



Office for Health
Improvement
& Disparities



NHS
Health Education England



UK Health
Security
Agency

UKPHR
Public Health Register
Protecting the public | improving practice

NHS
England
Midlands

Midlands Public Health Workforce Strategy: 2023 - 26

18th January 2023

Collaborative development of the Midlands Public Health Workforce Development Strategy

This strategy has been developed by extensive engagement with system partners:

- System Training Needs Analysis summer 2021 & January 2022
- DPH survey January 2022
- Review of existing strategies from key national organisations and local authorities
- Midlands Public Health Workforce Board
- Midlands Public Health Workforce Steering Group
- West & East Midlands Public Health Alliances
- Midlands Public Health Workforce Strategy Workshop January 2023
- Sense checking with DPH Workforce Leads and key system partners February - March 2023

Our Vision

We will work collaboratively as a Midlands Public Health System to build the capacity and capability of the core and wider Public Health Workforce so they can effectively promote and protect the public's health and reduce health inequalities and disparities in our local communities.

Our aim is to:

- bring system partners together to maximise innovation, knowledge sharing, skills and capacity
- build the capacity and capability of the core and wider Public Health Workforce
- provide platform for advocacy and lobbying of funding for workforce development
- champion movement around the system
- promote equality and diversity in the Public Health Workforce

The strategy will cover the next 12-36 months with short term defined as <3 months, medium term 3-12 months, long term >12 months.

What words/phrases should be included in a vision statement?



What principles / values do we want to include?



Principles – how we will work together

- Create shared objectives where the sum of the whole is greater than the parts
- Ensure clarity on interdependencies and linkages with other strategies
- Being solution and outcome focused
- Ensuring clarity around organisational roles and responsibilities
- Developing clear governance processes
- Identifying dedicated resource
- Sharing knowledge, avoiding duplication
- Encouraging and facilitating innovation
- Embed equality and diversity in all we do

How do we want to work together?



The Midlands Region

- The Midlands has a total population of 10.9 million people
- It is the largest region in England and continues to grow
- When compared to England, deprivation is higher in the Midlands
- There is evidence of stark inequality between our different populations
- The Midlands is an ethnically diverse region, with ethnic minorities making up almost half the population in certain areas

Map of the Midlands showing NHS and local authority boundaries:

- **24** Upper Tier (County & Unitary) Local Authorities (UTLA's)
- **65** Local Authority Districts (LAD)
- **11** Integrated Care System areas (previously sustainability and transformation plan footprints)
- West Midlands Combined Authority

Bassetlaw (North Nottinghamshire), Glossop (North Derbyshire), and parts of Northamptonshire do not fall within the Midlands NHS boundary but have been included in this report as the information is based on local authority figures

Of note, there are planned changes to ICS boundaries that are not reflected in this slide deck



Ordnance Survey data © Crown copyright and database right 2021. OS 100030964. Ordnance Survey data © Crown copyright and database right 2021.

Ensure effective delivery through clear structures, processes and accountability:

- Implement appropriate structures and governance including clear business processes to escalate issues
- Align organisational Public Health Workforce Development ambitions and objectives
- Measure progress through business intelligence and evaluation

Workstream 1 - Strengthen the Capacity and Capability of the Core Public Health Workforce:

A - Actively promote / champion Public Health Career Pathways

- Develop, communicate and socialise a Public Health Career Infographic to clearly identify careers/ career progression route in PH.
- Provide assurance, audit and support to uphold the professional standards of the specialist public health workforce.
- Identify and develop aspiring Public Health leaders
- Attract and retain high quality people
- Improve recruitment and retention in the Midlands PH system
- Support and ensure adequate resourcing of PH Specialist, Advanced Practitioner and Practitioner registration
- Promote Public Health Apprenticeships
- Extend networks and broaden people's knowledge and skills by sharing knowledge and expertise
- Continue to develop the Midlands Public Health Workforce Development website

B - Understand national accountability for key PH workforce challenges/issues

- Escalate issues and risks where national leadership / input is required
- Engage with other regions to share/learn, do once for all and collaborate on approaches to managing crosscutting risks and issues
- Advocate for inclusion of Public Health into non Public Health curricula

C - Understand and respond to the Capacity / Capability needs of the core Public Health Workforce

- Collect and analyse Workforce Data for the Specialist / Core Public Health Workforce to provide a baseline position and inform more effective Workforce planning and priorities
- Identify WFD Needs - Design process to identify / prioritise PH system workforce development needs
- Design a Pipeline process to capture workforce development needs and secure funding

Workstream 2 - Strengthen the Capacity and Capability of the Wider Public Health Workforce

2.1 Encourage and facilitate innovation through equipping the wider Public Health workforce to maximise the impact of secondary prevention and population health

- Continued support of MECC and Health Literacy across the system
- Identify opportunities, communicate and engage with broader stakeholders – OGD, NHS, VSC
- Identify opportunities for good working practice with ICBs

2.2 Map existing Midlands system activity with the wider workforce to inform future collective priority actions

Definitions: Core PH Workforce 'All staff engaged in public health activities who identify public health as being the primary part of their role.' CfWI (2014)

Wider PH Workforce 'Any individual who is not a specialist or practitioner in public health, but has the opportunity or ability to positively impact health and wellbeing through their (paid or unpaid) work' (CfWI and RSPH 2015).

Roles and Responsibilities for different organisations (where these are clear)

DPH LA Workforce Leads – setting the strategic direction and overseeing governance and alignment with Public Health Alliances across the Midlands

OHID – Setting the strategic direction for the public health workforce. Workforce intelligence for supply and demand. Assurance, audit and professional standards. Developing capacity and capability.

NHSE - Improving outcomes in population health and healthcare. Tackling inequalities in outcomes, experience and access. Enhancing productivity and value for money. Supporting broader social and economic development.

HEE – Ensuring the workforce of today and tomorrow has the right skills, values and behaviours, in the right numbers, at the right time and in the right place. Work with partners to plan, recruit, educate and train the health workforce. Deliver and reform education to produce the best possible future workforce; to transform the current workforce to meet tomorrow's health and care needs; and ensure the quality of our education and training system. Supporting high quality education & training for core & wider public health workforce. developing PH career pathway for core & wider workforce (inc. volunteers), supporting practitioner & specialist professional registration & new apprenticeships; develop & support UKPHR Practitioner Assessors, Verifiers & Mentors; recruiting & supporting National Population Health Fellows & National Health Psychologists; embedding prevention into clinical services through programmes of action learning sets

UKHSA - Provide strong national leadership on health security and health protection. Ensure a cohesive response across public health functions. Embed effective clinical, scientific and operational functions in the public health system

Local Authorities - Developing and sustaining a highly respected and professional public health workforce to support communities to live longer, healthier lives

Roles and Responsibilities for different organisations (where these are clear)

Local Government Association - The LGA is the national membership body for local authorities and we work on behalf of our member councils to support, promote and improve local government.

Faculty of Public Health (FPH) - The Faculty of Public Health (FPH) is a membership organisation for nearly 4,000 public health professionals across the UK and around the world. The FPH role is to improve the health and wellbeing of local communities and national populations by promoting excellence in public health training and practice, advocating for the best conditions for health, and supporting the public health workforce.

UK Public Health Register (UKPHR) – is an independent, dedicated regulator for public health professionals in the United Kingdom, providing professional regulation to public health specialists, specialty registrars and practitioners from a variety of backgrounds, all of whom have a common core of knowledge, and skills

Positives	PESTLE	Negatives
<ul style="list-style-type: none"> Prevention and Workforce high on agenda - as well as being high on the agenda is it implicit that PH professionals valued more than ever due to COVID ICS/B/P NHS engagement The developing local integrated care strategies provide opportunities to embed prevention into wider workforce roles Integration of HEE into NHSE Unknown implication of Major Conditions Strategy, expectations / impact on our workforce and what it might do 	Political	<ul style="list-style-type: none"> Political instability Rapidly changing priorities Competing political pressures / agendas at a local level in the Midlands DHC Wide Ministerial review and likely efficiency programme Potential impact on OHID WFD capacity to provide system leadership / convening role for regional WFD plan Integration of HEE into NHSE Lack of understanding of national governance structures / accountability for public health workforce Fragmentation of Public Health System Unknown implication of Major Conditions Strategy, expectations / impact on our workforce and what it might do The changing commissioning landscape e.g Immunisations moving into ICBs may create further fragmentation in the system
<ul style="list-style-type: none"> Opportunities and potential impact of ICBs having clear legal and statutory roles, potential changes to the healthcare system <i>Soili will come back</i> Virtual working - increased productivity and broader reach / opportunities to work across boundaries LA Grant >/- ringfence Devolution Shared prosperity fund Sector Lead Improvement 	Economic	<ul style="list-style-type: none"> Lack of clarity re: opportunities and potential impact of ICBs having clear legal and statutory roles, potential changes to the healthcare system <i>Soili will come back</i> Unknown impact of changing HEE/NHSE structures and PH Workforce experts leaving posts Cost of Living Virtual working – lack of connectivity on an informal basis / staff isolation Decreasing budgets LA Grant >/- not ringfenced in all Las Potential industrial action in the system
<ul style="list-style-type: none"> Increased working with broader system partners due to focus on inequalities and deprivation Career attitudes 	Social	<ul style="list-style-type: none"> Increasing health inequalities and deprivation Systems risks – as LAs we have the potential to destabilise other workforces by for example offering higher rates or CPD opportunities. demographic change in population and impact on workforce / distribution / dependency ratio
<ul style="list-style-type: none"> MS Teams working enabling more effective online collaboration Being up to date and able to use digital development AI, understanding genomic medicine advances etc being able to effectively articulate and use these to benefit PH 	Technology	
	Legal	<ul style="list-style-type: none"> Requirement for registration requires engaging in employment law (changing the JDs of staff) Lack of clarity re: legal position of UKPHR assessors
<ul style="list-style-type: none"> Ability to respond to environmental challenge, climate related etc emergency planning and response, possible demand on workforce. Being able to effectively advocate on climate and how this relates to PH. 	Environmental	

Measures and Evaluation

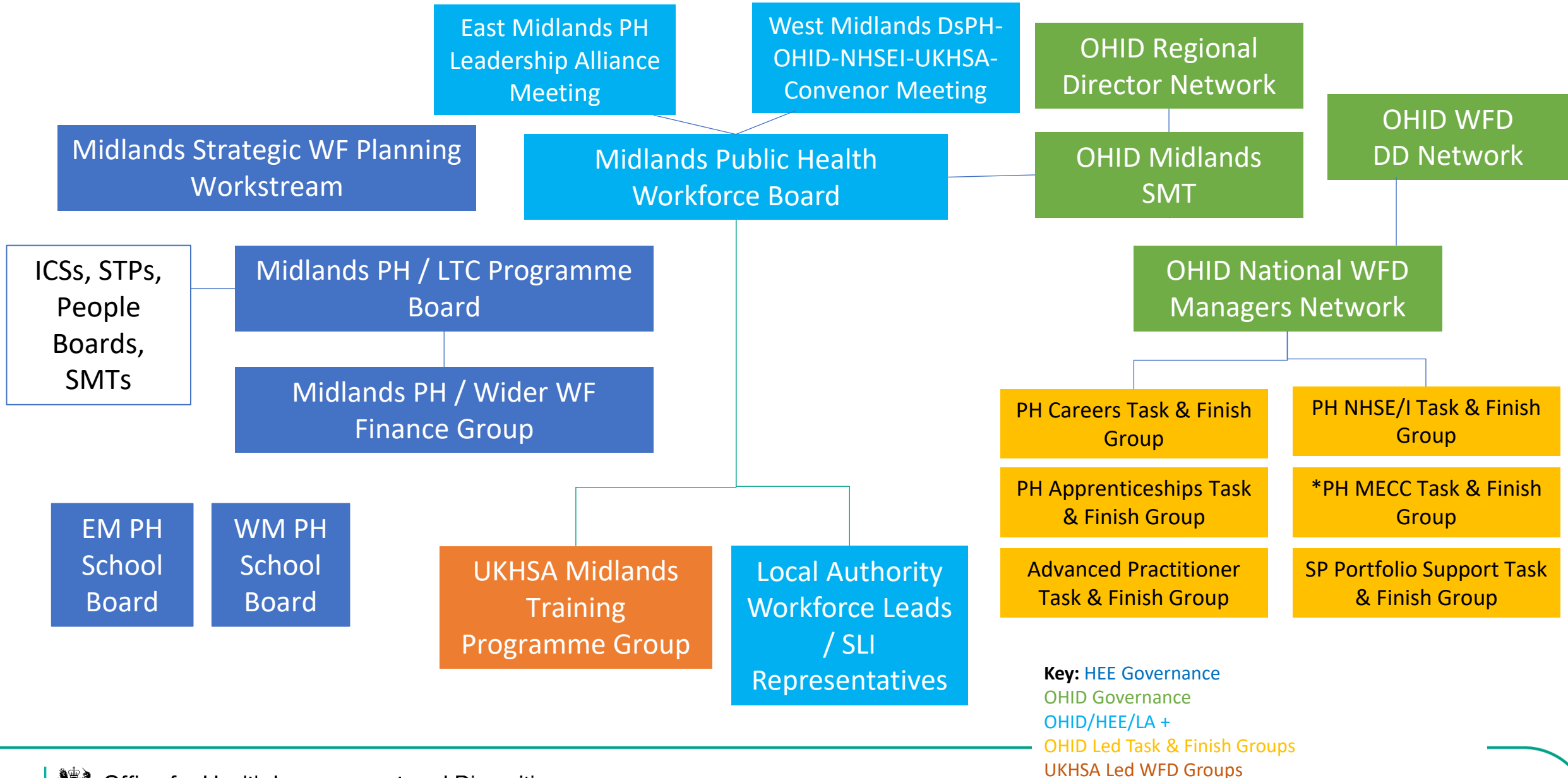
Our ambition is to measure progress and outcomes in relation to the Midlands Public Health Workforce Strategy in order to track progress and further refine / develop our ambitions.

We will work with system partners to:

- share measurement and evaluation data where this is already available
- develop processes to collect or track data where it is not already available and this would be possible and useful
- aggregate and analyse relevant data sources to provide a regional picture
- evaluate impact of specific workstreams and the overall plan



Governance and Escalation processes



Midlands Public Health Workforce Development Driver Diagram – Jan 2023

