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. <mark>Plan</mark> - improving collection and analysis of data and taking a whole-system approach to planning.

2. <mark>Attract</mark> - 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. <mark>Train</mark> - 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. <mark>Nurture</mark> - 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 SH	**Plan**	Supported Accommodation Review completed.	April 23	Challenges caused by changing demographics are addressed.
2	1	AG 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 SH	**Plan**	Provision of Mental Health Beds Review completed.	August 22	Challenges caused by changing demographics are addressed.
5	1	PC 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 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

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						ANP's are in place in each of the 3 Tayside HSCP's.
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**	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

Action No.	Year	Priority	5 Pillars	Action	Timescale	Intended Outcome
			Train			who have little experience, thus enabling young people to commence a career with us.
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	**Plan** **Train**	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

Action No.	Year	Priority	5 Pillars	Action	Timescale	Intended Outcome
		RR SP	**Attract** **Employ** **Employ**			right skills within all teams to manage the changing population needs, including the right skills in the teams to undertake their statutory duties.
18	1	RR AG SH	**Plan** **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 SH	**Plan** **Train** **Attract** **Employ**	Psychiatry of Old Age Review completed.	July 23	Challenges caused by changing demographics are addressed.
20	1	CaH AG SH	**Plan** **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.

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21	1	AG SH	**Plan** **Train**	Homelessness Support Accommodation Review completed.	September 22	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.
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**	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

Action No.	Year	Priority	5 Pillars	Action	Timescale	Intended Outcome
			Nurture **Employ**			MHO post(x1 FTE) in the core MHO team is established to meet statutory duties in 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.

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29	1	PC RR	**Plan** **Train**	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-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.

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33	3	CaH SP RR	**Nurture** **Plan** **Train**	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 right skills within all teams to manage the changing population needs.
34	1 - 3	AG SP 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 CaH SH	**Plan** **Train** **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	**Plan**	Opportunities for Young People.		The attraction, recruitment and retention of young people is prioritised through

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		SP RR	**Train** **Attract** **Nurture**		Ongoing Priority	supporting youth employability programmes, work experience, pathways with further education, employer support and volunteering opportunity development, resulting in more young people entering the health and social care workforce.
37	1 - 3	AG SP RR	**Plan** **Train** **Attract** **Nurture**	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.
38	1 - 3	AG SP RR	**Plan** **Train** **Attract** **Nurture**	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.
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

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			Train **Employ**			essential knowledge and skills requirements. The right training is accessible to enable staff to access the training they need to 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**	Health and Care Support Worker Development Programme	Aug 22 – Jul 25	Increased number of Band 4 workers introduced. Clinical support increased.

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			Nurture			