

**Perth & Kinross Health & Social Care
Partnership
Interim Workforce Plan 2021/22**

Version 1.4

Section 1 Background

Since its inception in April 2016, PKHSCP has been developing more integrated services across its three localities in support of the strategic direction of and ambitions of Perth & Kinross Integration Joint Board. Our delegated services include Adult Social Care, Hospital and Community Health Care along with a number of Tayside wide hosted services (Podiatry, Public Dental Services and Prison Healthcare).

The delivery of safe, sustainable, integrated services before, during and in ongoing remobilisation relies wholly on availability of a suitable trained skilled workforce across all localities. Of course our workforce goes well beyond our staff employed by Perth & Kinross Council and NHS Tayside. Almost 80% of Adult Social Care Services in Perth & Kinross are commissioned from our partners in the Third and Independent Sector. Similarly delivery of effective Primary Care Services relies wholly on GP Practice Workforce Sustainability. Our communities' response to Covid 19 has also highlighted our huge reliance on unpaid carers. A new 'workforce' resource is also emerging- that of our huge number of volunteers across Perth & Kinross who continue to support Covid Response. We have sought to consider workforce in its widest sense in development of the 1 year Workforce Plan.

Many of the challenges faced by Perth & Kinross in ensuring a sustainable workforce are not in themselves unique however they collectively provide a unique challenge:-

- Over the last 10 years Perth & Kinross has experienced a 25% increase in the number of people over 75 with a further 31% growth expected in the next 10 years. This is significantly higher than the Scottish average. We face a very acute challenge in ensuring a large enough workforce to meet a steep increase in demand for health and social care services.
- In Perth & Kinross there is a growing imbalance between working age population and pensionable age population. Looking ahead this imbalance is expected to be far higher than the Scottish average.
- Notwithstanding the impact of Covid 19 on relative rates of employment, Perth & Kinross has a higher rate of employment compared to much of the rest of Scotland. This provides a significant challenge in recruiting to carer roles across localities.
- The rurality of our communities also has an impact. The Scottish Government Urban Classification ranks Perth & Kinross as 8th most rural Local Authority areas across Scotland. Rurality drives a more extreme workforce recruitment challenge in our rural areas further increasing the challenge to deliver existing or redesigned models of care.
- Our workforce across health and social care includes a high proportion of staff over 50 years old. Approximately 45% of our employed staff are aged over 50 (48% health and 43% social care) with 26% aged over 55 (25% health and 27% social care).

The Perth & Kinross IJB Strategic Risk Register recognises availability of workforce as one of the biggest risks to the delivery of the aims of integration and of IJB's strategic objectives. The development of a 3 Year Workforce Plan is critical. We have therefore developed the 2021/22 PKHSCP Workforce Plan in a way that provides a strong foundation for the extensive work required over coming months to develop our medium term plan. We have:-

- ✓ Met with Service Leads across PKHSCP to understand the immediate workforce challenges arising in sustaining and remobilising services over the next 12 Months
- ✓ Engaged with Third and Independent Sector Partners to better quantify their immediate workforce challenges and update our understanding of the more medium term challenges and opportunities.
- ✓ Engaged with our Lead GP and researched existing data to better understand workforce issues within the wider Primary Care landscape and will continue this work with our GP Cluster Leads to consider the more medium term challenges and opportunities across the Primary Care work force.
- ✓ Harnessed the expert input from professional leads across Nursing, AHP's, Medical Staffing, Primary Care etc and the insight of staff side representatives to develop an overview of the organisations immediate workforce risks the actions being taken to mitigate potential gaps and the opportunities to maximise workforce supply in the longer term.

Our work to develop this 1 Year interim plan has been limited by the availability of workforce data. We will work with HR Leads/ Business Information Leads in Perth & Kinross Council and in NHS Tayside at the earliest possible stage to scope the workforce data required to support the development of the 3 Year Workforce Plan.

Our work has also been limited by the availability of workforce planning resources either within PKHSCP or within NHS Tayside and Perth & Kinross Council. We will work collaboratively with our partner bodies to establish options for securing work force planning resources to support the development of the 3 Year Workforce Plan. This will include consideration of a 1 year Fixed term dedicated Workforce lead as a test of change.

The aims and ambitions set out in this plan are fundamentally built on the aims and objectives set within the Workforce plans of both NHS Tayside and Perth and Kinross Council. In particular for 2021/22:-

Building in Agility – During the pandemic it has been, and will continue to be, critical to have the ability to move resources to areas with the greatest need, often at short notice, and utilise the many skills and talents across the organisation to make a meaningful difference. Flexible and remote working is here to stay and PKHSCP will be fully engaged in PKC's plans to build agility.

Evolving Our Talent – Knowing our people and their skills, experience, values and aspirations will enable us to retain, develop and mobilise our talent across the organisation. This will also help to identify any skills gaps so that we can focus on developing our own staff or recruiting to these areas and creating a pipeline of future talent. Both NHS Tayside and Perth & Kinross Council are committed to developing effective ways to manage and develop talent and improve succession planning. We will embrace the support available from both partners during 2021/22 to consider an integrated long term approach to talent management and succession planning including leadership and training programmes and development of career pathways.

Refreshing Our Employment Offer – The pandemic has raised awareness of the critical role that health and social care staff play in everyday life. Inspiring a future generation of health and social care professionals will be a cornerstone of the 3 Year Workforce Plan. During 2021/22, PKHSCP will embrace the support being offered by PKC and NHS Tayside to refresh the PKHSCP employment offer to attract staff to care roles within PKC and across the 3rd and Independent Sector. We hope to be supported to consider national programmes such as Kick Start as well as over 25 Apprenticeships. We will also benefit from the enhanced use of Exit Interviews across NHS Tayside to enhance employee experience and maximise attraction and retention.

Section 2 Stakeholder Engagement

We have worked in partnership with a range of key stakeholders to ensure that collectively the 2021/22 Workforce Plan presents a cohesive picture of health and social care workforce challenges and opportunities. The mechanism for engagement is set out below.

Stakeholder	Level/Mechanism for Engagement
Service Leads	For each service areas, portfolio leads have contributed directly to the development of the plan.
Staff Professional Leads	The Lead Nurse, Lead AHP, Chief Social Work Officer and the Associate Medical have all contributed directly to the development of the plan.
GP Lead for the HSCP	The GP Lead has contributed directly to the development of the GP Workforce Plan
Independent Sector	PKHSCP Independent Sector Lead has been informally consulted with as part of the development process and is a member of the PKHSCP Workforce Plan Development Group.
Finance Lead	The Chief Financial Officer has provided overall leadership to the development of the Workforce Plan and therefore has ensured strong link to financial sustainability.
Staff side/Partnership	Staff Side/Partnership have been informally consulted with throughout the development process and is a member of the PKHSCP Workforce Plan Development Group.
HR Leads	HR Leads have been informally consulted with throughout the development process and is a member of the PKHSCP Workforce Plan Development Group.
IJB Members	An update on the development work underway was provided to IJB members as part of the Chief Officers Update to the IJB at the Meeting on 23rd April 2021. The IJB will be asked to formally consider and endorse the plan at its June Meeting.
Workforce Planning leads NHST/PKC	NHS Tayside Workforce Planning Lead has been consulted with throughout the development process.

The Scottish Government deadline for completion of the Draft 2021/22 Workforce Plan has been challenging and the level of engagement above reflects our best endeavours to not only engage effectively but to do so in a way that build the foundation for ongoing engagement to support the development of the 3 Year Workforce Plan by 31st March 2022.

Section 3 -Supporting Staff and Psychological Wellbeing

Four hundred days on from the initial lockdown, we are very aware of the emotional and physical toll the pandemic has had on our committed, hard-working and versatile staff. As well as the intensity of the work, many staff have had to adjust to new work arrangements, to new roles or to home-working, while at the same time living through the restrictions and with the uncertainty that has impacted on all citizens. In response, we are committed to ensuring that as managers and colleagues we offer personal and direct support to our staff, that we create opportunities for them to discuss the impact the pandemic has had on them, that we encourage rest and recuperation and create the conditions for them to recharge, to regain resilience and to be better able to support remobilisation and recovery.

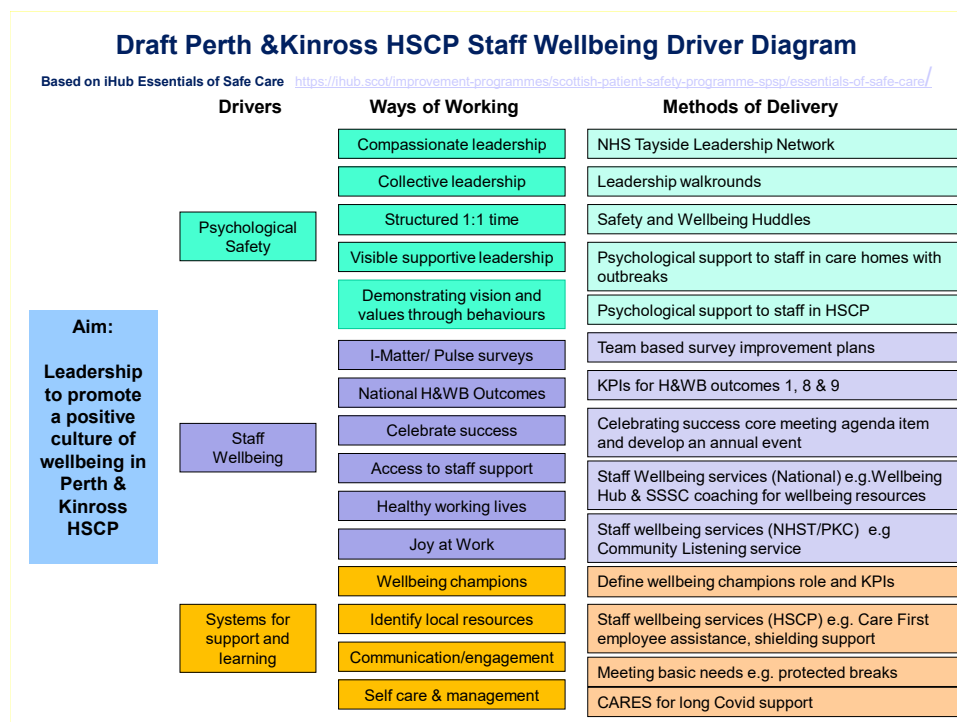
We are therefore bringing forward a range of supports and interventions to support our workforce health and wellbeing needs, including their physical and psychological needs. We are committed to prioritise this important facet of our workforce delivery ambitions and intentions. We continue to refresh and communicate resources and services available via our statutory partners in Perth and Kinross Council and NHS Tayside; with signposts to self-help resources, relevant agencies offering support, information for managers, information around supporting others and specific resources we can provide as a HSCP.

We also emphasise resources offered in the TURAS system, which continues to add to the COVID-19 learning materials for staff working in health and social care, around topics such as skill development to support patients/clients and families ,as well as self-care.

PKC Health and wellbeing newsletters continue to be published, responding to new and emerging themes and these are shared via our HSCP Communications Officer to all within the HSCP.

To help identify additional actions required to support staff and support recovery planning we have an ongoing programme of staff survey with related action plans. We will continue to work with managers to identify and develop the skills, behaviours and resources they need to support their teams.

We will emphasise the importance of wellbeing, kindness through our behaviour, consistent with our values and within all communication and support/learning opportunities. To support all of the above we have developed a DRAFT PKHSCP Staff Wellbeing Driver Diagram, based on the iHub Essentials of Safe Care model. We plan to work in partnership with PKC/NHS Tayside to produce a collated model, hopefully interactive in nature, which can allow staff immediate awareness and access to systems of support.



An Organisational Development (OD) approach is desired to ensure the Workforce Planning ideology, Organisational Development interventions, Learning and Development provision and HR Policies and Procedures are fully aligned to support the needs of the strategic plan and our remobilisation ambitions. Services within the partnership are supported to identify current and future development needs in order to equip our workforce with the knowledge and skills and culture needed to deliver the outcomes of the strategic plan and our remobilisation plans.

Effective and Compassionate Leadership is key to successfully delivering the plans and our partnership is committed to nurturing leaders, at all levels, to build collaborative relationships and genuine co-production across the full health and social care systems. A transformational approach, alongside a positive organisational culture, helping to create the conditions in which change can happen along with the delivery of high standards of care. This ethos compliments the HSCP Wellbeing Driver Diagram ambitions.

To allow all of our staff across our integrated services to 'breathe' and recover from the intensity of the last 12 months, we will work hard to develop a PKHSCP 'offer' to staff that provides protected learning time and opportunities to reflect, refocus and refresh.

Section 4 Short Term Workforce Drivers

TWE have developed a detailed 2021/22 Workforce Action Plan which summarises the key challenges facing each key area of our workforce and the actions being

taken to review and redesign our workforce models over the next 12 months. Our PKHSCP Workforce Group will meet regularly during 2021/22 to support progress on priority actions.

Central to our work will be the introduction of the statutory workforce planning tools to continually ensure safe staffing levels across health and social care services in line with the Health and Care (Staffing) (Scotland) Bill introduced in June 2019. Due to the pandemic, the official implementation of this has been delayed until 2022/2023. We will be reliant on expert support being provided by NHS Tayside to ensure effective and timely implementation.

A. Nursing Workforce

Across devolved PKHSCP Health Services, Nurses and Health Care Support Workers provide essential support to hospital, community, primary care and prison healthcare services across our localities.

In our Inpatient Services, difficulties have been experienced for some time in recruitment to Community Hospitals as well as Stroke and Tay Wards in Perth Royal Infirmary. As well as delivering a test of change by introducing 12 hour shifts to makes Community Hospital posts more attractive, we are testing a generic worker role in Stroke Services. The increasing older population and within this the increasing prevalence of dementia is increasing demand for both Rehabilitation and Psychiatry of Old Age services,

A national shortage of Learning Disability Nurses is exacerbated by the lack of local training in Tayside. Vacancies exist in the Learning Disability Teams that are increasingly harder to fill. A review of the workforce model is being undertaken as part a wider review of support for complex care.

For Advanced Nurse Practitioners, we have difficulty in recruiting to staff with the right competencies and skills required for role and in order to mitigate this challenge we are building a sustainable training and mentorship model.

For Minor Injuries services, difficulties in recruiting nursing staff with appropriate qualifications and experience resulting in recruitment has challenged delivery of services. However, the new CCATs model should ensure a sustainable and competent workforce for the future. There has been some challenge in retaining staff within CCATs however work is currently being progressed to better understand the optimum skill mix for this service. If we can secure long term accommodation in Perth City for CCATS this will also support staff retention.

Within Prison Healthcare, ensuring a sustainable workforce to deliver opiate substitute therapy and to respond to increased demand for mental health support is the priority.

Covid 19 Response and Remobilisation has placed very significant additional demand on the Nursing Workforce including:-

- a stepped increase in District Nursing Caseload;
- Care Home Support ;
- Support to manage and address increased stress /distress in Psychiatry of Old Age;
- Covid-19 Vaccination Programme;
- Increased demand for Mental Health Services and Drug and Alcohol Support;
- The emergence and uncertainty of Long Covid support;

As part of service redesign, many areas are exploring or introducing new roles to support more complexity in the communities and inpatient services as well as to mitigate the challenges we face to recruit to specific roles. Examples include Advanced Nurse Practitioners for Urgent Care, LiNCS and MFE Model, Nurse Consultants and Generic Workers.

B. Allied Health Professionals Workforce

Across devolved health services Occupational Therapists and Physiotherapists support Inpatient Services (Medicine for the Elderly and Stroke Services at PRI) as well as Older Peoples Community Rehabilitation, Older Peoples Community Mental Health Team and the Adult Community Mental Health Team.

There are AHP recruitment challenges across every service exacerbated by the increasing demands of a growing elderly population and now impacting on waiting times and our ability to implement new models of care.

A review of AHP Services was commissioned prior to the Covid -19 Pandemic and this will consider the recruitment/workforce challenges across hospital and community health and social care services and consider potential solutions including generic worker roles and skill mix review.

The impact of Covid and the remobilisation of effective services necessitate an urgent expansion in the scope of the AHP Review to consider the AHP workforce increase required to respond to:-

- the impact of Covid and those who have been shielding or affected by social isolation, delayed treatment and delayed diagnosis as documented within the Framework for Supporting People Through Recovery & Rehab During & After COVID-19 Pandemic - August 2020;
- the support needs of those with Long Covid in Perth & Kinross. OT and Physiotherapy Staff will require specific training to up skill to support this cohort of patients. Increased staffing will be required to respond to the increase in demand and still deliver essential service provision. An individual team is being considered who have the knowledge, skills and competencies

to support this new cohort of patients in collaboration with existing services and the third sector.

The 2021/22 Workforce Action Plan summarises the key challenges facing the AHP Workforce and actions being taken to review and redesign services during 2021/22. Podiatry is not included within the AHP Workforce Plan and is covered separately below.

C. Podiatry Workforce

Recruitment to Podiatry Services is a national issue. Across Tayside Podiatry Services this is driving a significant number of vacancies exacerbated by a proportionately higher number of part time staff in Perth & Kinross and Angus. Nationally and locally a number of important actions are being taken to address the recruitment challenge including student placements, apprenticeships, retire to return opportunities and volunteers.

D. GP Workforce

In response to a national shortage of General Practitioners, the GMS contract of 2018 fundamentally altered the manner in which some of these services are delivered and critically passed responsibility for many of them over to the HSCPs. The implementation of the Primary Care Improvement Plan includes significant workforce redesign and investment in a range of services within PKHSCP. Progress has been significantly impacted by the pandemic. A Week of Care Audit is planned to determine the success of PCIP Implementation in transferring activity from GP's and where further action is required. Key to full successful implementation across Scotland will be addressing the recognised funding gap.

Work will also be undertaken to consider further the role of Paramedics including learning from best practice across Scotland.

Further the implications of the new Urgent Care Pathways and proposed changes to Minor Injuries Services.

Within Prison Healthcare, GP recruitment continues to be a major challenge and locum cover is expected to continue during 2021/22. In parallel, the possibility of GP Practices providing in reach services to HMP Castle Huntly is being explored.

In Perth & Kinross almost 40% of GP's are over 55 years old. Consideration must be given to the increased demand on General practices with an increase of approx. 10% in practice population over the last 5 years.

A more detailed General Practice Workforce Study is to be undertaken in 2021/22 to gain more current up to date workforce information. However during 2021/22 in recognition of the significant workforce issues, a General Practice Resilience Team is being established.

Whilst options for the Covid Vaccination Service across Tayside include delivery by GP Practices, this is likely to be an 'opt in' arrangement by GP Practices who have the workforce capacity to support the service.

E. Medical Staffing Workforce

Across devolved Health Services in Perth and Kinross, medical staffing recruitment and retention difficulties continue to challenge the delivery of services:-

- Significant immediate workforce challenges are being faced in 2021/22 across the Medicine for the Elderly Consultant Workforce with vacancies and long term leave creating requiring contingency measures. Recruitment to additional Clinical Fellow posts has been agreed. Pan- Tayside consultant cover is being explored along with locum cover.
- For Psychiatry of Old Age Inpatient Services, locum cover has been required for a sustained period for 2 WTE posts. The latest Tayside wide recruitment exercise has failed to attract any applicants. A review of the medical model is being undertaken including use of ANP's.
- Across Mental Health Services, national recruitment issues and particular recruitment challenges in Tayside means that across Tayside Services only 1 out of 8 consultant post holders are substantive leading to a lack of continuity of psychiatric services across Perth & Kinross along with a parallel lack of clinical leadership. Redesign of services is underway including review of skill mix, use of ANP's and merging of Inpatient and Outpatient roles.

Responding to the workforce challenges facing our GP Practices will be a priority for the PKHSCP Workforce Group.

F. Dentistry Workforce

Provision of dentistry services has been significantly impacted by the Covid-19 Pandemic. Many staff within the Tayside Public Dental service continue to be redeployed to support Covid Response including most recently the Vaccination Programme. Plans are being developed that will see some services resume from August 21, however for some services there is no expected return in the immediate future.

Effective remobilisation relies on the identification of additional supervisors to reduce waiting lists for student outreach clinics. In addition, there is a shortage in sedation trained staff in General Anaesthetics to meet the backlog in routine and specialised care. Solutions to this are being considered at a national level by the Chief Dental Officer.

G. Social Work and Social Care Workforce including Third and Independent Sector

Internal Services

There are generally no major issues with the recruitment and retention of Social Workers and Social Work Assistants for the ASWSC Fieldwork Teams in the North, South and Perth City Localities and the Access Team (ASWSC Intake Team).

There has been an increase in demand in referrals to Adult Social Work in the past year. This is due to increased carer breakdown and an increase in the number of people requiring support for a mental health issue. It is probable that both are related to the Covid19 pandemic. This increase is on top of regular annual increases in demand due to demographics, primarily more frail older people and more young people with Profound and Multiple Learning Disabilities reaching adulthood.

An increase in the number of Adult Protection concerns progressing to case conference is also impacting on Social Work capacity. Funding for four fixed term WTE Social Work posts and a Mental Health Nurse post for the Access Team has been secured to address this.

Over the past year it has been increasingly difficult to recruit Mental Health Officers. This, together with an increase in the number of people detained under the Mental Health Act is creating pressure on the MHO Team. This reflects the shortage of MHOs nationally. Scottish Government Funding has been secured to increase staff numbers undergoing MHO training.

Support is also provided by Perth & Kinross Council for non qualified workers to undertake a Social Work qualification.

Perth and Kinross Adult Social Work Service is currently struggling to provide Social Work students with placements due to a shortage of Practice Educators.

Discussions are ongoing with colleagues in Criminal Justice regarding using excess Practice Teacher capacity there to enable students to undertake placements in Adult Social Work. This is especially important as many students who have had placements in Perth and Kinross apply for positions there when they qualify.

PKHSCP HART and HART Plus Services provide a reablement service and employ a large number of Care at Home Staff across the three localities in Perth and Kinross. We have generally been able to recruit to permanent roles due to the slightly better terms and conditions compared to the private sector. However there is high turnover. Introduction of new roles including Enhanced Carers and Senior Reablement Assistants aim to provide an improved career structure to better retain staff. Wider redesign of Care at Home Services is hoped to increase the attractiveness of working at Care at Home generally. This will include up skilling and enhanced training.

For Day Services, over the last 12 months there has been a struggle to recruit to permanent posts and therefore 15-20 people have been employed on a supply basis. There is now an opportunity to review the performance of supply staff and

offer permanent roles where appropriate. The more blended model of day care to be provided moving forward will impact on workforce requirements. This blended model is expected to make the job role more attractive.

Commissioned Services

Care Homes

Across Care Homes in Perth & Kinross, the workforce is exhausted from the continuing challenges of responding to the pandemic. The ongoing level of under occupancy across the sector due to restrictions and people's unwillingness to move loved ones to this environment is mitigating against current staffing vacancies.

The main area of recruitment challenge is in Nursing Staff. It is hoped that a national campaign will impact on this. In addition the establishment of our Enhanced Care Home Support Team provides ongoing whole system collaborative support to the sector

Care at Home

Again this is an exhausted workforce who have been working in a high-risk context for a long time. Whilst vaccinations, testing and appropriate PPE is in place to help mitigate the risks to staff, care at home is still not viewed a desirable work destination and providers experience high levels of turnover. Retention rather than recruitment of staff is the issue. People have little commitment to any one provider and tend to move around. This can be a particular issue for rural areas where it is difficult to recruit and retain staff.

Over the coming year we will be negotiating a new contract with providers and we intend to move to a more outcome focussed approach which will seek to resolve some of the issues that impact on retention of staff.

To further improve conditions, we have agreed to extend our investment in Enhanced Carer roles. Through investing in a range of external care at home Providers, we seek to value the skills and knowledge of their experienced staff and provide opportunities for career progression in the social care sector in Perth & Kinross.

We are also exploring the Boleskine model of delivery within Perth and Kinross which is a community led approach that seeks to personalise service delivery based on the assets of each locality.

Other Providers

Our other providers have reacted differently to the pandemic with some being particularly agile, embracing new ways of working or different service offerings. We

will continue to work with providers to consider what their delivery model will look like for the next year as we hopefully come through the pandemic into a 'new normal' Volunteer numbers in SLA provision have been impacted, a large proportion of volunteers are older and were deemed vulnerable and unable to continue to provide their services. The numbers should rise again as the impact of Covid becomes less.

The Real Living Wage policy applies to all people providing direct adult social care support, including Personal Assistants and people providing sleepovers. The new Living Wage rate was announced by the Living Wage Foundation and will rise to £9.50 per hour from April 2021. We fund at this level and expect our providers where the real living wage is applicable to pay their staff accordingly.

Increased funding from the Partnership and for example trusts has enabled providers to employ additional staff and expand their services, Support in Mind commented that in particular they have seen a demand in rural areas, this additional staffing has allowed them to meet this need, coupled with their use of digital technology.

Consideration is being given to the particular impact of BREXIT settled status on Commissioned Services.

H. Integrated Management and Leadership

Perth and Kinross HSCP is in the initial stages of a restructure. The principles of integration are the key drivers and our ambition is to provide effective and efficient multi-disciplinary services and support for people that are easily accessible, personalised and 'seamless' at the point of delivery.

To achieve this, an integrated management structure will be required. To support this, a framework for practically implementing the Joint Working Protocol has been developed. We will also need to develop a range of shared standards, policies; induction processes and training to support the new integrated structure. Clear lines for professional management will be incorporated into the structure to ensure workers continue to receive the professional support they require. This will have a significant impact on the workforce. A range of new skills and knowledge will be required. Comprehensive OD and training plans will be developed. A robust communication and engagement plan will also be developed to ensure all stakeholders are involved in the process. Key priorities for the next 12 months are:-

- Developing a digital platform for Learning and Development of skills across the partnership. This could be informed by a clinical skills survey to all staff looking at further learning for them e.g. in identifying levels of frailty or delirium.
- A series of workshops to educate and inform managers of joint working policies and procedures across Health and Social Care.

- Integration of workforce huddles supporting weekly identification of risks and adverse events at service and locality management levels.
- Collaborative Leadership training and identified needs.
- Agree the use of tools such as Care Opinion in order to achieve user and carer feedback.

External inspection has identified a significant leadership capacity gap within PKHSCP. The Chief Officer's ambition to implement a refreshed structure to increase overall capacity has been significantly delayed due to the pandemic. The pandemic itself has placed enormous additional pressure on a small management team and there is now an urgent need for the restructure to progress at pace and for additional capacity to be embedded. Significant Organisational Development and HR support will be required from the respective teams of Perth & Kinross Council and NHS Tayside to progress the restructure at the pace now required.

I. Corporate Services

PKHSCP are supported by devolved corporate teams as well as through corporate support arrangements in place with NHS Tayside and Perth & Kinross Council. Key issues for 2021/22 are as follows:-

- Integrated Finance Team- increased demands on team due to Covid Reporting Requirements and Provider Sustainability Payments. Staff have been deployed from across other corporate teams to ensure a level of increased resilience which is likely to be continued into 2021/22
- Assessment & Charging Team- the workforce implications of the Independent Review of Adult Social Care's proposed end to charging for non-residential services will require to be considered during 2021/22
- Administration and Clerical Team –increased workload has been driven by Covid Response and Remobilisation including increased reporting requirements, additional meeting structures etc. Temporary increased staff resources are likely to be required to protect staff wellbeing.
- Performance and Planning Resources – as part of the wider management restructure consideration will be given to the level of business and strategic planning, workforce planning and business improvement resources required to support service managers to fulfil the breadth of their roles. This will include the more effective integration of devolved health and social care teams to maximise current resources. External inspection has highlighted a lack of supporting resources to support planning and performance and this will require to be addressed.

J. Psychology

Across Scotland there is a recognised shortage of Psychologists and this is now driving significant vacancies across the hosted Psychology Service in Tayside. Through our Complex Care Transformation Programme we are seeking to agree the transfer of hosted resources to support creative local recruitment options.

K. Digital Transformation

As part of our work with portfolio leads, we have identified significant opportunity to respond to potential workforce challenges through rapid implementation of a range of tele-health and tele-care solutions. We will undertake a detailed review of the proposals emerging and will use this to refresh the PKHSCP Digital Transformation Strategy.

L. Communities

We are working hard to maintain the surge in volunteering created in response to the Pandemic which has the real potential to support a number of services. We are in the final stages of procuring a volunteering APP to make it easier to recruit and manage volunteers. We are also working with RVS to support a blended approach to volunteering, allowing us to better match opportunities with individuals.

Section 5 Medium Term Workforce Drivers

PKHSCP is reviewing and reshaping its 3 Year Strategic Delivery Plan through the lens of Covid. This will include delivery of existing commitments such as the implementation of the GMS Contract as well as new considerations including:-

- Further Redesign of Urgent Care in line with SG Guidance
- Social Distancing in Health and Care Services
- Delivery of Long Covid Rehabilitation Care
- Implications of the Independent Review of Adult Social Care

There will be significant workforce impact arising from existing and new commitments and the PKHSCP 3 Year Workforce Plan due to be completed by 31st March 2022 will provide full and structured consideration of medium term drivers and the workforce challenges and solutions required.

Section 6 Supporting the Workforce through Transformational Change

Section 4 above set out the ways in which PKHSCP is responding to its immediate workforce challenges. Many of the solutions being identified are innovative and transformational, building on local tests of change, Tayside Collaborative Working as well as National Guidance. This includes:-

- Redesign of Care at Home including exploration of Boleskine Model
- Enhanced Carer Role

- Implementation of Advanced Nurse Practitioner roles across Mental Health and Older Peoples Services
- Social Work Opportunities to Qualify
- Development of Mental Health Officers
- Podiatry Student Placement and Apprenticeships
- Generic Worker roles within the Nursing and AHP Workforce
- Primary Care Resilience Team
- Procurement of Volunteering APP and work with RVS to maximise volunteering
- Use of volunteering to support Podiatry Workforce
- Agile and mobile working

This is not an exhaustive list. The development of the 3 Year Workforce Plan will be key to identification of the further workforce transformational solutions required to support long term workforce sustainability across Perth & Kinross.

Jane M Smith
Chief Financial Officer
30th April 2021