Carry out review of the Mental Health Officer (MHO) service to ensure succession planning is in place and external factors affecting recruitment can be mitigated for



Promote additional social work qualifications and training posts each year that will address key gaps



Continue to develop a workforce that is trauma informed through the roll out of Trauma Informed Workforce Planning Group and training / capacity building group within Public Health Scotland

Through increased mentoring, exploration of career opportunities for social work and social care colleagues and upcoming investment in training opportunities, the West Lothian HSCP believes a continued increase in SSSC registered posts will be seen locally. However we do not feel this effort will be enough to tackle the ongoing pressure on health and social care system. The West Lothian HSCP would urge the Scottish Government to consider how to best promote a career in care, in line with the development of a National Care Service which will allow those entering the workforce or choosing to retrain to see a career in care as valued, sustainable and rewarding.

Recovery, Transformation and Growth

The COVID-19 pandemic and the related restrictions have and continue to have significant impacts on the West Lothian population, including our Health and Social Care workforce.

The HSCP has outlined on page 22 how operations will work through a recovery phase, transformation, towards growth in the future in relation to workforce planning.



The following section outlines the short and medium term drivers needed to deliver this transformational change.

Section 6: Short and Medium Term Workforce Drivers



“Bottom-up holistic integrated approach to workplace support, learning and development... would support the workforce retention and wellbeing agenda”

Section 7 : A Digitally Enabled Workforce

In 2021 the Scottish Government published their digital strategy for health and social care, 'Enabling, connecting and empowering: Care in the Digital age' (Scottish Government, 2021).

The strategy outlines the key drivers, aims and outcomes to ensure that our service users can access digital options, and that we better support our workforce to become digitally enabled.

We know much of the technology we need to harness the public expectation for digital care is already there, and as an HSCP we will need to work with our local authority and health board service planners to make this available.

The vision within the plan mirrors that of the National Strategy, which is:


'To improve the care and wellbeing of people in Scotland by making best use of digital technologies in the design and delivery of services'

The aims outlined within the plan ensure that those living within West Lothian will have greater control of their own data and will receive services that are based on individual outcomes rather than clinical availability. Service users will be able to take part in research, consultation and engagement that will shape the future of the health and social care services they will use.



When we carried out our staff engagement survey between October 2021 and December 2021, better use of digital technology came through strongly from our colleagues.

There is a great desire to increase knowledge of technology enabled care and also raising the awareness and skill set of colleagues using digital to carry out the day job.



KNOWLEDGE AND SKILLS

Concerns were raised by managers around both clients and their staff's digital knowledge and skills. They saw this as a potential barrier to effective implementation going forward.

Lack of willingness by staff to embrace technology, staff not tech-savvy, and unable to help clients. Clients do not understand how to use video conferencing.

DIGITAL SKILLS



DIGITAL ACCESS

Concerns around client access to suitable digital technology and the ability to access wi-fi were common concerns. Managers also highlighted in particular difficulties clients with disabilities faced when using video conferencing

Wi-Fi availability, digital devices, disabilities especially those with cognitive or sensory impairment.

DIGITAL ACCESS

A menu of choice when it comes to supporting those that use our services was the prevailing feedback. Going forward, the importance of supporting our teams with new equipment to ensure digital consultation along with telephone and face to face options will be critical.

We are dedicated to equal access to health care and understand that those with the greatest health needs are also those most at risk of being left behind. We will explore areas where we can expand the use of Technology Enabled Care (TEC) and will also consider how we can develop hybrid packages of support which include both traditional in person support alongside TEC solutions.

Through the development of the HSCP's Future Leaders Programme we will ensure that our colleagues have the tools to do their job and the training to use these tools to support our citizen's health, social and personal outcomes.

Section 8: An Environment and Sustainability Focused Workforce

Many opportunities are ahead to link workforce planning with supporting both the health board and local authority's vision to lower emissions, and to meet local, national and international climate change goals. We will continue to work in line with the principals of the NHS Lothian and West Lothian Council's Green Space Strategy which supports staff wellbeing, improved physical and mental health and encourages all to use West Lothian's natural environment to support climate change goals. We will use our natural environment as not only a means of care, support and treatment, but also a driver to encourage people to work within West Lothian.



Section 9: Supporting staff physical and mental wellbeing

“A recognition of the emotional investment nurses give to patients and how that can have an impact on staff Wellbeing”

Health and social care teams working in the community, primary care and independent care sector have shown strength and resilience in the face of considerable pressure during the COVID-19 pandemic. However, it has been recognised clearly within the Audit Scotland report: NHS in Scotland 2021 that this has had a detrimental impact of staff mental health and wellbeing.

Key challenges reported during the pandemic were as follows:

Impact on services

- Considerable impact of the pandemic on care homes.
- Pressure to create space in hospitals and the impact on community services.
- High demand for mental health services and higher levels of care needs.
- Impact on primary care services and public expectation.

Impact on ways of working

- Changing PPE requirements.
- Stress of social distancing and wearing PPE with barriers to face to face care delivery.
- Covid-19 guidance and wellbeing support.
- Quantity of information and guidance being issued and difficulty navigating it.

Impact on staff

- Anxiety of delivering community services with non-adherence to social distancing.
- Impact of staff self-isolating and shielding.
- Risk of Covid-19 to both themselves and their families.
- Impact of home working, home schooling and/or care responsibilities.
- Uncertainty about the future and the long-term impact of the pandemic.
- Dealing with members of the public who were more anxious than normal.

“we continue to work for a shared goal which is the wellbeing of our services used and looking after each other.”

West Lothian HSCP will continue to put the wellbeing of colleagues at the forefront of service development planning. In addition to the work being carried out by the HSCP, a new HSCP Wellbeing Lead will be recruited to deliver the outcomes of the NHS Lothian Work Well Strategy and West Lothian Council 4 Pillars to Wellbeing approach, to ensure equity of support across the HSCP staff groups. With oversight from a Programme Manager, the Wellbeing Lead will work with the West Lothian Work Well Lead and Council representatives to ensure wellbeing related funds are developed and spent with staff voice at the centre.

4 Pillars to Wellbeing ,West Lothian Council



Mental Wellbeing



Physical Wellbeing



Financial Wellbeing



Safety, Health and Welfare



“Ensuring that staff are supported and listened to, additional supports in respect of wellbeing. Recognition of the work that is being done”



Section 10: Action Plan

The following action plan, builds around the five pillars of workforce planning, and shows how the West Lothian HSCP will tackle the existing short, medium and longer term challenges in relation to workforce planning. With the publication of the West Lothian IJB Strategic plan 2023-26, continued development of the 'Home First' programme, and move towards a National Care service, role redesign and service design may impact some of the following actions. Regular reporting will be undertaken to inform key decision makers.

The plan's success will be measured using both quantitative and qualitative data collection and analysis. This may include measuring performance against national establishment gaps, recruitment and retention performance and analysis of current and future iMatter responses. A dashboard will be created and performance reported through appropriate governance structures on a six monthly basis.

Using the five pillars of workforce planning, combined with themes identified through staff engagement, the following action plan outlines how future workforce challenges will be addressed. The staff engagement themes below provide a strong basis for an action plan with West Lothian HSCP colleagues at the centre of our planning.

Staff Engagement Theme

1

Need for effective staff management

2


Right structure for our teams


3


Nurtured and empowered workforce

4


A workforce that can deliver excellence

 Plan	Action	Responsible Officer	Timescale
	The HSCP to hold a register of all vacancies within new planning and governance arrangement to ensure there is not repeat advertising of historical posts, ensuring close links to existing programmes, such as the Lothian Care Academy.	Head of Strategic Planning and Performance	December 2022
	Exit interviews will be reviewed centrally and themes will be identified to address workforce planning work, mainly around the creation of new roles and retention of staff.	Head of Strategic Planning and Performance	December 2022
	Develop a local staff engagement strategy to underpin the future development and of the WL HSCP workforce and ensure succession planning practices are developed.	Communications and Engagement Manager	April 2023
	Through the Home First approach develop new ways of working in relation to scheduled and unscheduled care within the primary care teams, ensuring those in receipt of our planned and unplanned care get the best quality care, support and treatment at all times.	Home First Programme Manager	September 2023
	Work with West Lothian College to identify training opportunities for those wishing to access a career in Pharmacy and other areas where pathways from non-register to registered post exists.	Head of Strategic Planning and Performance	April 2024
	Continue to work with colleagues in Scottish Government to highlight issues regarding workforce availability, specifically in relation to nursing, medical cover, social work, MHO and social care.	Head of Strategic Planning and Performance	Ongoing
	Work with other HSCPs to establish where medical staffing sessions can be shared to ensure specialist services can be delivered on a Lothian wide basis.	Head of Health	Ongoing

 Attract	Action	Responsible Officer	Timescale
	<p>The HSCP Senior Management team will develop new ways of working to engage senior management within St John's, allowing space to discuss barriers to retaining colleagues on site.</p>	<p>Head of Health</p>	<p>December 2022</p>
	<p>Promote social work qualifications and Advance Nurse Practitioners (ANPs) training posts each year. This will bolster the social work workforce and support the development of a West Lothian HSCP ANP network.</p>	<p>Head of Social Policy & Head of Health</p>	<p>February 2023</p>
	<p>Carry out review of the Mental Health Officer (MHO) Service to ensure succession planning is in place and external factors affecting recruitment can be mitigated for.</p>	<p>Head of Social Policy</p>	<p>April 2023</p>
	<p>Explore the use of a band 4 Advance Healthcare Support worker / Assistant Practitioner role to reduce pressure on vacant Register Nursing posts.</p>	<p>Chief Nurse</p>	<p>June 2023</p>
	<p>Work with the NHS Lothian AHP workforce programme manager to ensure West Lothian Allied Health Professionals are involved in shaping new and innovative career opportunities to support retention and progression</p>	<p>Head of strategic Planning and Performance</p>	<p>Ongoing</p>
	<p>Deliver effective local communication campaigns targeting roles that present recruitment challenges. Strong focus to be placed on future younger workforce.</p>	<p>Communications and Engagement Manager</p>	<p>Ongoing</p>
	<p>Continue to invest in a range of medical staffing grades including the speciality doctor's post to ensure a diverse skills mix is available to our teams</p>	<p>Clinical Director of Psychiatry</p>	<p>Ongoing</p>

 Train	Action	Responsible Officer	Timescale
	<p>Agree West Lothian HSCP position regarding prospective management development, outlining the key skills and competencies requires to apply and be successful in the role.</p>	<p>Head of Health & Head of Social Policy</p>	<p>December 2022</p>
	<p>Agree West Lothian HSCP position on team meeting frequency, supervision frequency and approach to the development of teams in partnership with management colleagues.</p>	<p>Head of Strategic Planning and Performance</p>	<p>December 2022</p>
	<p>Allow time for colleagues to develop QI projects and celebrate the excellent working being carried out by identifying dedicated HSCP QI leads.</p>	<p>Head of Health & Head of strategic Planning and Performance</p>	<p>September 2023</p>
	<p>Establish a shared position across the HSCP to allow colleagues equal opportunities to develop themselves and complete required mandatory training.</p>	<p>Head of Strategic Planning and Performance</p>	<p>April 2024</p>
	<p>Continue to Develop a workforce that is Trauma Informed through the roll out of the Trauma Informed Workforce Planning Group and training/capacity group within Public Health Scotland.</p>	<p>HSCP Trauma Champions</p>	<p>Ongoing</p>
	<p>Where appropriate use the CSER programme to attract those wishing to develop a career in medical services within the West Lothian HSCP</p>	<p>Clinical Director for Psychiatry</p>	<p>Ongoing</p>

 Employ	Action	Responsible Officer	Timescale
	Recruit a HSCP Wellbeing lead to address the needs of both the NHS Lothian 'Work Well' strategy and the 4 pillars approach to Wellbeing taken by West Lothian Council.	Head of strategic Planning and Performance	September 2022
	Work with all key stakeholders to best determine the correct skills and sector mix for the Mental Health and Wellbeing Primary Care Service (MHWPCS)	General Manager Mental Health and Addictions Service	April 2023
	Develop the range of non-registered posts across the HSCP working with services such as West Lothian Access 2 employment and NHS Lothian Learning and Development to support workforce pressures	Head of Health & HSCP Chief Nurse	April 2023
	Carry out targeted recruitment campaigns in line with upcoming HSCP communications strategy and revise an integrated approach to recruitment	HSCP Communications and Engagement Manager	April 2024
	Work with NHS Lothian to maximise the use of the 'retire and return' policy across all professions where appropriate.	Head of Health	Ongoing

 Nurture	Action	Responsible Officer	Timescale
	Develop the HSCP Future leaders programme outlining a full manager development programme to support those in request.	Head of strategic Planning and Performance	December 2022
	Establish position on the further role out of the mentoring role in teams and professions where staff turnover is higher learning lessons from current work across Social Policy.	Head of Strategic Planning and Performance	April 2023
	Develop HSCP digital management pack to support supervisor, 1-2-1 and annual appraisals. Support this with clear communication strategy to ensure expectations all staff are clear with regards to performance and development and allow dedicated time for support and supervision.	Head of Strategic Planning and Performance	September 2024
	Ensure all existing support services for colleagues within the HSCP are promoted and available for colleagues to access, to support their own physical and mental wellbeing.	HSCP Communications and Engagement Manager	Ongoing

“The staff within the NHS are its best resource and looking after their wellbeing is essential”

Section 11: Legislative context and link to National and local strategy

The strategy and plan outlined within this document is informed by the following legislation and local and national strategies.

Legislative context:

- Social Work (Scotland) Act 1968
- Community Care and Health (Scotland) Act 2002
- Mental Health (Care and Treatment) (Scotland) Act 2003
- Equality Act 2010
- Patients' Rights (Scotland) Act 2011
- Social Care (Self Directed Support) (Scotland) Act 2013
- Public Bodies (Joint Working) (Scotland) Act 2014
- Carers (Scotland) Act 2016
- Health and Care (Staffing) (Scotland) Act 2019

National Strategic context:

- Independent Review of Adult Social Care (2021)
- A National Care Service for Scotland (2021)
- NHS Recovery Plan (2021)
- Health and Care: National Workforce Strategy (2022)

Local strategic Context:

- West Lothian IJB Strategic Plan 2019-2023
- West Lothian Market Facilitation Plan (2019-2023)
- West Lothian IJB East Locality Plan 2019-2022
- West Lothian HSCP Interim Workforce Plan 2021/22

Section 12: References

Audit Scotland report 2021, NHS in Scotland 2021, <https://www.audit-scotland.gov.uk/publications/nhs-in-scotland-2021>

Enabling, Connecting and Empowering: Care in the Digital Age
Digital health and care strategy, 2021,
<https://www.gov.scot/publications/scotlands-digital-health-care-strategy>

Greenspace and Health Strategic Framework for Edinburgh & Lothians, 2019,
<https://org.nhsllothian.scot/Strategies/Pages/default.aspx>

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Nomis – Official Census and Labour Market Statistics 2022,
<https://www.nomisweb.co.uk>

Scottish Surveys Core Questions, 2018 (SSCQ)
<https://www.gov.scot/collections/scottish-surveys-core-questions>

Work Well Staff Wellbeing Strategy, 2021,
<https://org.nhsllothian.scot/Strategies/Pages/Work-Well-Staff-Wellbeing-Strategy.aspx>