

# Health & Care Workforce Update

28<sup>th</sup> November 2023



# Executive Summary

This slide deck gives an overview of the workforce challenges the health and care sector is experiencing across Gloucestershire. The NHS [Long Term Workforce Plan](#) was published on 30<sup>th</sup> June and sets out a 15 year roadmap to address the predicted workforce shortages the NHS will experience if no action is taken.

**Skills for Care** announced on the 12th October they will be developing a similar plan for the adult social care sector although the timescales for the development of the plan are unclear.

At the end of September the ICS published a **One Gloucestershire People Strategy**. A full copy of the strategy is available at <https://www.nhsglos.nhs.uk/about-us/who-we-are-and-what-we-do/publications/>. The strategy sets out how we want to be able to attract and retain more staff to Gloucestershire, building its reputation as a great place to live, work and learn and where staff can build and develop their careers and work flexibly.

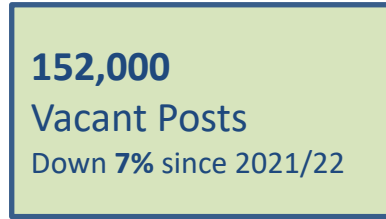
This presentation also describes some of the initiatives we are currently undertaking this year to attract, retain and support our staff including :

- Health & wellbeing support for staff
- Recruitment initiatives including international recruitment activity
- Retention initiatives
- Engagement work with schools around careers in health and care

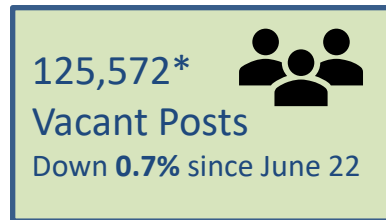
Primary care is a particular area of challenge and we have set out an overview of the workforce challenges for this sector and the work being undertaken by the ICB's Primary Care Training Hub to support GP practices and Primary Care Networks across Gloucestershire.

# National Picture

## Social Care – posts in local authorities & independent sector



## NHS (England)



# Overview of our workforce

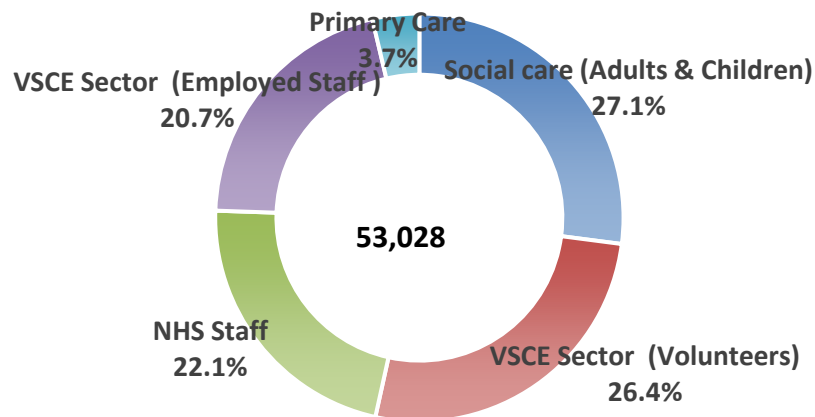
Across Gloucestershire we have over **28,000 staff working in health and social care**. Our combined workforce includes nearly **4000 nurses, 1600 medical staff, over 6800 support and administrative and clerical staff and nearly 10,000 staff who provide direct care**.

We also have approximately **2000 primary care staff working in 69 GP practices**. On 1<sup>st</sup> April 2023 we also became responsible for the commissioning of 112 community pharmacies, 66 Opticians and 77 dental practices.

In addition there are an estimated **7000 employed staff and 14,000 volunteers** working in the voluntary, community and social enterprise sector (VSCE).

**Average age of our workforce is 43 years, 80% are female and 20% are male.**  
**15.1% of staff are from a Black, Asian or Minority Ethnic background.**  
**3.8 % of staff declare having a disability**  
**2.7% are LGBT+**

(as at Mar 2023)



# Our Challenges

We face significant issues with recruiting, developing and retaining staff.

The health & care sector is still feeling the impacts of the pandemic and staff are further impacted by the rising cost of living.

Staff satisfaction with pay is at its lowest level for many years and we are competing for staff with other sectors such as retail and hospitality.

We have an aging staff profile particularly within key services such as primary care and social care.

The 2022 NHS staff survey results showed good performance for Gloucestershire Health & Care (GHC) and the Integrated Care Board (ICB) but that Gloucestershire Hospitals' Foundation Trust (GHFT) is significantly challenged - performing below average in all 9 *People Promise* themes. The Trust is implementing a deep cultural change programme.

All NHS organisations have much more to do to improve equality, diversity and inclusion, to reduce staff experience in relation to bullying and harassment and to address the racial disparity of Black, Asian and Minority staff represented at particularly higher grades.



We have significant vacancy rates across the system. Approx 947 vacancies across GHFT and GHC  
Nurse vacancy rates are 9.9%.  
The Care sector has over 2000 vacancies across Gloucestershire.

% Staff  
over 55  
years

NHS Staff  
22.8 %

Social Care  
Staff  
26.5 %

Primary Care:  
31% of nurses  
and 22% of GPs

Turnover of staff is a significant challenge for our system.  
NHS Staff turnover rates are 14.0 % (Sept 23)  
Social Care turnover rates are 11.7% (Sept 23)



Staff leaving within 12 months of starting  
NHS = 26.5%  
Adults & Children Social Care = 23.8%



# Long Term Workforce Plan

The NHS [Long Term Workforce Plan](#) considers the challenges facing the workforce over the next 15 years and sets out actions to address them

**Recruit:** Grow the Workforce.

**Retain existing talent:** Embed the right culture and improve retention.

**Reform:** Working, and training differently.



# Our local approach to addressing these challenges



# Strategy on a page

“Developing One Workforce for One Gloucestershire”

## Recruitment & Retention

### Recruitment

- Recruit for skills & pathways
- Widen access routes to attract people to work in health & social care
- Collaborate on system-wide approaches to recruiting & attracting staff & temporary staffing solutions

### Retention

- Providing staff with a strong voice & getting basics right

## Enabling Innovation in care delivery & people services

- Right workforce for right care in the right place, boosting the transformation work of the Clinical Programme Groups
- Support rotation of staff across clinical pathways
- Support Enhanced, Advanced & Associate practice developments to gain traction
- Driving innovation in People Services to provide high-quality people services across the ICS

## Valuing and Looking after our people

- Proactive approach to looking after our people
- Deliver a System-wide health and well being focus and service provision with a core basic offer
- Provide training for all line managers on health & wellbeing

## Education, Training and Talent Development

- Maximising awareness and accessibility of learning opportunities, including apprenticeships, across all staff groups
- Develop system-wide learning recognition, portability and talent management processes
- Strengthen relationship with University of Gloucestershire & other Higher Education Partners, Further Education Institutions & training providers.

Focused Themes

Foundation Themes

Future Workforce Planning

Digital, Data and Technology literacy

Equality, Diversity and Inclusion

Leadership and Culture



# Health & Wellbeing Support for Staff

We recognise that supporting staff across all the dimensions of health and wellbeing is important. There are many services in place to support staff including:-

- Occupational Health Support
- In house Staff Psychology Service
- Employee Assistance Programmes
- Staff Networks
- Staff Physiotherapy Service
- Hardship fund support
- Menopause Support
- The Wellbeing Line



This year we are developing an information pack and offering system-wide health and wellbeing early starter conversations (to support retention efforts)

# Recruitment

## Be in Gloucestershire Campaign

We are developing a campaign to sell the benefits of working and living in Gloucestershire with the aim of attracting new staff.

The first strand will focus on ***Be a GP in Gloucestershire*** and will launch early in 2024.

## System wide Recruitment Events

We regularly run recruitment events across the county at organisational and at system level to attract staff.

The Proud to Care Team support the recruitment of care staff in adult care sector.

We are targeting recruitment in key localities in 2024



# International Recruitment

Local Trusts and increasingly care providers carry out international recruitment processes to reduce workforce gaps. This year's plans include:-

## GHFT -2023/24

**135 Nurses (105 on-boarded so far)**

**9 Midwives**

**13 Allied Health Professionals**

## GHC - 2023/24

**21 Nurses**

**4 Occupational Therapists**

**GHC won a national award this year for its pastoral care work with IR staff**

## Social Care

- **Successful bid to NHS England for monies matched by local funding to support the recruitment of 100 international staff for the independent care sector in Gloucestershire**
- **Focussing on smaller domiciliary care providers**

# NHS 5 High Impact Retention Actions

- **Completion of nursing and midwifery self assessment tool 3 common areas identified across Gloucestershire:**
  - Legacy Mentors
  - Professional Advocates
  - Listening events/Freedom to Speak Up (FTSU)
- **Legacy Mentors** — Lead in post; Legacy Mentors recruited to Acute; Mental Health; Primary Care; Speech & language Therapy, Dietetics; Midwifery.
- **National Preceptorship Framework** — Gold Quality Mark awarded to Primary Care, GHC & GHFT. Midwifery new preceptorship programme in place working towards application for Gold award when open Spring 24; Allied Health Professionals new National framework to be launched Autumn 23
- **Pensions** — Individual organisations have information on intranet to signpost and support staff
- **Menopause Support** - Individual organisations have information on intranet to signpost and support staff

# Skills for Care identify 5 key factors to retaining adult social care staff

Infographics relate to Gloucestershire data

## 1. Being paid more than minimum wage

- National: £11.09 (Ind) £15.67 (LA)
- Regional £11.29 (Ind) £15.67

## 2. Not being on 0 hours contract

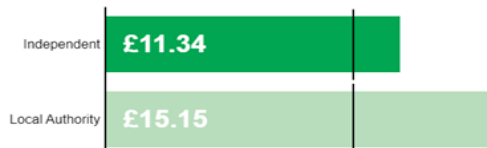
- National 22%
- Regional 18%

## 3. Being able to work full time

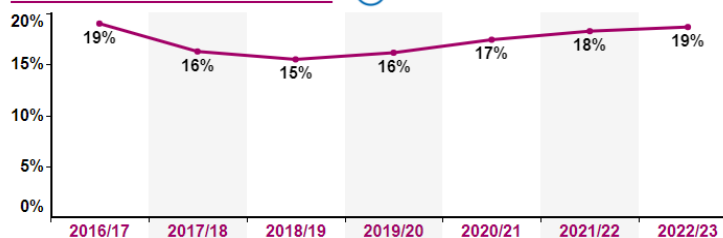
- National 52%
- Regional 52%

### Average hourly pay rate

The National Living Wage was £9.50  
(April 2022 - March 2023)



### Zero-hours contracts trend



In 2022/23:

**19%**

of filled posts were  
zero-hours contracts  
(or 3,500 filled posts).



■ Full-time  
■ Part-time



# Skills for Care identify 5 factors key to retaining adult social care staff:

Infographics relate to Gloucestershire data

## 4. Access to training

- National 35% complete 14% in progress
- Regional 33% complete 13% in progress

## 5. Having a relevant qualification

- National 46%
- Regional 45%



## Relevant social care qualification

*Please note that professional roles are not included in the data below because they must be qualified to perform their roles, e.g. social worker, registered nurse or occupational therapist.*

**49%**

of workers held a qualification relevant to social care



# “WE WANT YOU” (WWY) PROJECT

- **Primary purpose:** To promote *One Gloucestershire* employers as a key place young people should consider working for
- **Secondary purpose:** Increase uptake and awareness of higher education programmes at University of Gloucestershire
- Primary audience is Years 8-9 in 19 selected schools.



# WWY LEARNING PROGRAMMES

Session	Description	Suitability
We want you/Your Future Self	This session helps participants to identify the skills they already have to achieve their future careers aspirations	Y8-9
Myth- busting	An interactive session covering the wide variety of roles and tackling stereotyping. Aims to empower students to “see what is out there” and to start to make active plans for their future	Y8-9
NHS Guest Speaker Talk	NHS Career Ambassadors/ Career Role Models from varied professions speak to students about their roles within the NHS and their career experiences	Y7-13
Apprenticeships & Careers Opportunities	An introduction to Apprenticeships and opportunities in health & social care including talks from NHS & social care guest speakers	Y7-13



# Primary Care Workforce



# General Practice Workforce Update – GPs

- ❑ FTE number of qualified GPs in Gloucestershire (up to Sept 23) is 357, which is -2.6% from a baseline of 367 in 2019. This compares to a South West average decrease of (-4.1%) and National decrease (-4.2%)
- ❑ GP Partner numbers have fallen by **-19.6%** from baseline in Gloucestershire compared to a South West average decrease of -14.7% and -12.8% national decrease. This represents a 19 WTE reduction since Sept 2022 (NHSE data source).
- ❑ Salaried GP numbers have increased by 37.7% from baseline in Gloucestershire, compared to 18.0% nationally and 24.5% South West. Gloucestershire has the 3rd largest increase in salaried GPs in the Southwest (3<sup>rd</sup> to Cornwall and Devon).
- ❑ This suggests that GP Partners are leaving their roles to undertake salaried positions. However, the increase in salaried GPs does not fully cover the loss in workforce and workload of partners.
- ❑ Gloucestershire has 6.8 FTE GPs per 10,000 weighted population, against the average of 6.3 for the Southwest region, with East of England having 5.8.
- ❑ Our flexible GP workforce i.e., Locum GPs is strong with over 100 Locum GPs working on our Primary Care Flexible Staffing Pool and NASGP (National Association of Sessional GPs), who run our pool, reported a Locum GP session fill rate of 96% for October 2023. Session fill rates continue to be high in harder to recruit areas, providing a reliable temporary workforce until practices can recruit to substantive roles.

# General Practice Workforce Update – Nurses and DPC

## Nurses

The total of Gloucestershire General Practice Nurses is 230 FTE (up to Sept 23), which is 8.3% above a baseline of 212 FTE in 2019.

It should be noted, however that 33% of nurses in Gloucestershire General Practice are aged 54 and over. The South West nursing workforce has an average of 35% aged 54 and over for comparison.

Gloucestershire remains just above the South West average of 3.5 GPNs/10,000 weighted population with 3.6. This compares to a South East region at an average of 2.7 GPNs/10,000 weighted population, with London significantly lower by comparison at 1.6. A number of local initiatives supporting these positive recruitment trends.

## DPC

Positive recruitment of Direct Patient Care (DPC) roles and a positive trajectory. NHS Gloucestershire has 8.7 DPC roles per 10,000 weighted population compared to the Southwest average of 8.3 roles per 10,000.

Gloucestershire Primary Care Networks have a wide range of roles employed, including Clinical Pharmacists, Social Prescriber Link Workers, Care coordinators, Digital and Transformation Leads, GP Assistants, Physios and Paramedics. The roles support personalised care for patients and offer specialist care closer to home.

Challenges have been reported in the recruitment and retention of admin and reception roles, although numbers are harder to track across all our practices, which are effectively independent businesses. A range of initiatives underway to support both retention and recruitment of these roles into general practice.

It should be noted that the registered population of NHS Gloucestershire has increased from 679,252 in September 2022 to 683,375 in Sept 2023 an increase of 4,123. This compares to a registered population of 649,057 in March 2019, an increase to date of 34,318 patients – roughly equivalent to a whole extra PCN (*data from ICB Primary Care Dashboard Oct 23*).

# Supporting the Primary Care Workforce

- Partnership growth and retention programme in development across the ICB and Training Hub - replacing the now-ended NHSE New To Partnership Scheme. (Will include a dedicated partnership fellowship offer, training for prospective, new and current partners, and peer support)
- Workforce planning at a system and regional level, including a local BI dashboard to understand workforce numbers
- General Practice Nursing Workforce Strategy being finalised and implemented.
- Primary Care Strategy refresh by the ICB, with an overarching focus on the workforce.
- Targeted GP fellowship offers to support CORE20PLUS5 areas, resulting in the recruitment and retention of 11 GPs in areas traditionally harder to recruit to, with more in progress.
- General Practice Fellowship Scheme to support the transition of newly qualified GPs and GP nurses, including educational events, peer support, mentoring, coaching and project work (which aligns with Practice, PCN, CPG and ICB priorities).
- Promotion of career pathways in Primary Care across clinical and non-clinical roles, including apprenticeships and widening participation offers (e.g. 50:50) to support recruitment and retention.
- GP Support Lead providing confidential career guidance, mentoring and coaching for GPs requiring additional support
- Continuation of local and national GP retention schemes – the latter supporting GPs at higher risk of leaving their roles.

# Support the Primary Care Workforce - continued

- Be in Gloucestershire Campaign, with an initial focus on attracting GPs
- GP staff survey offered for the first time this year to Primary Care with good uptake from Gloucestershire practices. Results will inform ongoing and future support needs.
- Increased focus on the provision of training and support for our admin/reception and managerial roles, to support recruitment, retention and career development.
- Additional Roles Reimbursement support
  - Repository of information for practices, PCNs and individuals.
  - Training Hub Advanced Practice Lead
  - Dedicated First Contact Practitioner Lead (this includes physios, dieticians and paramedics)
  - Annual PCN workforce calls with themed analysis
  - Bespoke recruitment support communications and offer of calls to discuss recruitment plans/challenges
- Health and well-being for Primary Care staff – suite of offers available inc. ‘The Wellbeing Line’
- NHS Long Term Workforce Plan - working closely with system and regional partners to understand and plan for implementation.
- Dedicated placement expansion activities to develop and grow our future workforce – inc. ‘Nurse on Tour’ program, providing nursing students with a supervised introduction to Primary Care, whilst undertaking patient health checks with a focus on reducing health inequalities. ( has attracted local and regional media attention).
- Flexible pools supported by the ICB & Training hub, enabling GPs, HCAs, & nurses to be matched to vacant shifts, where they are either able to offer their services in a locum capacity or in addition to their substantive roles. Admin/Reception pool to launch shortly.

# Questions & Discussion

