



Office for Health
Improvement
& Disparities



UK Health
Security
Agency

NHS
England
South West

The South West Population and Public Health Academy: Workforce Strategy 2023-24

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Introduction

Population and Public Health is the underpinning of the NHS Long Term Plan and is integral to how Integrated Care Systems continue to develop and embrace the prevention agenda. To support the strategic direction and ambition of the NHS Long Term Plan and to reduce health inequalities in our local population, we need to ensure we have public health workforce capacity and competence. The Strategy will also take account of other key Policy and Strategy Documents that are aimed at Improving Population Health and Reducing Health Inequalities.

The South West Public Health Workforce Strategy has been designed to support regional workforce needs for both the core and wider public health workforce. It aims to identify development opportunities for the purposes of upskilling, maintaining competence and succession planning; as well as seeking to support public health workforce innovation.

The South Public Health Workforce Strategy aims to inform all our stakeholders of the public health workforce priorities and programmes underway and/or planned for delivery during 2023/24. The workforce plan attached will also provide a source of reference for all, by identifying lead organisations that will support a 'do once' approach and avoid duplication of efforts. This is particularly important as we have a range of key public health organisations that are working together to develop and deliver this Strategy these include – SW Directors of Public Health and their Teams, Office of Health Improvement and Disparities, UK Health Security Agency, SW NHSE and SW Universities.

South West Public Health Workforce Strategy Development

The South West Public Health Workforce Strategy was developed with colleagues from colleagues from SW Directors of Public Health, OHID (SW), NHSE (SW), and UKHSA (SW)

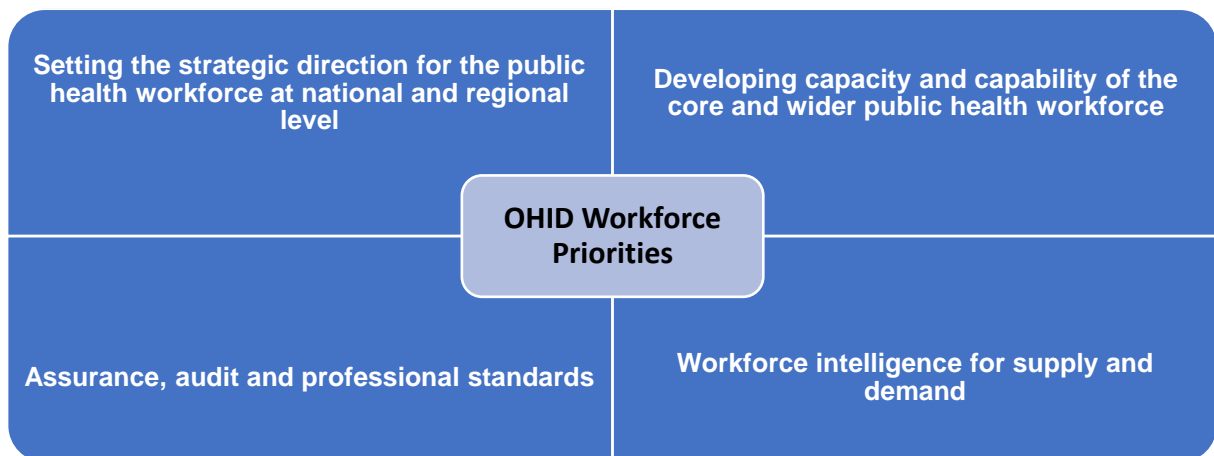
Statement of intent

In collaboration with SW Directors of Public Health, OHID (SW) NHSE SW and the UK Health Security Agency SW, we will seek to build capacity and capabilities of the public health workforce across the South West. We will maximise opportunities to embed equal opportunity, maximise diversity and remove barriers to inclusion across our public health workforce.

Strategic Context – Key Policies and Documents

- [The NHS Long Term Plan](#)
- [The NHS Long Term Workforce Plan](#)
- [We are the NHS People Plan 2020/21: action for us all](#)
- [HEE Workforce Educator Strategy 2023](#)
- [HEE A Capacity Review: Public Health Specialists in 2022.](#)
- [The Hewitt Review](#)
- [Marmot Review](#)
- Drug and Alcohol Workforce Strategy and Competency Framework - awaiting publication
- NHS Major Conditions Strategy - awaiting publication
- [NHS England Business Plan 2023/24](#)

OHID Workforce Priorities:



Governance and Reporting

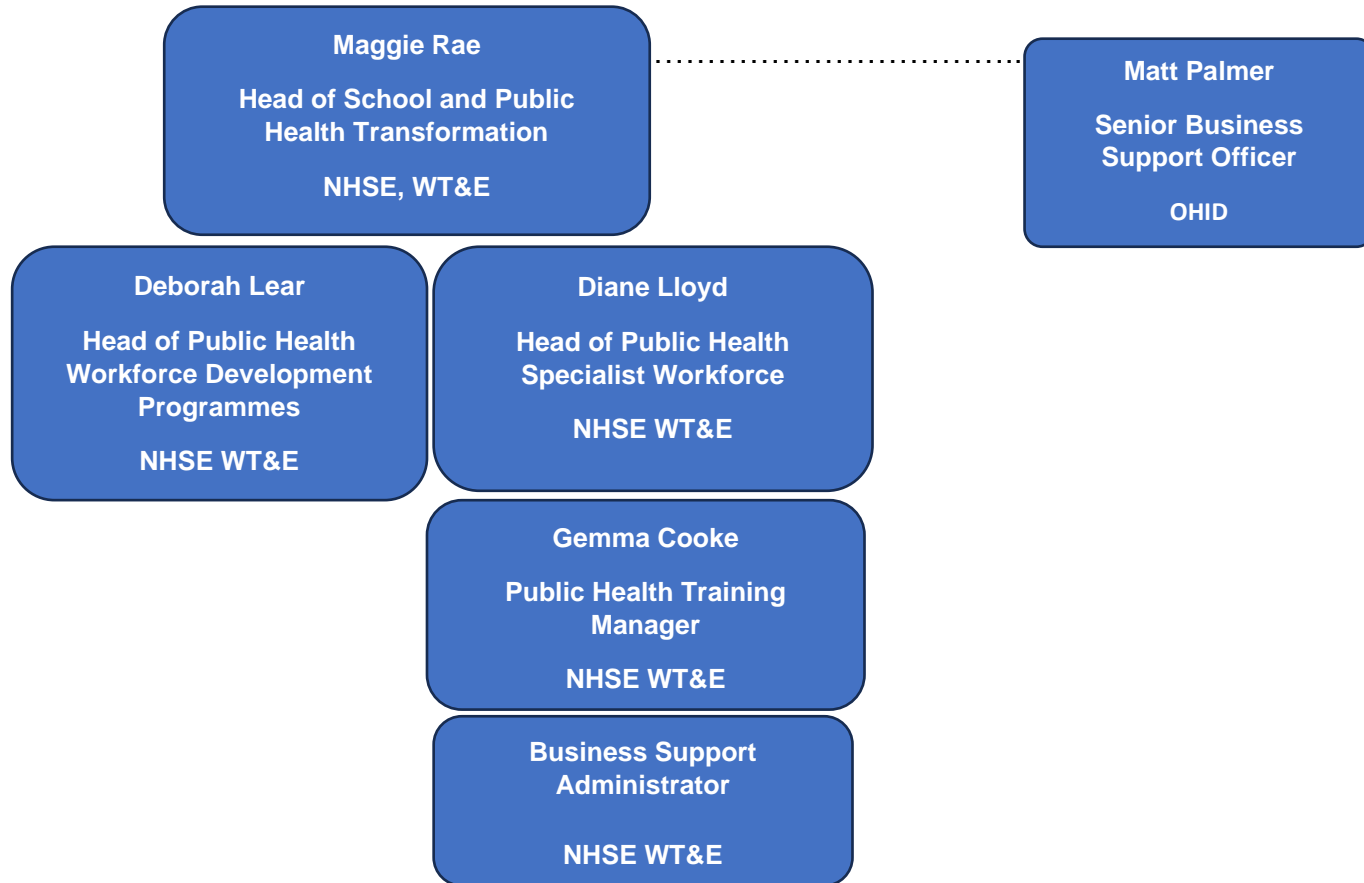
Senior Responsible Officers:

- Professor Maggie Rae – Head of School and Public Health Transformation NHSE, WT&E
- Professor Debbie Stark – SW Public Health Regional Director OHID
- Debi Reilly – SW Regional Director NHSE (WT&E)

Reporting:

- OHID SW Executive Management Team
- OHID National Workforce Team
- NHSE Performance and Programme Management Office
- NHSE National Team – Public Health/Long Term Conditions
- SW Population and Public Health Academy Board
- South West Public Health Partnership Board

South West Population and Public Health Academy Team Organogram



Workforce Development Funding

All funding for workforce development is received through the Multi-professional Education and Training Investment Plan. Proposed investment from 2024/25 are detailed below:

Programme Name (E.g. Adult Nurse)	Qualification	Course Length (MM)	Course Start Month	Proposed Activity for 2024/ 25 (Headcount Starters)	Indication of Activity for 2025/26 (Headcount Starters)	Indication of Activity for 2026/27 (Headcount Starters)	Indication of Activity for 2027/28 (Headcount Starters)	Indication of Activity for 2028/29 (Headcount Starters)
Enhanced Clinical Practitioner in Public Health	Other	24	September	7	7	7	7	7
Population Health Fellowship	Other	12	September	7	7	7	7	7
Public Health Practitioner - L6 Apprenticeship Support Offer	Apprenticeship	36	September	7	7	7	7	7
L7 Health & Care Intelligence Analyst Apprenticeship	Apprenticeship	36	September	7	7	7	7	7
Public Health Practitioner	Master's Degree	12	April	26	26	26	26	26

NHS Workforce Plan

Key sections for public health

22. Public health training *We will expand the specialist public health workforce by providing 13% more training places in 2023/24 than we do currently. We will work with national, regional and local system partners, including DHSC and the UK Health Security Agency, to address the demand and supply challenges of the public health workforce in future years.*

98. Linked to this, government's 10-year drug plan (2021–2031) sets out the expansion and development needed for the drug and alcohol treatment and recovery workforce and committed an additional £532 million for drug and alcohol treatment and recovery services from 2022 to 2025. *NHS England will work with DHSC to develop the drug and alcohol treatment and recovery workforce over the coming years, in line with the 10-year plan.*

106. Personalised care and public health core skills and knowledge must be embedded across the wider NHS workforce *to improve population health. With over one million patient interactions daily, NHS frontline staff have an important role in supporting people, including those with long-term conditions such as diabetes, to improve their health and wellbeing. ICSs should look to expand secondary prevention expertise by working with DHSC to increase uptake of the Level 3 Community Health and Wellbeing Worker apprenticeship standard among the frontline workforce and identify opportunities to upskill enhanced and advanced practitioners in population and public health. A range of accredited training resources through the Personalised Care Institute are already included in some pre- and post-registration frameworks, and there is also a dedicated Population Health Fellowship programme. The aspiration is to have a fellow working in every ICS to support the development of local expertise. The CARE programme empowers general practice nurses and other primary healthcare professionals to help their primary care network to shape services based on population health needs.*

107. We will equip the NHS workforce with the right skills and knowledge to shift care towards prevention and early intervention, *including by broadening training for the wider NHS workforce to increase capacity and confidence in these areas. Staff should be better equipped to deliver smoking cessation advice and to use recognised screening tools, such as ASSIST-Lite, to help identify potential harmful and hazardous levels of alcohol and drug use. Mental health staff in particular should be trained and competent in the recognition, treatment and care of adults and young people with co-occurring mental health and drug and alcohol use conditions. This is vital since 70% of adults starting drug and alcohol treatment in*

2021/22 said they had a mental health treatment need. We will develop healthy weight coaches and roll out training for wider professionals on having sensitive conversations about weight, supporting onward referrals into weight management services. By March 2024, NHS England will develop a plan with system partners to support the workforce with delivering interventions that detect and optimally manage major conditions such as cardiovascular disease (CVD) and cancer over the medium term. From April 2023, ICBs, as part of their responsibilities to improve population health, should work with their local authority public health teams and partners to train and upskill their local primary care workforce so they have the competencies to improve CVD outcomes, as described in the 2023/24 operational planning and contracting guidance, and deliver interventions such as the NHS Health Check. This includes rolling out to frontline staff the Behaviour Change Development Framework and e-learning modules in Making Every Contact Count (MECC)²⁵¹ and All Our Health, and promoting the health inequalities e-learning offer, which is free to the entire NHS workforce.

18. The introduction of integrated care partnerships provides a unique opportunity. *NHS systems and local authorities will be able to work more effectively together to provide integrated care that meets the health and wellbeing needs of the population they serve. This will include integrated workforce planning to best develop and deploy staff, for example, through opportunities for joint teams, joint training and rotation between NHS and social care settings. This will be important for services like public health, which improve population health and prevent ill health, and are vital as the population becomes sicker and has greater healthcare needs. Workforce planning, development and training for public health areas such as sexual and reproductive health and alcohol and drug treatment should benefit from improved joint working between ICBs and local authorities.*

Workforce Plan 2023/24

i. Setting the strategic direction for the public health workforce at regional level

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
To create a new South West Workforce Strategy and Plan - a working document that will identify stakeholders and collaborations as appropriate.	<ul style="list-style-type: none"> NHSE/OHID Jointly Lead 	An agreed strategy with a set of objectives and deliverables.	Strategy signed off for deliver April 2023	A clear overview of roles, responsibilities, and deliverables from across the SW Public Health System.
To ensure equality, diversity and inclusion is embedded in all public health workforce workstreams	<ul style="list-style-type: none"> NHSE/OHID 	Identification and promotion of EDI Training and embedding in all policies.	Number undertaking training and reporting on EDI activity	Supporting an inclusive and diverse public health workforce across the region
To create an OHID Regional Team led delivery plan that focusses priority actions on internal staff survey outcomes	<ul style="list-style-type: none"> OHID Lead 	OHID Staff survey action plan	End of September 2024 to align with survey	Supporting and responding to OHID Team
Revalidation	<ul style="list-style-type: none"> OHID Lead 	All appraisals complete		Provides assurance that registered specialists remain in good professional standing

ii. Developing capacity and capability of the core and wider public health

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
Core Public Health Workforce Development				
To support the development and uptake of new and existing public health apprenticeships and workforce innovations to strengthen our public health workforce.	<ul style="list-style-type: none"> NHSE Lead OHID Support 	Identification of organisations to host L6 public health practitioner apprentice	Minimum 7 apprentices (1 per ICS)	Supporting both learners and employers to build capacity and continuing to grow the future core Population and Public Health.
To support the South West Practitioner scheme; to include the recruitment of verifiers and assessors.	<ul style="list-style-type: none"> NHSE Lead OHID Support 	Recruitment campaign 3 x per year	Increase number of Assessors to min 25 Maintain number of Verifiers to min 5	
Continue recruitment of public health practitioners to the practitioner scheme via quarterly introductory webinars to maintain practitioner numbers working towards registration with UKPHR	<ul style="list-style-type: none"> NHSE Lead 	Introductory webinars Practitioner network meetings Assessor network meetings	4 13 6	
Public Health Specialist Training Programme - Recruitment of Specialty Registrars (StRs) and Academic Clinical Fellow (ACF), maintain numbers of educational supervisor and delivery of training, provision of interview skills and support StRs to prepare for future consultant posts.	<ul style="list-style-type: none"> NHSE Lead 	Expansion posts increases	Target 39 to 41 wte	
Health Protection course - Deliver Health Protection training courses.	<ul style="list-style-type: none"> NHSE Lead 	Number of subscriptions on Health Protection training course.	60 Places	
Screening and Immunisation Programme - Commission a screening and immunisation course/programme	<ul style="list-style-type: none"> NHSE Lead 	Numbers attending training	Delivery of one course	

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
Support for Public Health Specialist Portfolio Development - Facilitate a peer support network for practitioners pursuing public health specialist portfolio. Identify and support those colleagues who are eligible to apply for the public health specialist portfolio route	<ul style="list-style-type: none"> NHSE Lead 	<p>Numbers of practitioners provided with support.</p> <p>Creation of a peer support network.</p>	<p>Unknown due to eligibility criteria</p> <p>Network in operation</p>	
Public Health Practitioner Development - Provide 15 places for master's in public health (3 years part-time).	<ul style="list-style-type: none"> NHSE Lead 	Numbers enrolling	15 places across the 5 SW Universities	
Public Health Practitioner Masterclasses - Commission 2 sets of public health practitioner master classes.	<ul style="list-style-type: none"> NHSE Lead 	Numbers attending masterclasses	2 x sets of 6 masterclasses providing 50 places	
Support programme for newly registered Consultants in Public Health in post - Delivery of a support package for those in their first year as a consultant to include workshops and more signposting through website for useful information.	<ul style="list-style-type: none"> NHSE Lead 	Numbers attending workshops	3 per year	
Public Health Development Events - Delivery of a Scientific Conference and Development School to showcase innovative research and develop workforce.	<ul style="list-style-type: none"> NHSE Lead 	Delivery of a Scientific Conference and Development School annually	1 of each	
Delivery of a Health Protection Conference and Lunch & Learn Sessions	<ul style="list-style-type: none"> UKHSA Lead 	Delivery of conference and confirmed programme for lunch and learn session	Conference Delivered	

Public Health Consultant Development Programme to include: <ul style="list-style-type: none"> • Law • Ethics • Return on Investment • Health Economics. 	<ul style="list-style-type: none"> • NHSE Lead 	Commission a Development Programme	Delivery of a development programme to support consultant Development	
Dual training for GP and Public Health specialist Training	<ul style="list-style-type: none"> • NHSE 	Collaboration between GP and Public Health Schools in the SW	Proposal for 2 posts commencing August 2024	
Support the development of research and development skills across the public health workforce	<ul style="list-style-type: none"> • NHSE/OHID/UKHSA 	Commission masterclasses in qualitative and quantitative health research	2 x Masterclasses delivered	
Revalidation	<ul style="list-style-type: none"> • OHID 	All appraisals are complete	Number to reported at end of year	

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
Wider Public Health Workforce Development				
To build capability across the wider public health workforce; including the NHS, to strengthen upstream prevention	<ul style="list-style-type: none"> OHID/NHSE (SW) Joint lead 	Increase promotion of existing training and eLearning to develop knowledge		To grow a workforce of professionals who will incorporate population health into their everyday work to support the reduction of health inequalities.
To agree and commence a programme of work supporting the development and capacity of the wider public health workforce. To include drugs & alcohol, smoking cessation and sexual health workforces.	<ul style="list-style-type: none"> OHID/NHSE Joint Lead 	Confirmation of next steps to be confirmed following the publication of the competency framework for drug and alcohol workforce.		
Sexual Health Workforce – commission 2 x modules	<ul style="list-style-type: none"> NHSE Lead 	Numbers registered for sexual health modules	60 places across 2 modules	
Population Health Development Programme - to provide education and development to the wider workforce in Public Health.	<ul style="list-style-type: none"> NHSE Lead 	Delivery of a Population Health Development Programme.	A series of 5 workshops	
GP Integrated Training Programme (ITP) - Collaboration with the Primary Care school to develop GP ITP placements for GP trainees.	<ul style="list-style-type: none"> NHSE Lead 	Number of placements for GP trainees in PH developed in ICB organisations	TBC	
Long-term Conditions/Health Inequalities - Collaboration with NHSE/Office for Health Improvement and Disparities / UK Health Security Agency to deliver health inequalities webinar series.	<ul style="list-style-type: none"> NHSE Lead 	Numbers registering and attending webinars.	6 - 8 webinars	

iii. Workforce intelligence for supply and demand

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
To support the collection of data for the public health workforce survey	<ul style="list-style-type: none"> NHSE/OHID Joint 	% completion rate	April 2023	To enable workforce planning and identify future development opportunities to meet workforce needs
To support the Health Protection workforce retention, development and registration	<ul style="list-style-type: none"> NHSE/UKHSA/OHID Joint 	Increase the number of health protection workforce engaging in practitioner and specialist portfolio	March 2024	To retain and develop health protection expertise within the region

iv. Assurance, audit and professional standards

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
Annual Quality Process for assessing Public Health Specialty training and locations	<ul style="list-style-type: none"> NHSE 	1 per year	1 completed per year	Ensure the quality standards of Specialty training and training locations provided to Public Health Registrars are excellent.
SW Public Health Practitioner Scheme – Verification Panels	<ul style="list-style-type: none"> NHSE Lead 	Bi-monthly panels	6 per year	Provides reassurance and consistency of portfolios for registration
Director of Public Health Appointment	<ul style="list-style-type: none"> OHID 	Based on recruitment need	No vacant posts	Ensure the provision of local system leadership

v. Digital Public Health

Deliverable	Lead or Support	In-Year Metric	Target 23/24	Benefit/Impact
SW Population and Public Health Academy Webpages - Review SW Population and Public Health Academy webpages and content.	<ul style="list-style-type: none"> NHSE Lead 	Content checked and verified for relevance and currency	March 2024	To support employers by upskilling the core and wider public health workforce in topics related to public and population health.
Population and Public Health eLearning - Support and promote the development of new eLearning related to population and public health for the core and wider workforce.	<ul style="list-style-type: none"> NHSE Lead 	Numbers accessing eLearning	Increased publicity via Comms channels captured through reporting	
Promotion of All our Health existing and new resources as they are published	<ul style="list-style-type: none"> OHID 	Recording of promotion via reporting processes	Increased publicity via Comms channels captured through reporting	