



A Strategic Framework for Powys' Health & Care Workforce

{ SUMMARY 2020 }

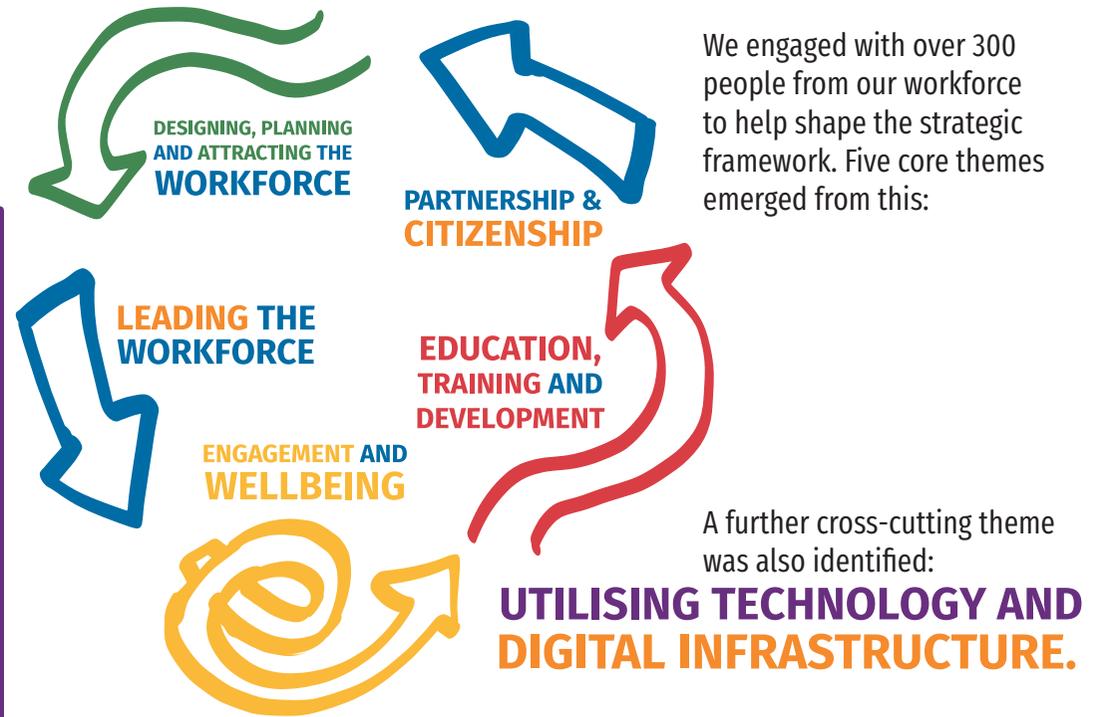
Introduction

Powys' health and care system has set out an exciting strategy for the future of its workforce, which focuses on high quality, person-centred care and greater partnership working.

Workforce is the single most important factor in the quality of care we deliver and is therefore integral to achieving what is set out in Powys' Health and Care Strategy.

Despite some challenges, we have a unique opportunity to transform the way we deliver care for Powys' changing population.

This strategic framework sets out how we intend to do this through our workforce. We consider our workforce in the wider context, and this includes people working across the private, independent and the third sector. We also recognise volunteers and carers play a significant role as part of our team.



We engaged with over 300 people from our workforce to help shape the strategic framework. Five core themes emerged from this:

A further cross-cutting theme was also identified:

This document includes the actions identified for each of the core themes. A clear implementation plan will be used to track progress and help us to stay focused on achieving our intended outcomes.

Moving forward, we will need to make **better use of data** to make informed decisions about our workforce.

We must be flexible, whilst ensuring all work aligns to the long-term objectives set out in Powys' Health and Care Strategy: 'A Healthy Caring Powys'.



Our workforce: The Powys picture

As a workforce, we make a significant economic contribution to the prosperity and sustainability of our county.

As of January 2019, there were:

Over **2,000**

members of staff working in Health

2,974

members of staff working in the independent care sector

70%

of the workforce lives in Powys

16,000

estimated unpaid carers

18.6%

of the Powys population speaks Welsh

47,812 volunteering roles

The health and care workforce is predominantly

female

713

members of staff working in social care

Volunteers and carers

The delivery of community and support services in Powys is critically dependent on volunteers and carers, with volunteers and carers making up nearly two thirds of our effective workforce. People tend to do more than one volunteering job, with the most common types being errands, caring for children, keeping in touch with a housebound person, providing transports & giving advice. The majority of volunteers in a rural area tend to spend between 1 – 20 hours per week providing unpaid volunteering.

Sixty five per cent of Powys' unpaid carers are over 50 years old, with some providing more than 50 hours of care each week. The number of unpaid carers is expected to increase over the coming years due to the increasing ageing population of Powys. The number of young carers is also increasing, with most providing up to 19 hours of care per week. Some young carers miss school time due to their responsibilities, which is detrimental to their education and future prospects.

Workforce challenges

Powys is faced with some significant workforce challenges, some of which are specific to the county, others are common on a national level. These include: shortages in certain professions (e.g. social care workers, nurses, doctors), social care legislative/registering requirements, a high number of staff due to retire soon, increasing levels of student migration.



Theme 1: Designing, planning and attracting the workforce

By 2027

we will have a multi-agency, multi-disciplinary workforce that is meeting the health and care demands of a rural county and providing seamless services. Powys will be the county known for providing opportunities for people to develop their chosen career, and balance their work and home life. Our workforce will be empowered, able to contribute to shaping the future, will enjoy a great working culture and attractive employment conditions, to ensure they can meet the health and care needs of our population and support the economy of Powys.

Retaining our experienced and expert workforce is key as we want a robust workforce, as is developing new entrants through effective coaching and mentoring.

We will consider more co-location of teams to foster closer, professional working relationships. A range of different people of all ages will work alongside each other with a suite of skill and knowledge. Over time, we will see an increased blend of volunteers and paid colleagues working more closely together, offering services that add value to our citizens and communities.

Our workforce will be empowered, enjoy a great working culture and **attractive employment conditions**.

We will be adopting the 100-year life principles, **creating opportunities for people** to have more than one career in Powys through flexible careers options.

Transparent career pathways across organisational boundaries enabling **smooth movement of transferable skills**.



Our workforce will recommend Powys as a great place to work!

Theme 2: Leading the workforce

By 2027

we will have exemplar leaders in action at all levels delivering compassionate leadership. Our leaders will be passionate about making a difference to the citizens and communities of Powys and empowering their teams to do so. Our multi-agency workforce, that includes carers and volunteers as well as paid employees, are recognised as our biggest resource, and our leaders will align work to a compelling vision through a narrative of high-quality care using excellent people skills.

We want to create a compassionate leadership culture where leaders fully support the wellbeing of their teams whilst ensuring seamless health and care services for the people of Powys.

They will focus on developing a positive, inclusive and people-centred culture that engages and inspires all our people. Our leaders will have the best people management skills and place the interest of the workforce and our citizens at the heart of everything they do.

Everyone has a leadership **responsibility in how they manage themselves**, the services they deliver, and the outcomes they achieve.

Our leaders will play a key role in the future design of services.

We will be investing in our leadership and management portfolio and support the development of emerging leaders and managers in the system.

Research evidence tells us when **leaders focus on developing, engaging and supporting their teams, the quality, financial and performance metrics improve!**



Theme 3: Engagement and wellbeing

By 2027

our workforce will continue to be our biggest strength. Our workforce will be empowered to be actively involved in planning, shaping and delivering excellent quality services. They will feel valued, be fully engaged in their work and have a sense of wellbeing, and able to deliver effective compassionate care.

When someone feels valued and enjoys their job, they are more likely to stay. We want to support our entire workforce, including our volunteers and unpaid carers, to feel this way.

There is compelling evidence to show that the more engaged someone is, the more effective they are, and most importantly, the better the service they deliver.

To understand how staff are feeling at work, we need to ask them. We want to capture the thoughts and feelings of our workforce through effective engagement (e.g. through workforce surveys and consultation exercises). The results will help us better understand the concerns of our workforce, so that we can help resolve those as quickly as possible and improve their experience.

We will have **flexible working arrangements** across the health and care workforce.

People will be able to return to work, or retrain, through effective **development opportunities**.

We will also offer **early help, support and advice** through our joint occupational health approach.

Improving the overall experience of working in Powys is something we can all play a part in.



Theme 4: Education, training and development

By 2027 our workforce will have opportunities to take part in high-quality education, training and development to be successful in their role, feel fulfilled and have excellent job satisfaction. Our workforce will have the right skills to operate more flexibly across Health and Social Care, and will be supported to find the right pathways across their career.

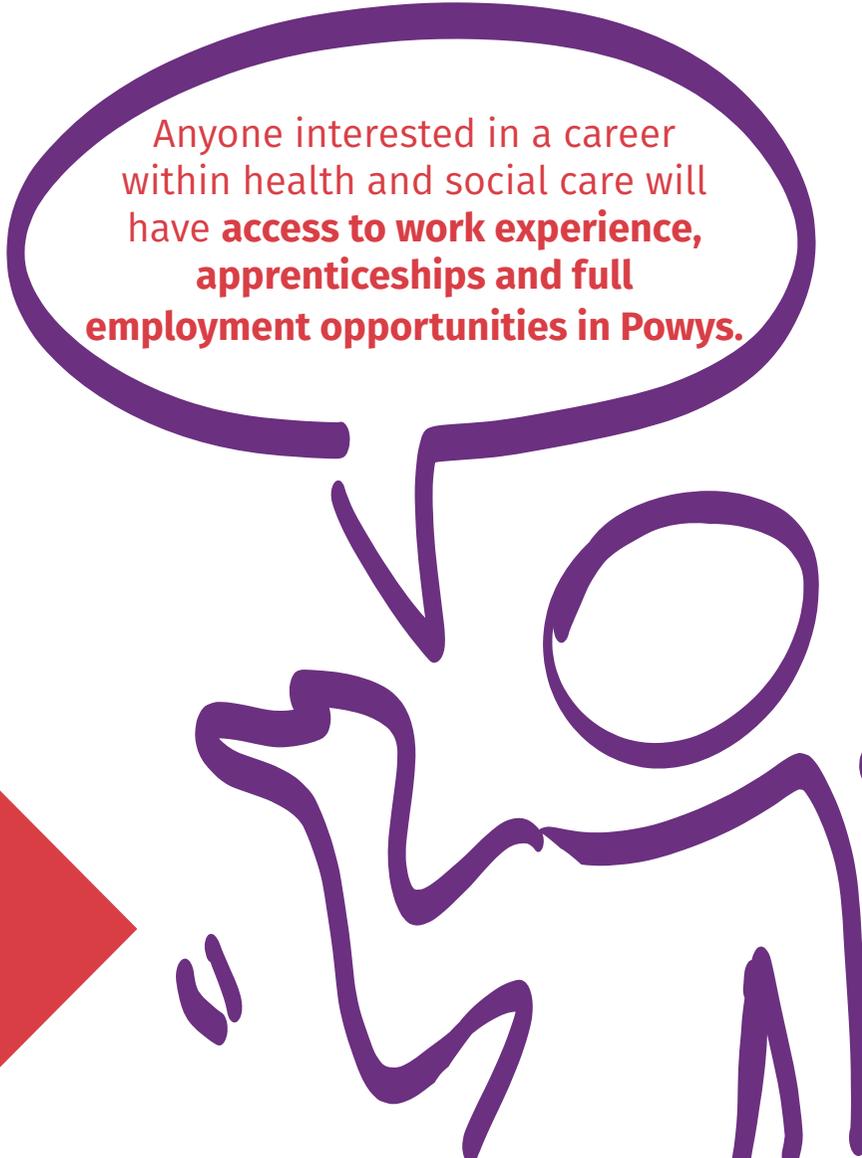
To deliver 'a healthy, caring Powys' we must work closely with education providers to increase the percentage of people in Powys with the qualifications and skills that we need.

We will explore more post-16 education and training opportunities within the county, ensuring that pathways between education providers and employment are more accessible.

Our vision is to have a health and care faculty as part of the wider Rural Academy of Learning, which will serve Mid Wales and surrounding areas. This will provide flexible and innovative routes to learning.

We will train our workforce to embed the **latest medical and digital technologies**, and in doing so, attract a new generation of people into the workforce whilst encouraging others to stay in Powys.

We will work to be a **beacon of success**, which other public sector bodies will want to come and learn from.



Anyone interested in a career within health and social care will have **access to work experience, apprenticeships and full employment opportunities in Powys.**

Theme 5: Partnership and citizenship

By 2027 our approach to workforce development and transformation will be seamless and delivered through the best use of the assets, strengths and aspirations of all parts of the community and the health and care system, recognising and valuing the contribution of everyone including unpaid carers and volunteers.

As we remodel public services for the future needs, we will continue to place the citizen at the heart of everything we do. We will continue to actively engage with residents, communities and key stakeholders to promote, shape and deliver our vision.

We will widen access to employment opportunities for those leaving care and those with learning needs.

We will have a joint strategy to co-ordinate existing support and build on the skills within communities, helping people to do what they can for themselves.

Where possible, we will encourage our workforce to take opportunities to contribute to their local communities, whether that be through **volunteering during work hours and / or taking time to support friends and family.**

We will develop our organisations' capacity to improve emotional health and well-being within all our communities.



Cross-Cutting theme:



Technology and digital

By 2027

we will utilise the potential benefits from technology and digital infrastructure to support the accelerated development of our ambitions for: **Designing, Planning and Attracting the Workforce; Leading the Workforce; Engagement and Wellbeing; Education, Training and Development; and Partnership and Citizenship.**

We have outlined our key areas of work, but a fundamental enabler of its success will be the Digital First Strategic Framework.

Rurality and accessibility to services is a huge challenge in Powys. Taking advantage of technology will allow us to deliver services closer to home, free up staff capacity, increase job satisfaction and enhance role responsibilities.

As technology increasingly underpins online communities for citizens, service users and professionals, we will explore and **support initiatives** within this area.

For this to happen, we need to ensure our workforce has access to the latest technology, when and where they require it.

New technologies will transform health and care in Powys when systematically deployed.

Greater use of technology enabled care can help **more people to access health and social care support** closer to home, with many new technologies being accessible directly from people's homes.

Led by national work, we will explore **assistive technology** and alerting systems, robotics, digital therapeutics, data analytics, artificial intelligence (AI) including machine learning, and genome sequencing.

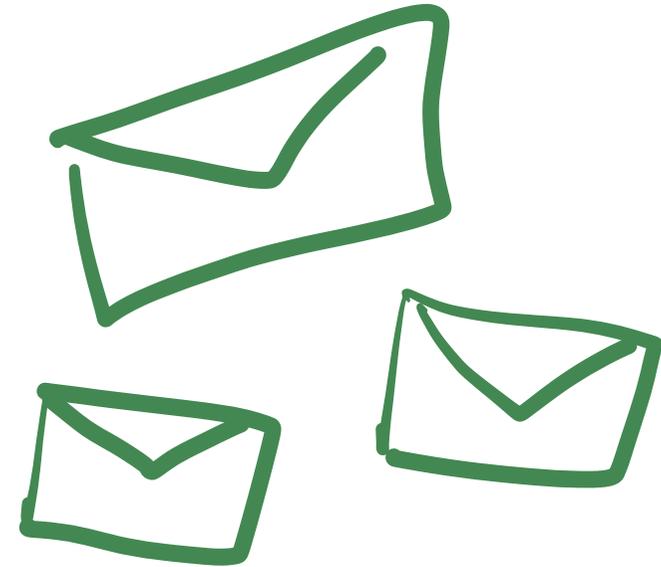


Next steps

**We have set out our aspirations...
but now the work begins!**

In 2020 we will be developing a detailed implementation plan to deliver this ambitious strategic framework.

We will focus on the **five core themes and one cross-cutting theme (as outlined in this document)** and all of the work we do will feed into the long-term objectives in Powys' Health and Care Strategy. We will also align our work to other related strategic frameworks (such as the Digital First Strategic Framework).



If you would like to keep in touch and hear more about how the work is progressing, please email:

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