**AHSCP WORKFORCE ACTION PLAN 2022-2025**

The following actions will be progressed during the period of the action plan to affect its implementation. Actions have been identified for commencement in years 1-3 with approximate timescales for completion.

Engagement with key stakeholders will continue throughout the duration of the improvement plan. A collaborative approach will be taken to promote improvements with collective and joint decision making from staff and key stakeholders. Staff teams and key stakeholders will be involved in implementing actions detailed below.

Actions cross referenced to the **AHSCP workforce priority areas** are highlighted within the plan:

**SH** = Staff Health and Wellbeing

**PC** = Primary Care

**AG** = Ageing Workforce

**SP** = Succession Planning

**AW** = Agile Working

**RR** = Recruitment/Retention

**CaH** = Care at Home

Actions are also cross referenced to the **Five Pillars of the Workforce Journey**, as detailed in the National Workforce Strategy :

1. **Plan** - improving collection and analysis of data and taking a whole-system approach to planning.

2. **Attract** - bringing new workers into the workforce including through both domestic and ethical international recruitment, via youth employability and apprenticeship schemes, and by offering fair work.

3. **Train** - supporting new entry to the workforce through clear education pathways and developing new skills and capabilities amongst workers including in digital and specialist care.

4. **Employ** - ensuring that staff are well rewarded for their work, with modernised terms and conditions, and appropriate registration to support delivery of outcomes-focused work.

5. **Nurture** - creating positive workplace cultures and ensuring strong leadership, committing to diversity, equality and inclusion in the workforce, ensuring workplace safety, developing a carers strategy and working in partnership across the sector.

Timescales for the plan are as follows:

| Year 1 | August 2022 – July 2023 |
|---|---|
| Year 2 | August 2023 – July 2024 |
| Year 3 | August 2024 – July 2025 |
| Years 1 - 3 | August 2022 – July 2025 |

This action plan will be monitored by the AHSCP Workforce Steering group. It will be updated on an annual basis to reflect newly emerging workforce priorities.

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| 1 | 1 | AG<br><br>SH | **Plan** | Supported Accommodation Review completed. | April 23 | Challenges caused by changing demographics are addressed. |
| 2 | 1 | AG<br><br>SH | **Plan** | Medicine for the Elderly (MFE) in-Patient Review undertaken. | July 23 | Areas of relatively high cost and / or relatively low occupancy within inpatient services are addressed. |
| 3 | 1 | CaH | **Plan** | Redesign of Stroke rehabilitation Pathway is completed. | April 23 | One in patient stroke rehabilitation unit based in Royal Victoria Hospital Dundee for Dundee and Angus patients with the development of home/community based rehabilitation is operational. |
| 4 | 1 | AG<br><br>SH | **Plan** | Provision of Mental Health Beds Review completed. | August 22 | Challenges caused by changing demographics are addressed. |
| 5 | 1 | PC<br><br>SH | **Train** | District Nursing Specialist Practitioner Qualification. | August 23 | Skilled staff in place to meet complexities of need and respond to demographic changes. |
| 6 | 1 | PC<br><br>SH | **Train** | Expansion of Advanced Nurse Practitioners. | January 23 | Short life working group is set up to review process and roles & responsibilities of mentorship currently being supported by GP's, Medicine for the Elderly Medical staff, Nurse Consultant and ANP. Trainee ANP's are in place in each of the 3 Tayside HSCP's. |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | | | | |
| 9 | 1 | SH | Nurture | Through the Staff Partnership Forum explore feasibility of areas to become Bronze Healthy Working Lives award holders. | August 22 | Supporting the health and wellbeing of our staff and maintaining a focus on the recovery of our staff remains a priority. |
| 10 | 1 | SP SH AG RR | Plan Attract Train Train Attract Employ | A Scheme for succession planning to be developed to include a mentor scheme, a staff qualifications assistance scheme, access to SVQ 4 qualifications and temporarily recruiting above staffing establishment. | August 22 | Increased opportunities for staff skills development and progression to promoted posts. Mitigate organisational risk of reduction in operational and strategic experience due to identified due to the retirement of many senior staff within the next two years. Reduce additional workload/extra hours and stress on existing staff. |
| 12 | 1 | RR | Attract Employ Train | New Social Care Worker role fully implemented. | August 22 | Recruit an agreed ratio of Social Care Workers instead of Social Care Officers across the Council's adult resource centres and care homes. Aimed at creating a structure that enables access to and progression in the care industry for people who have little experience, thus enabling young people to commence a career with us. |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | | | | |
| **13** | 1 | CaH AG | **Attract** **Employ** **Train** | Independent Sector Recruitment Support | December 23 | Career Fayres Promoted. Recruitment events undertaken. Targeted recruitment events, a new recruitment website, more creative advertising method including videos linked to job advertisements and wider use of social media for job advertising are implemented. |
| **14** | 1 | CaH | **Plan** **Train** **Attract** **Employ** | Internal/External Market Facilitation project. | Dec 22 | Increased care at home resource to help meet increased demand. |
| **15** | 1 | CaH RR | **Attract** **Train** **Employ** | Progress work of the Care at Home short life working group to address recruitment/retention issues and attracting people to the care at home workforce. | August 22 | Decrease in care at home vacancies and increased workforce. |
| **16** | 1 | SH AG RR SP | **Plan** **Train** **Attract** | Complete Care Management Improvement Programme, including a review of social work posts ensuring correct number to cover statutory roles. | April 23 | Improved health and wellbeing. Challenges caused by changing demographics are addressed and we have the right numbers of staff with the right skills within all teams to manage the changing population needs, including the |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | **Employ** | | | right skills in the teams to undertake their statutory duties. |
| | | | **Employ** | | | |
| 18 | 1 | RR<br>AG<br>SH | **Plan**<br>**Train** | Single Handed Care to be implemented. | Dec 22 | A consistent approach to manual handling across Angus Council, Angus Health and Social Care Partnership and NHS Tayside is adopted. More capacity within the providers workforce is created. Demographic demand with a finite workforce is addressed. |
| 19 | 1 | AG<br>SH | **Plan**<br>**Train**<br>**Attract**<br>**Employ** | Psychiatry of Old Age Review completed. | July 23 | Challenges caused by changing demographics are addressed. |
| 20 | 1 | CaH<br>AG<br>SH | **Plan**<br>**Train** | Day Care Review completed. | August 22 | More effective use of resources is implemented in order to deliver the best outcomes for the people of Angus, supporting more people to stay at home as long as it is safe to do so. |
| 21 | 1 | AG<br>SH | **Plan** | Homelessness Support Accommodation Review completed. | September 22 | Challenges caused by changing demographics are addressed and we have the right numbers of staff with the |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | Train | | | right skills within all teams to manage the changing population needs. |
| 22 | 1 | PC CaH | Plan / Train | Urgent Care Review Phase 2 completed. | August 22 | Urgent Care in the Community new pathways developed. |
| 23 | 1 | AG SP | Plan / Train / Attract / Employ | Mental Health Workforce Review undertaken. | August 22 | The most appropriate worker with the right skills is utilised to meet demand. |
| 24 | 1 | CaH | Plan / Train / Nurture | Help to Live at Home CM implementation | August 22 | Electronic scheduling and monitoring system for care at home providers is in place, staff resource is used to maximum efficiency and staff have realistic workloads. |
| 25 | 1 | SP RR | Plan / Train / Nurture | Mental Health Officer Capacity | August 22 | Renumeration for active MHOs is increased to 2 additional increments above salary scale. Existing MHOs are retained. Further staff undertake the MHO award. An additional full time permanent MHO post(x1 FTE) in the core MHO team is established to meet statutory duties in |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|------------|------|----------|-----------|--------|-----------|------------------|
| | | | **Employ** | | | relation to Mental health and AWI legislation. |
| **26** | 1 | PC CaH | **Plan** **Train** | Development of a Quality Assurance Framework relating to the training and delegation of specific healthcare tasks in care homes and community settings is implemented. | October 22 | Clear guidance and governance in place in relation to social care staff or carers undertaking healthcare tasks in community settings. More people are supported to live at home. |
| **27** | 1 | SH SP | **Attract** **Employ** **Train** **Nurture** **Employ** **Train** **Nurture** | Management and Administrative Resources. | August 22 | Investment is made to increase management and administrative resources and increased pressures and complexities the AHSCP is now managing are addressed. |
| **29** | 1 | PC RR | **Plan** | The development of a sustainable model of general practice. | August 22 | GPs have more capacity to fulfil their role as Expert Medical Generalists through the development of an enhanced multi- |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | **Train** | | | disciplinary support team working in and around general practice. |
| **30** | 2 | PC AG RR SP | **Plan** **Train** **Attract** **Employ** | Community Nursing Redesign implemented. | August 23 | Address planning assumption that there will be an increase in demand for community nurses due to COVID impact and changing demographics. Increase capacity in the service. |
| **31** | 2 | AG SP | **Plan** **Train** **Attract** **Employ** | Integrated Care Review completed. | August 23 | Challenges caused by changing demographics are addressed and we have the right numbers of staff with the right skills within all teams to manage the changing population needs. |
| **32** | 2 | PC AG RR | **Plan** **Train** **Attract** **Employ** | Nursing in Care Home Review completed. | October 23 | A more integrated, consistent and sustainable approach to nursing provision in care homes is implemented. |
| **33** | 3 | CaH SP | **Nurture** **Plan** | Learning Disability and Physical Disability Improvement Plans implemented. | Dec 24 | Challenges caused by changing demographics are addressed and we have the right numbers of staff with the |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | RR | **Train** | | | right skills within all teams to manage the changing population needs. |
| 34 | 1 - 3 | AG<br>SP<br>RR | **Plan** | Workforce Data Collection | Ongoing Priority | Systems in place to identify, collect/record and analyse required workforce data to support workforce planning and profiling of the workforce, including robust data relating to vacancy information and third and independent sector data collection. |
| 35 | 1 - 3 | AW<br>CaH<br>SH | **Plan**<br>**Train**<br>**Nurture** | Digital Technology. | Ongoing priority | New ways of working enabled by digital technology to support triage, clinical signposting, case management and long-term condition care are embedded. More people are enabled to receive their care at home or in the community. Scottish Government's new and flexible digital remote monitoring services are further developed and expanded in Angus. Ensure all staff possess the essential digital skills they need to do their job. |
| 36 | 1 - 3 | AG<br>SP<br>RR | **Plan**<br>**Train** | Opportunities for Young People. | Ongoing Priority | The attraction, recruitment and retention of young people is prioritised through supporting youth employability programmes, work experience, pathways with further education, employer support |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | **Attract** | | | and volunteering opportunity development, resulting in more young people entering the health and social care workforce. |
| | | | **Nurture** | | | |
| 37 | 1 - 3 | AG SP RR | **Plan** | New Employment Opportunities | Ongoing Priority | Volunteering & learning and development opportunities are provided which will increase the number of local people entering and sustaining a career in care. |
| | | | **Train** | | | |
| | | | **Attract** | | | |
| | | | **Nurture** | | | |
| 38 | 1 - 3 | AG SP RR | **Plan** | Work with employing authorities to create more flexible and responsive recruitment practices. | Ongoing Priority | Joint recruitment processes are in place. Recruitment processes are quicker, more flexible and responsive to need. Our approach will include identifying opportunities to give us better flexibility across roles within the Council, NHS, third and voluntary sectors. |
| | | | **Train** | | | |
| | | | **Attract** | | | |
| | | | **Nurture** | | | |
| 39 | 1 - 3 | SP RR | **Plan** | Training the Workforce | Ongoing Priority | A system is in place to enable easy access to staff training data matched against essential knowledge and skills requirements.

The right training is accessible to enable staff to access the training they need to |
| | | | **Train** | | | |

| Action No. | Year | Priority | 5 Pillars | Action | Timescale | Intended Outcome |
|---|---|---|---|---|---|---|
| | | | **Employ** | | | undertake current roles and upskill to undertake new roles. |
| **40** | 1 - 3 | PC CaH AW | **Plan** **Nurture** | Pathways of Care for Long Term Conditions | Ongoing Priority | Digital, workforce and premises infrastructure are developed innovatively in conjunction with HSCPs and acute services to optimise pathways of care for long term conditions. This will allow more people to be cared for within their community with access to both generalist and specialist advice as needed. |
| **41** | 1 - 3 | SH RR AW | **Nurture** **Train** | Staff Health and Wellbeing | Ongoing Priority | Staff wellbeing surveys to continue to be undertaken and used as one way of monitoring the health and wellbeing of staff. |
| **42** | 1 - 3 | PC RR | **Attract** **Employ** **Train** **Nurture** | Health and Care Support Worker Development Programme | Aug 22 – Jul 25 | Increased number of Band 4 workers introduced. Clinical support increased. |