

Interim NHS People Plan: engagement with stakeholders

May 2019

Introduction

In January 2019, Baroness Dido Harding was asked by the Prime Minister and Secretary of State for Health to lead the development of a workforce implementation plan, as a part of the overall implementation plan for the NHS Long Term Plan. This would comprise:

- an action plan for 2019/20
- a full plan within two months of the 2019/20 Spending Review.

Julian Hartley was appointed Senior Responsible Officer (SRO) for the programme, on secondment from his role as Chief Executive Officer at Leeds Teaching Hospital NHS Trust.

As with the intensive stakeholder engagement that informed the development of the NHS Long Term Plan, Dido and Julian immediately identified their work must be based on the advice and experience of stakeholders.

This report summarises the engagement work to date. Thank you to all those who have shared their time, energy, expertise and experience so far.

Our approach

Building on a successful model of engagement established in the preparation of the NHS Long Term Plan, we established working groups with significant representation from stakeholder organisations to develop ideas. This co-production approach was complemented by other stakeholder engagement including direct meetings to test priorities, the review of written submissions and a deliberative consultation event with over 80 stakeholders.

Our engagement to date has focused on leaders of stakeholder organisations, which we believe has been appropriate for the rapid development of an interim NHS People Plan with immediate actions for 2019/20.

Given this work is relevant to all approximately 1.3 million staff, we have of course also wanted to hear the views of those working today in the NHS. The project to date has been informed by many hundreds of views gathered by Health Education England in a wide-ranging 2017 engagement exercise. In this phase of the project we also received over 100 ideas crowdsourced from frontline NHS staff and stakeholders through the Talk Health and Care portal, adding to over 500 contributions received from staff through engagement on the NHS Long Term Plan.

This is only the beginning of the process. The interim NHS People Plan sets out our plans for further engagement over the summer.

Working groups

A national steering group was established to oversee the development of the plan and, as part of its role, provided guidance on engagement.

National workforce steering group membership included the following organisations:

Member	Organisation
Alex Baylis	The King's Fund
Andrea Sutcliffe	Nursing and Midwifery Council
Sir Andrew Morris	Non-executive director, NHS England and NHS Improvement
Anita Charlesworth	The Health Foundation
Professor Carrie MacEwen	Academy of Medical Royal Colleges
Dr Chaand Nagpaul	British Medical Association

Charlie Massey	General Medical Council
Chris Hopson	NHS Providers
Clare Panniker	Essex Hospital Group
Danny Mortimer	NHS Employers
Sir David Behan	Health Education England
Deborah McKenzie	Public Health England
Baroness Dido Harding	NHS England and NHS Improvement (Chair)
Professor Dame Donna Kinnair	Royal College of Nursing
Gill Walton	Royal College of Midwives
John Restell	Managers in Partnership
Julian Hartley	Leeds Teaching Hospitals (Senior Responsible Officer)
Julie Wood	NHS Clinical Commissioners
Dr Keith Ridge	Chief Pharmaceutical Officer, NHS England and NHS Improvement
Lee McDonough	Department for Health and Social Care
Dr Navina Evans	East London NHS Foundation Trust
Nigel Edwards	Nuffield Trust
Peter Homa	NHS Leadership Academy
Rob Yeldham	Chartered Society of Physiotherapy
Dr Ruth May	Chief Nursing Officer, NHS England and NHS Improvement
Sara Gorton	Unison
Professor Steve Powis	National Medical Director, NHS England and NHS Improvement
Professor Dame Sue Hill	Chief Scientific Officer, NHS England and NHS Improvement
Suzanne Rastrick	Chief Allied Health Professions Officer, NHS England and NHS Improvement

Five core workstreams reported into the national workforce steering group, with each workstream also engaging its own external partners:

- Future medical workforce*
- Future clinical workforce**
- Making the NHS a better place to work
- Leadership development and talent management
- Tech skills and enablement

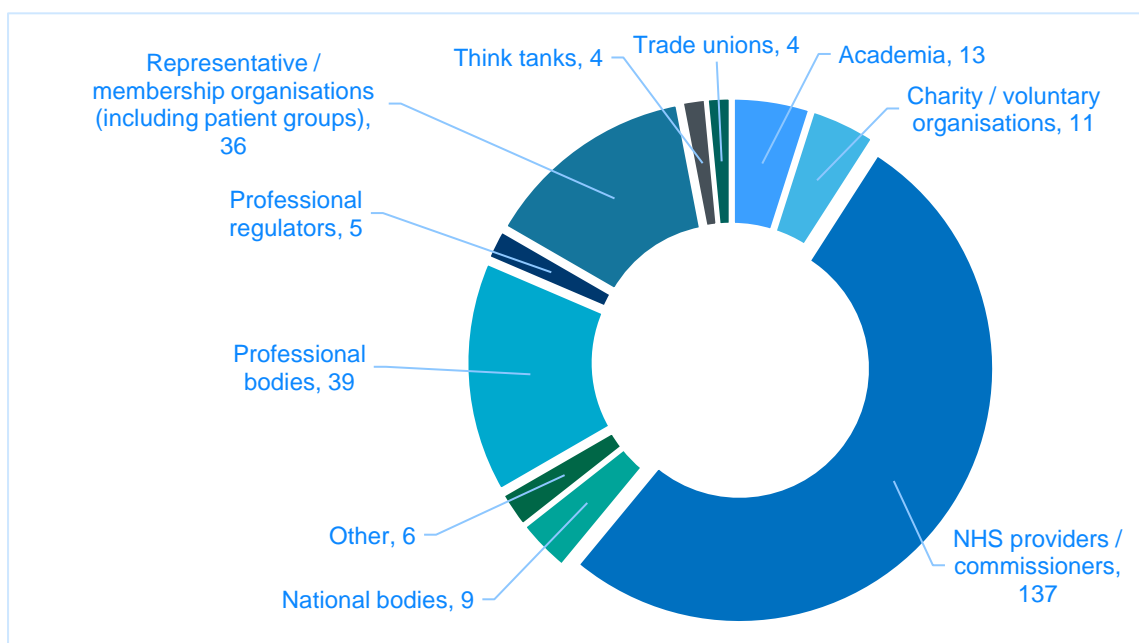
* with a sub-group for dental workforce

** with sub-groups for nurses and midwives; allied health professionals (AHPs); pharmacists; and healthcare scientists.

Overall engagement

Representatives from over 250 organisations have supported the development of the interim People Plan through attending workstream partner meetings or national events or submitting a written response.

Over half of these were NHS provider or commissioning organisations, including leads of integrated care systems (ICSs). The breadth of the NHS workforce was reflected in involvement from 39 different professional bodies and a further 36 representative bodies. There was also insight from the charity and voluntary sector, professional regulators, trade unions, thinktanks and academia.



Meetings, events and conversations

National workforce event

More than 80 people attended our national event representing a broad mix of stakeholders including NHS providers and commissioners, professional bodies, trade unions, thinktanks and charities.

Other events

Other events included six roundtables, in which over 70 NHS providers participated, an event for sustainability and transformation partnership (STP)/ICS leads, and sessions hosted by workstream leads at conferences including the Chief Nursing Officer's Summit and Chief Scientific Officer's summit. In addition to their regular steering group meetings, Dido Harding and Julian Hartley also had bilateral meetings with over 30 organisations.

Sector engagement

Weekly workforce e-bulletin:

We issued 10 weekly e-bulletins, offering an update from across the workstreams on the development of the interim People Plan. The bulletin was sent to over 2,000 people, including provider and CCG leaders, and gained over 1,400 subscribers from partners across the sector. The bulletin has also featured guest blogs from nine different stakeholders.

Letter to the sector

To test the emerging priorities of the interim People Plan, Dido Harding and Julian Hartley wrote to the sector inviting responses. In total, over 100 responses were received, representing well over 200 organisations.

Talk Health and Care engagement with staff

Using the online forum Talk Health and Care, we invited staff and partners across the sector to join the workforce discussion, commenting on questions and ideas proposed by our workstream as well as adding their own ideas. Over 350 people signed up to the portal over the 10 weeks, contributing to discussions on over 100 different ideas.

Staff insights from NHS Long Term Plan engagement

We were also able to draw on the extensive engagement which took place during the development of the NHS Long Term Plan. This included 369 respondents who commented on workforce issues and 476 members of staff who completed our staff survey on priorities for the NHS Long Term Plan.

In figures

264

Organisations that supported development of the interim People Plan

39

Professional bodies representing breadth of NHS professions

476

Members of staff who completed survey on priorities for the *NHS Long Term Plan*

1,400+

Subscribers to the weekly 'NHS workforce for the future' e-bulletin

4,881

Unique views on Talk Health and Care discussion portal

105

Responses to letter sent to the sector outlining emerging priorities

What next?

This report represents a summary of our engagement to date. We are committed to maintaining sector engagement as the full NHS People Plan is developed for publication later this year.

The next phase of our work will focus on engagement with NHS staff themselves. The interim People Plan describes how the NHS Chief People Officer, Prerana Issar, will lead an engagement exercise to set the conditions for an improved working culture at all levels in the NHS.

This is an essential step in improving the retention and recruitment of staff and improving patient care. Respect, equality and diversity will be at the heart of this.

Engagement will also be facilitated through the NHS Assembly, which will bring together representatives of clinicians, staff, patients and other stakeholders nationally to advise the boards of NHS England and NHS Improvement on progress against all aspects of NHS Long Term Plan implementation, including on people and workforce issues.

A further update on our engagement activity will be provided with the full People Plan expected later in 2019.

Acknowledgements

We would like to thank all the following organisations and individuals who attended events, joined webinars or submitted evidence and views. Apologies to anyone we have missed.

- Academy for Healthcare Science
- Academy of Medical Royal Colleges
- Allocate Software
- Alzheimer's Society
- Association for Clinical Biochemistry and Laboratory Medicine
- Association for Respiratory Technology and Physiology
- Association of the British Pharmaceutical Industry
- Association of Dental Groups
- Association of Dental Hospitals
- Association of Independent Multiple Pharmacies
- Association of Pharmacy Technicians UK
- Association of Teaching Hospital Pharmacists
- Babylon Health
- Breast Cancer Care
- British Academy of Audiology
- British and Irish Orthoptic Society
- British Association of Art Therapists
- British Association of Prosthetists and Orthotists
- British Dental Association
- British Dietetic Association
- British Medical Association
- British Pharmaceutical Students' Association
- British Society for Clinical Electrophysiology of Vision
- British Society of Dental Hygiene and Therapy
- Cancer Research UK
- Care Quality Commission
- Carers UK
- Chartered Society of Physiotherapy
- College of Operating Department Practitioners
- College of Paramedics
- College of Podiatry
- Company Chemists' Association
- Council of Deans of Health
- Dental Schools Council
- Faculty of Clinical Informatics
- Faculty of Medical Leadership and Management
- General Medical Council
- General Pharmaceutical Society
- Generation Medics
- GMB
- GP Health Service
- Guild of Healthcare Pharmacists
- Health and Care Professions Council
- Healthier Lancashire and South Cumbria
- Health Education England Patient Advisory Forum
- Health Foundation

- Healthwatch
- Hunter-Miller
- Innovation Agency
- Institute of Biomedical Science
- Institute of Osteopathy
- Institute of Physics and Engineering in Medicine
- King's College London
- King's Fund
- Local Government Association
- London South Bank University
- Macmillan Cancer Support
- McKinsey & Company
- Medical Schools Council
- Mental Health Network
- Mind
- MIP (Managers in Partnership)
- National Association of Primary Care
- National Counselling Service
- National Mental Health Workforce Development Collaborative
- National Pharmacy Association
- National School for Healthcare Science
- National Voices
- NHS Business Services Authority
- NHS Clinical Commissioners
- NHS Confederation
- NHS Digital
- NHS Employers
- NHS Leadership Academy
- NHS Providers
- NHS Resolution
- NHS Retirement Fellowship
- Nuffield Trust
- Nursing and Midwifery Council
- Office for Students
- Parliamentary and Health Service Ombudsman
- Patients Association
- Pharmaceutical Advisors Group
- Pharmaceutical Services Negotiating Committee
- Pharmacy Schools Council
- PHG Foundation
- Practices made Perfect
- PricewaterhouseCoopers
- Primary Care Pharmacy Association
- Public Health England
- Queen's Nursing Institute
- Rethink Mental Illness
- Royal College of Anaesthetists
- Royal College of Emergency Medicine
- Royal College of General Practitioners
- Royal College of Midwives
- Royal College of Nursing
- Royal College of Occupational Therapists
- Royal College of Paediatrics and Child Health
- Royal College of Pathologists
- Royal College of Physicians
- Royal College of Psychiatrists
- Royal College of Radiologists
- Royal College of Speech and Language Therapists
- Royal College of Surgeons

- Royal Pharmaceutical Society
- Sheffield Hallam University
- Shelford Group
- Skills for Care
- Skills for Health
- Social Partnership Forum
- Society for Cardiological Science and Technology
- Society of Chiropractors and Podiatrists
- Society of Radiographers
- St John Ambulance
- UK Clinical Pharmacy Association
- UNISON
- Unite
- Universities and Colleges Employers Association
- University of Birmingham
- University of Cambridge
- University of Lancaster
- University of Manchester
- University of Nottingham
- University of Sunderland
- West of England Academic Health Science Network
- Whole Systems Partnership
- ZPB Associates