



Improving lives **together**  
Norfolk and Waveney Integrated Care System

# Norfolk & Waveney Mental Health Workforce Plan

#WE CARE  
TOGETHER



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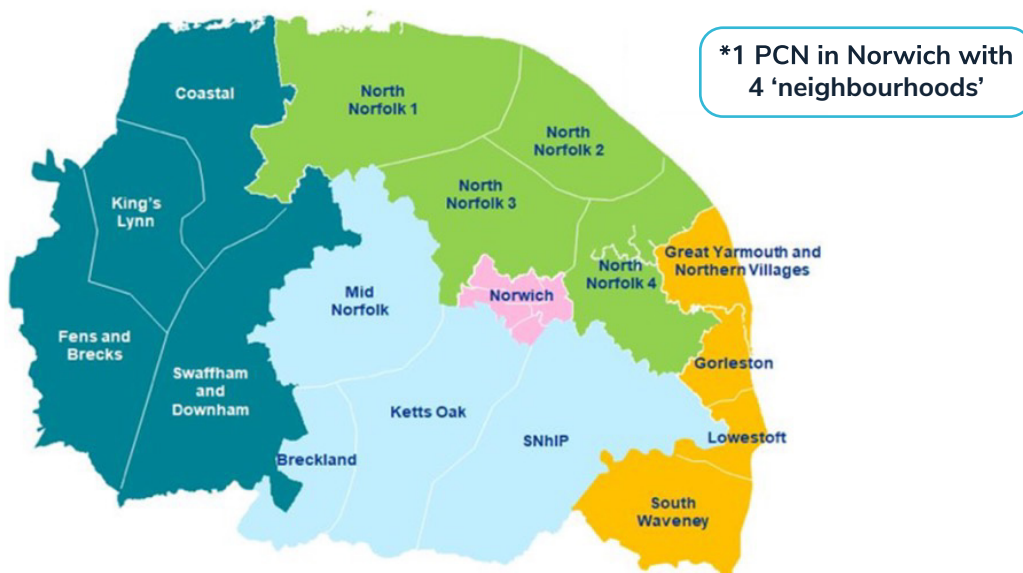
# Priorities for Norfolk & Waveney Integrated Care System

## Our Goals

- To ensure people can live as healthy a life as possible
- To ensure people only have to tell their story once
- To make Norfolk and Waveney the best place to work in health & care

## Our Opportunities In Mental Health Care

- Ambition set in the Mental Health Long term plan for substantive growth in staff
- £13.2m community Mental Health transformation funding and increased baseline investment
- Dedicated funding for workforce growth and funding for ill-health prevention
- People experiencing serious mental illness will be able to:
  - Get faster support and guidance
  - Be supported to look after their own physical, mental health and emotional wellbeing better
  - Have support from experts in the communities in which they live
  - Draw on a range of support in their community



# Norfolk & Waveney Response To The National People Plan

Our vision is for Norfolk & Waveney to be the best place to work  
Happy, healthy staff providing excellent compassionate care



# The Case For Change

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An increase in demand for mental health services, growth ambitions in the Mental Health Long Term Plan and challenges providing skilled staff means we need to examine how we can efficiently and effectively meet demand for mental health care.

The pandemic has resulted in increased mental health need. Children, Adolescent Mental Health (CAMHS) referrals have increased by 1.5 and significant increases have been observed particularly for the Eating Disorder and Crisis services. Increased demand due to an aging population means that the 16,700 people living with dementia is expected to rise to 22,370 by 2030 (14,000 of these people will have severe dementia).

Challenges in recruitment and retention of staff are exacerbated by; unfilled vacancies, a finite supply of trained staff, pressures limiting opportunities to upskill staff, exhaustion experienced by the unprecedented demand on services, capacity and time to care.

The way care is organised needs to change to be more effectively designed around the person needing care. To achieve this we need to understand and support certain groups of staff. For example, primary care staff, especially General Practitioners, may feel unsupported by secondary mental health services if they are left to deal with high levels of need and complexity alone. Community Mental Health Teams designed 30 years ago require support to meet increased demand.

## Current Norfolk & Waveney landscape:

- **By 2030 it is estimated that about 21,400 people in Norfolk and Waveney will have dementia.**
- **The prevalence of common mental health disorders is 16% (compared to 17% for England), this is 98,100 people aged 18 to 64 (2020 data)**

# Why Create A Mental Health Workforce Plan?

- Create the excitement that we can do things differently to benefit staff and citizens
- Use transformation as the response to daily operational pressures

Access care where I need it

Quality improvement, flexible, fluid, transformation

Staff job satisfaction, empowered, reignited!

Investing, upskilling and retaining people

Do the right thing, be a strategist and a contributor

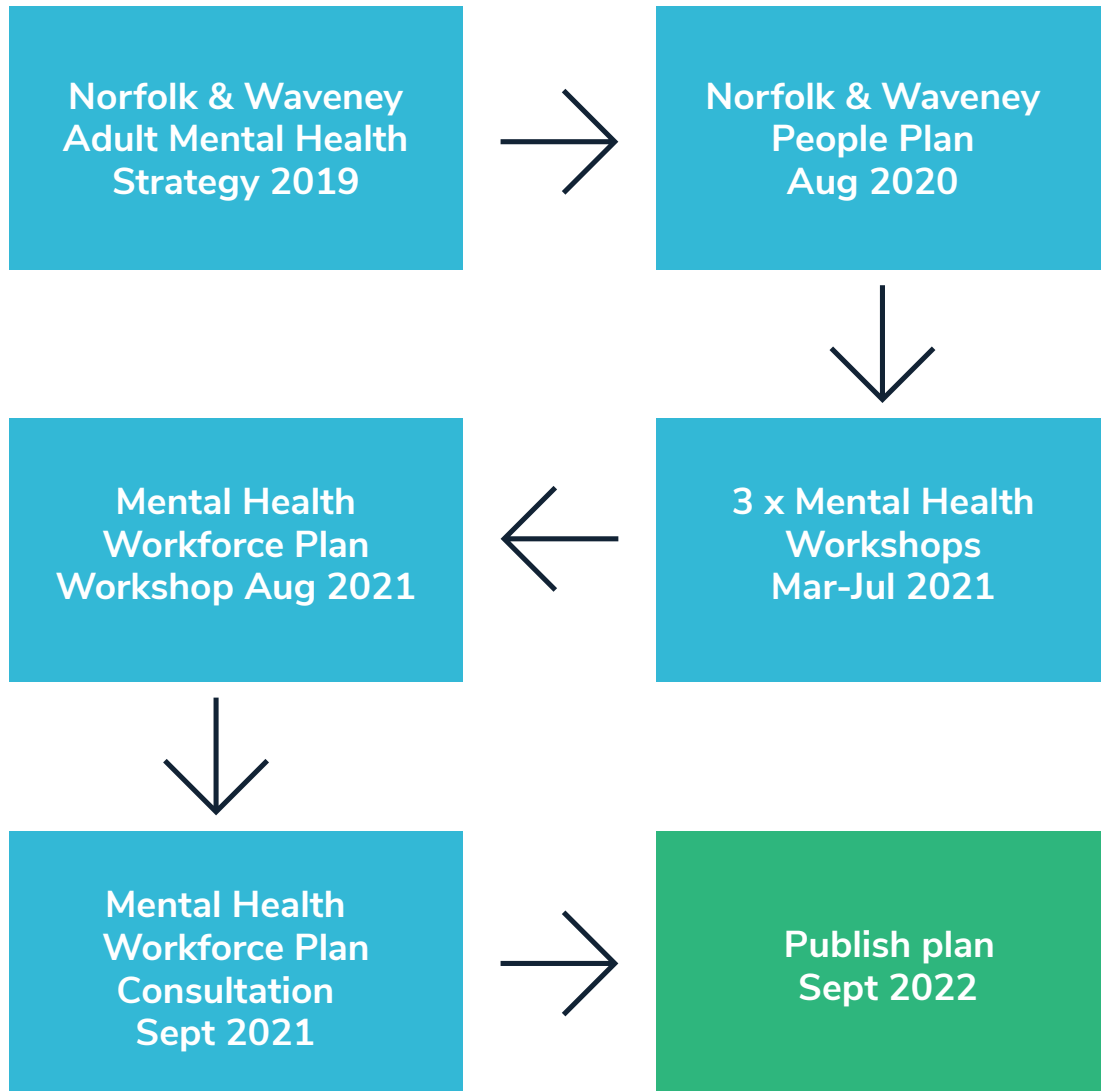
Be different, work differently together, better outcomes for people

Flexible career pathways

Our way through COVID and operational stress

Improve experience of care for multiple physical and mental health conditions

# How This Plan Was Developed



## Engagement:

- Over 100 people attended three workshops
- 24 people attended strategy workshop
- 77 comments about professionalism and culture
- Feedback from Expert by Experience reference group
- Statutory & VCSE engagement across adults and children’s and young people services



# How We Will Work Across Our Integrated Care System

We will work as an alliance of organisations across health and social care, this means:

- Inclusive work to co-produce workforce solutions
- All partners will have an equal voice
- Partners will speak up if the approach is not right

Our alliance includes all organisations and partners across Norfolk & Waveney. This means VCSE, social care, learning disabilities services, older people's services, mental health & acute NHS trusts, independent sector, Norfolk county council & Suffolk county council, charitable & faith organisations.

We will identify how our anchor institutions such as Norfolk and Suffolk NHS Foundation Trust, councils and universities can support the community's health, wellbeing and tackle inequalities by improving the environment and economy.





# Leadership Promise For Equality, Diversity And Inclusion

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**To achieve a positive, inclusive, empowering and compassionate culture, we will:**

- Use co-produced statements to describe how leaders, commissioners and our workforce will behave
- Use citizen and patient/carer statements reflecting the wishes of a wide range of voices to guide the creation of metrics and priorities
- Reflect on our behaviours and impact on others
- Understand the wider social determinants of health and take actions that support people to live well

**To know how we have achieved this, we will measure:**

- Staff survey responses and trends
- Inclusion of people from diverse backgrounds in staff engagement
- Recruitment diversity and inclusion data and actions

**These words describe our aspiration to grow and nurture cultural values:**

**Kindness**

**Communication**

**Respect**

**Cross Partner**

**Collaboration**

**Learn**

**Lived-Experience**

**Positive Impact**

**Talk**

**No Microaggressions**

**System Wide**

**Fun**

**Listen**

**Psychological Safety**

**Involve**

**Equally Valued**

**Co-Production**

**Lead By Example**

**Positive Impact**

**Professionalism**

**Empathy**

# Leadership Promise For Equality, Diversity And Inclusion

Use citizen and patient/carer statements reflecting the wishes of a wide range of voices to guide the creation of metrics and priorities



# Creating New Opportunities For Our People – What You Said

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- **Clearer career pathways** based on skills, capability and competencies  
Promoting new skills acquisition in professional groups to maximise care delivery
- **New skill mix** – create different way of looking at who is best to fulfil tasks, increase flexibility, freedom and autonomy for staff to respond to needs. Support teams to work differently, maximising efficiency
- **New roles expansion** at scale, introduce flexible, rotational roles across partners  
Work with further education and high education providers to expand capacity in critical new professional roles e.g. psychology, primary care and Improving Access to Psychological Therapies (IAPT)
- **Valuing the equal contribution of staff working in all organisations** and maximising career opportunities, offer experiences for working across organisations, such as secondments and rotations
- **Optimising recruitment** and retention practices
- **Robust, innovative workforce planning** with readiness to maximise national/regional opportunities and coproduction with staff, patients, carers and partners e.g. Health Education England, University East Anglia, University of Suffolk
- **Integrate workforce change** with clinical pathways innovation
- **Maximising retention** initiatives e.g. rewards

# Creating New Opportunities For Our People – Priorities

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- Implement new roles and competency based career paths at pace and scale
- Identify priority innovation work based on data

## To achieve this we will:

- Learn skills & tools to develop our skill mix
- Create quality measures and metrics
- Understand how many of what role we need by when, based on skills and competency
- Introduce new roles at pace and scale. Develop flexible, rotational or joint roles working with education partners, placements in the voluntary sector and opportunities for portfolio careers
- Introduce recognition and reward schemes, increase praise and feedback

## To know how we have achieved this, we will measure:

- Number of new roles staff in post
- Number of rotational/joint roles and placements
- Number of vacancies
- Diversity and inclusion of staff in new/rotational roles

# New Roles

- This page highlights some of the new roles in Norfolk & Waveney in 2021/22
- Workforce challenges support new ways of working and the implementation plan will include plans to identify skills and how new workforce models will more effectively deliver patient care

	2020/21
Clinical Associate in Psychology	24
Mental health Practitioner	26
Recovery worker	26
Peer support worker	10
Specialist Mental Health Pharmacists	5
Wellbeing practitioners	8
Eating disorders (multiple roles)	14

- Growing and skill mixing a diverse range of roles across crisis, eating disorders, personality disorders, social care, residential care, continuing healthcare and supported living, acute hospitals, primary care & and wellbeing is required to meet increasing demand and effectively deliver care.
- Support development of specialist skills
- Apprenticeships are available for many roles and are an effective way to deliver upskilling

# Creating A Positive And Inclusive Culture – What You Said

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- **Communication**
  - Increase transparency and visibility utilising multiple platforms/methods: eg newsletters, social media and website
  - Promote equity, inclusion and diversity of opportunities
  - Create a shared language
  - Frequent two way conversations - listen and respond – positive challenge
- **Celebrate success**
- **Freedom to innovate**, share ideas and act
- **Live Alliance values:** openness, equity, inclusion, diversity, simplicity, trust, honesty, respect
- **Leading by example**
- **Recognition**, formal **reward** for dedication and fair salary for contribution
- **Leadership training** at all levels and across alliance
- **Systemwide thinking** for outcomes delivery, shared identity and common objectives

# Creating A Positive And Inclusive Culture – Priorities

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- Communication
- Sharing success
- Leadership training

## To achieve this we will:

- Identify measurable leadership and culture outcomes
- Build a common purpose for leadership and culture
- Take action to improve equality, diversity & inclusion and promote the anti racism strategy
- Create leadership development programmes
- Provide access to team and individual coaching

## To know how we have achieved this, we will measure:

- Staff satisfaction survey responses
- Equality Diversity and Inclusion metrics
- Cultural improvement



# Maximising The Skills Of Our People – What You Said

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- **Education upskilling**
  - Community, volunteers, patients & and carers training
    - mental health first aid, dementia friends, suicide prevention
  - Strategic education gap analysis and evidence based training offer - mental health care upskilling for all staff in health and VCSE/independent sector
  - Multidisciplinary, multi professional, cross provider
  - Communication and organisation of system offer and curriculum
  - Training flexibility and accessibility to improve equity
  - Share training expertise across partners
  - Reduce duplication
  - Digital, data, quality and prevention upskilling
  - Upskilling, empowering culture
- **Prioritise and innovate supervision** expansion as a key driver for developing the workforce
- Equitable and sustainable utilisation of available **upskilling funding** – freedom to innovate
- Create **new opportunities for volunteering** in mental health settings, promote **pathways for volunteers and Experts by Experience** to work in mental health
- Upskill dedicated support for **critical risks** e.g. Responsible clinician role
- **Upskill** to widely offer psychological trauma informed approaches, education about learning disabilities and autism and physical health checks
- Increase non-medical consultants and psychological workforce
- Value specialist skills in childrens' mental health care, and less well known specialisms, for example play & art therapy

# Maximising The Skills Of Our People – Priorities

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- Education upskilling
- Expand supervision capacity and capability
- Widen access to opportunities to gain new skills

## To achieve this we will:

- Deliver an education gap analysis to inform evidence based, prioritised, inclusive, collaborative training offer for communities, patients/carers, people working in mental health and volunteers
- Create a Children and Young People mental health academy and specialist education task and finish groups
- Increase supervision by offering training and motivating all registrants to include supervision in their role

## To know how we have achieved this, we will measure:

- Increase in upskilling training and placements
- Positive experience of supervision and increase in supervision
- Increase in apprenticeships and people joining the health and care mental health workforce for the first time
- Staff surveys

# Promoting Good Health And Wellbeing – What You Said

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- Create a kind and compassionate **culture**, positive modelling and openness
- Effective **communication and single point of access** for health and wellbeing support
- Equitable and timely access to **psychological wellbeing support** across all partners
- Learn from wellbeing **successes and pilots**
- Roll out **health and wellbeing champions**
- **Equity, diversity and inclusion** when developing solutions
- Take action to **reduce burnout risk**
- **Physical and mental health** parity and integration
- Improve **workplace environment and flexibility**

# Promoting Good Health And Wellbeing – Priorities

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- Communicate health and wellbeing support offers
- Roll out health and wellbeing champions

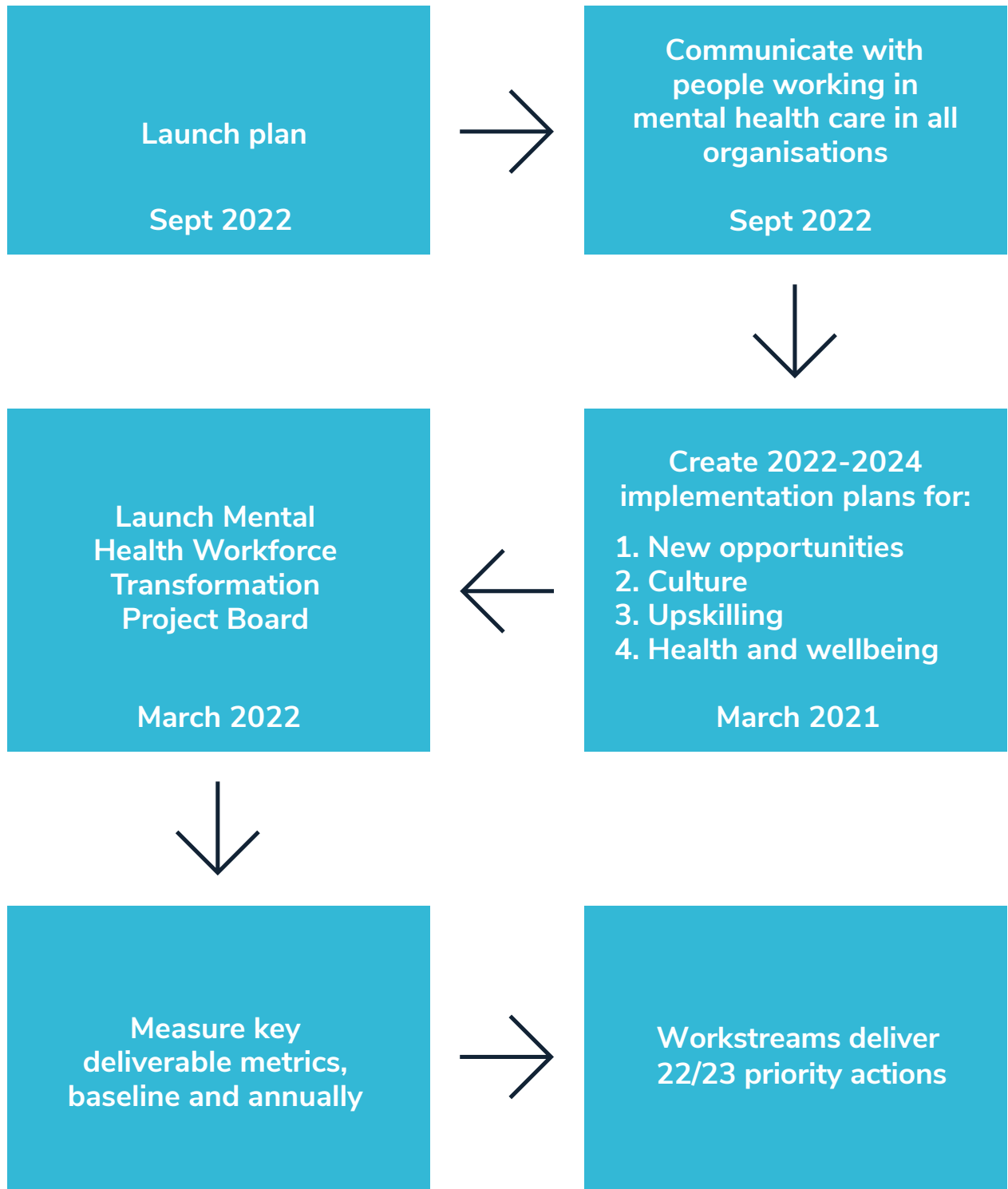
## To achieve this we will:

- understand the current wellbeing offers in organisations and across the system
- Deliver timely Trauma Risk Management (TRiM) peer support intervention across all organisations
- Take action about challenges we have been reluctant to address such as racism and microaggressions from patients/carers
- Co produce agreed staffing models to deliver safe, high quality cost effective care

## To know how we have achieved this, we will measure:

- Uptake of health and wellbeing support and access times for psychological wellbeing support
- Uptake of cultural programmes
- Retention rates and the impact of wellbeing programmes
- Staff surveys

# Implementation



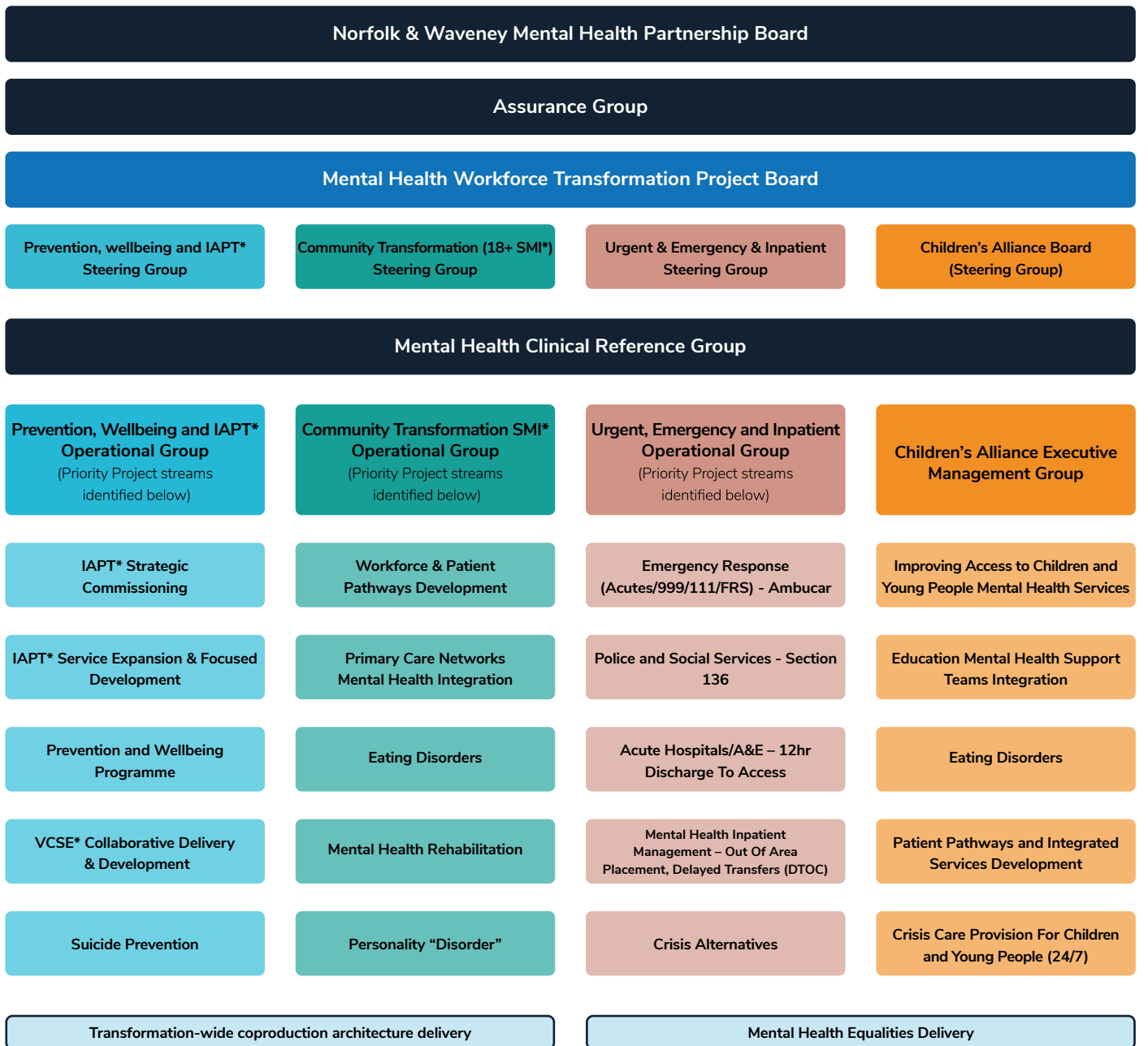
# Our Pledge To You

## Our pledge to you - we will:

- Deliver step change investment in workforce and training in line with transformation
- Use Quality planning, control and improvement to improve the health of our population, experience of care & treatment and efficiently use resources
- Improve everyone's working lives and work/life balance
- Deliver ongoing engagement and feedback to get this right
- Come together to form a mental health workforce transformation project board to deliver this strategy
- Create a workforce dashboard to assurance finance, deliver against ambition and plan, identify risks and areas for workforce innovation
- Create an implementation project plan that identifies scope, benefits and risks



# Norfolk & Waveney Transformation Programmes Governance



\* IAPT – Improving Access to Psychological Therapies  
 \* VCSE – Voluntary Community and Social Enterprise  
 \*SMI – Serious Mental Illness



