

Transformation Board - Workforce Workstream

Establishment of the Workforce Group

Context

At its meeting in December 2015, the Transformation Board agreed that a Workforce Group should be established to lead this particular workstream.

The Workforce workstream will be focused on supporting the principal objectives of the Transformation Board, and in particular the delivery of the Oxfordshire Care Closer to Home Strategy. This Strategy aims to: address the problems facing the Oxfordshire health and care system, as defined within the Transformation Board's case for change; to achieve a step change in developing community services and reduce demand for hospital care; and to integrate care around the patients, rather than established organisations.

Our local vision reflects and supports the wider vision for the NHS of the future, as described in the Five Year Forward Plan. The Forward Plan demands that organisations work together across patient pathways and within new models and frameworks of care that are no longer linear and dictated by traditional organisational boundaries.

Within this context, it is also recognised that within Oxford and its surrounding areas the competition amongst local employers in the recruitment and retention of staff can also be intense. Additionally, the high cost of living, combined with a shortage of affordable housing and problems associated with the travel and transport infrastructure present further challenges for the healthcare system.

The realisation of our local aspirations relies upon our combined ability to attract, retain and develop high quality multi-disciplinary staff, who are able to work flexibly and operate effectively across the healthcare system. Hence, workforce transformation is key in establishing appropriate and sustainable service models.

Purpose

The principal purpose of the Workforce Group is to lead the local workforce transformation agenda. Specifically, the Group will consider three main strategic themes, namely:

- shaping the environment strategically, in order to ensure we are able to attract, recruit and retain staff in sufficient numbers;
- identifying the requirements to develop new roles and redesign existing roles that will support the future needs of the healthcare system;
- recognising the challenges associated with the national and local labour markets, capitalising on the potential to engage an alternative "untapped" workforce (e.g. older workers; non-employed workforce; semi-formal caring roles).

Key Areas of Work

In support of these strategic themes, the Workforce Group will pursue the following key areas of work:

- commission the modelling of the changes required in the system's workforce, in order to increase and maintain the capacity to provide more care outside of the acute setting (i.e. supporting care closer to home), to include role redesign;
- scope, prioritise and fund the development and delivery of training programmes and interventions, in support of new and revised workforce roles (e.g. integrated nursing and therapy roles; integrated carer training and development; interface medicine);
- identify and fund the delivery of cross-system change management skills in support of transformation;
- effectively engage with Health Education England Thames Valley (HEETV), in order to ensure that maximum benefit is derived from its remit to support local system change in the areas of:
 - system leadership and network development;
 - workforce information, planning and intelligence;
 - job design;
 - education and curricula development;
 - skills development.
- develop and implement integrated recruitment and retention strategies;
- identify and secure appropriate resources to support the Group's programmes of work.

Accountability

The Workforce Group will be accountable and report to the Transformation Board.

Senior Responsible Owner

The Senior Responsible Owner for the Workforce Workstream will be the Director of Organisational Development and Workforce at Oxford University Hospitals NHS Foundation Trust.

Membership

The Workforce Group will seek to be as inclusive as possible, ensuring the shared interests of stakeholder organisations and agencies are considered.

Core membership of the Workforce Group will include representation from the Transformation Board's participant organisations and HEETV. Representation will also be sought from the local voluntary sector and relevant education providers.

Frequency of Meetings

The Workforce Group will meet monthly.

Mark Power
Director of OD and Workforce
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