

Yorkshire and the Humber

Public Health Workforce Priority Action Plan

2022-2024

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Vision Statement

As a Workforce Development Steering Group (WDSG) we will work collaboratively to enhance the capacity and capability of the public health workforce, the core priorities of the Y&H ADPH Network and new and emerging structures for public/population health. Recognising the role of Workforce as a key pillar within the Y&H Sector-led Improvement Framework, we will ensure the continuous development of a competent, trusted and professional multi-disciplinary public health workforce.

The Y&H Workforce Development Plan details a systems approach to ensure that:

- We maintain a multi-disciplinary approach to public health workforce development covering all domains of public health and the new and emerging organisations that protect and improve health
- Public health is still recognised as a distinct speciality in the Yorkshire and the Humber
- The public health system is able to attract and retain the workforce it needs to protect and improve health
- The workforce has access to collaborative shared learning and CPD, with a particular focus on the development of generalist public health skills across in Core Public Health teams
- The region's wider workforce is actively engaged in delivering the public health agenda with a focus on the Voluntary, Community and Social Enterprise sector (VCSE) and Anchor Institutions.

Introduction

This collaborative Workforce Development plan has been developed in partnership with The Office for Health Improvement and Disparities (OHID) Y&H, Health Education England (HEE) Y&H and the Association of Directors of Public Health (ADsPH) for Y&H.

This Workforce Development plan links with and complements other existing national and regional strategies and guidance documents including:

- PHE Fit for the Future Report (2016),
- FPH Public Health Workforce strategy (2017)
- ICS Workforce Populations Health priorities (WY, HCV & SYB)
- Health Education England Mandate and Business Plan
- Emerging OHID, UKHSA and NHS E/I priorities (All domains of PH)
- Academic PH and Knowledge & Intelligence priorities
- Health Education England – Y&H School of Public Health Strategy
- The UK government's 12 'levelling up' missions

Strategic Priorities for 2022-4

The WDSG will ensure the public health system maintains the capability and capacity to tackle today's public health challenges and is prepared for the strategic re-prioritisation public health actions as we emerge from the pandemic.

This 2 year priority action plan has been developed through a process of reviewing and mapping strategic priorities to the resources available to support workforce development in the region, this is primarily from the School of Public Health Y&H, OHID Workforce and the Y&H ADPH Network. This process has informed a prioritisation exercise where key objectives have been identified for collaborative delivery between 2022-24.

A Sector-led Improvement approach to Workforce Development

The WDSG Workforce plan 2022-4 provides a collaborative system wide approach for workforce development that enables sector –led improvement through continuous improvement. This Workforce Development plan will support opportunities for improving the health of the public, developing approaches for prevention at scale and evolving a flexible and highly skilled public health workforce that is able to lead across the system.

Key deliverables - Creating an Attractive Career

The Workforce Development Plan for 2022-24 aims to continue the development of the Core Practitioner, Public Health Intelligence and Specialist Workforce.

Development of the Practitioner Workforce

The Core Public Health Practitioner workforce will continue to be supported by a full range of provision offered by the WDSG partnership, this includes:

- Support to access the Masters in Public Health (MPH) – Currently Y&H ADPH Funded
- Public Health Practitioner Workforce Development programme (Masterclass) – Cohorts
- UKPHR Support programme for Practitioner registration
- Level 6 Public Health Practitioner Apprenticeships
- Foundations of Population Health Intelligence training courses

Masters in Public Health (MPH)

The Y&H ADPH Network will continue to support and fund a limited number of Masters in Public Health places within Local Authority Public Health Teams. The ADPH has agreed to provide match funding to support a limited number of places that will start in September 2022. The number of places available to be funded will be reviewed before each finance year.

Public Health Practitioner Workforce Development programme

The School of Public Health will continue to support the Public Health Workforce Development Programme which is focused on the development of core technical public health skills coupled with system leadership and interpersonal skills development. Training sessions also support those embarking on the UKPHR registration scheme. One cohort per year scheduled for the start of each calendar year.

UKPHR Support programme for Practitioner registration

The School of Public Health will continue to provide a structure support programme for aspirant registrants to become UKPHR Registered Practitioners. A cohort of circa 15 is expected to commence the support programme in 2022. One cohort per year scheduled for the start of each calendar year.

Level 6 Public Health Practitioner Apprenticeships

The OHID Workforce Team will continue to facilitate an Apprenticeship employer forum aimed at working together across the system to create viable cohorts, share good practice and work together to support each employer to incorporate Public Health Apprenticeship opportunities into workforce development planning at a place and local level. It is expected Apprentices will commence in both September and January of each financial year.

Foundations of Population Health Intelligence

This virtual training course run by LKIS NEY (part of OHID) is aimed at new Public Health Practitioners is based on the successful one-day face-to-face course which ran prior to the suspension of training due to COVID. It will run quarterly from April 2022

Development of the Public Health Intelligence (PHI) Workforce

The Public Health Intelligence workforce will continue to be supported through:

- A new trainee scheme, the Louise Brewins Programme
- Core skills for Population Health Intelligence training course

Louise Brewins Programme

All 15 DsPH in the region are participating in an innovative trainee scheme for Public Health Intelligence analysts. 8 trainees are being recruited to a 2-year scheme, starting mid-May. Each trainee will undertake 2 placements, each a year long, in 2 different local authorities, while completing a L4 Data Analyst apprenticeship. This programme is managed by LKIS NEY

Core skills for Population Health Intelligence

This 10-module virtual training course run by LKIS NEY and aimed at new PHI analysts ran successfully in Jan/Feb22, with c25 participants from Y&H local authorities. It will run again later in 2022 for trainees on the Louise Brewins Programme, and other new starters

Development of the Health Protection workforce

The regional UKHSA Health Protection Team recognise the need to support the workforce in all key domains of public health. The Covid pandemic has highlighted the need to ensure that the workforce is supported to protect health, support outbreak management and work in partnership with the regional Health Protection Team on communicable and non-communicable disease control.

Placements in the Health Protection Team

A limited number of placements within health protection will be offered to the system between 2022-4. These placements will be primarily offered to aspirant specialists that are being supported through the portfolio route and/or colleagues within the system that have health protection roles and responsibilities.

Health Protection CPD Updates/Hot topics

The regional Health Protection Team will provide up to 3 CPD updates per year which will be Consultant or Snr Health Protection Practitioner led. These CPD sessions will be focused on supporting the public health workforce that have health protection roles and responsibilities. These sessions keep the workforce updated on a range of prevalent communicable and non-communicable diseases, sharing learning from recent outbreaks and partnership collaboration on vaccine preventable disease.

Development of the Aspirant Specialist/Specialist Workforce

The Core Public Health Aspirant Specialist/Specialist will continue to be supported by a full range of provision offered by the WDSG partnership, this includes:

- Support programme for Educational Supervisors and Specialist Registrars
- Support programme for Aspirant Specialists via the Specialist Generalist Portfolio Route

Support programme for Educational Supervisors and Specialist Registrars

Delivery of FPH Curriculum; Summer and Winter Schools, extensive programme of personal and professional development: eg: Media training; writing for publication; finance; working in a political environment; new consultants course).

The School of Public Health's Training Advisory Group (TAG) acts as the 'School Board' and advises local issues relating to training. Currently, there is an establishment of 40 Specialty Registrars (SpRs) for Yorkshire & the Humber. It is widely agreed that in terms of workforce planning this is not enough. HEE are undertaking a review of Specialty Training with the stated aim of establishing demand and levelling up the considerable inequities in resourcing between regions.

DHSC have intimated that there will be funding to recruit 15 additional SpRs across the country in both 2023/4 and 2024/5. Heads of School, Supported by the FPH are challenging this as an underestimation of need.

Support programme for Aspirant Specialists via the Specialist Generalist Portfolio Route

The WDSG (all partners) will enhance the support structure for the new Retrospective Generalist Specialist Portfolio in order to help meet demand for the specialists within the Public Health system. The ADPH network will be invited to nominate colleagues who would benefit from a structured programme of peer support and masterclasses. This local support group will have access to wider support resources from the HEE Training and Advisory Group and the National OHID Workforce Group.

Key deliverables - Developing a stronger social movement for health

As part of Fit for the Future recommendations there was an attempt at categorisation of the public health workforce ranging from the specialist trained workforce through to the members of society that undertake a public health role where this is not the main element of their job (workforce in public, voluntary and private sectors). A programme of wider workforce development will be focused on the following:

- Making Every Contact Count – For the personalised care workforce, VCSE sector and Anchor intuitions
- Law Enforcement & Public Health (LEPH Link) – A public health approach to policing
- Foundation in Public Health programme
- Level 3 Apprenticeship – Community Health and Wellbeing Worker

Making Every Contact Count - (Wider determinants of Health/Health Inequalities)

The OHID Workforce Team will continue to develop a systemwide offering that supports the upskilling frontline staff in the behaviour change tools and techniques. The use of MECC throughout the pandemic to support people to maintain their health during Covid-19 and subsequent offerings around MECC for vaccine confidence around Covid-19 and Winter vaccines has shown how MECC can be adapted to focus on the wider determinants of health and tackling health inequalities.

The WDSG will look to further adapt the MECC offer so that its primary focus is on the wider and social determinants of health and used primarily to help target health inequalities. This online MECC offer will be focused on the VCSE sector and Anchor institutions.

Law Enforcement & Public Health – LEPH Link

The School of Public Health will continue to support the development of a ‘Public Health Approach to Policing’ through the development and promotion of ‘Law Enforcement and Public Health’ App ‘LEPH Link’ which is supporting front line officers to support and improve health. The School of Public Health will continue to develop content that is police appropriate and will support opportunities to widen access to other forces throughout the UK.

Foundation in Public Health

Following the successful pilot of a 6 module Public Health foundation in Barnsley, further courses will be developed for other areas within Yorkshire and the Humber by the School of Public Health. A Foundation in Public Health Programme for the West Yorkshire ICS Health Equity Fellowship Programme providing training to 30 Health Equity Fellows which they will undertake alongside the delivery of practical PH projects. The programme commences in spring 2022.

Level 3 Community Health and Wellbeing Worker

The OHID Workforce team will promote and facilitate access to the new L3 Community Health and Wellbeing worker as a key entry level public health development programme. It is envisaged that this Apprenticeship will largely be accessed the primary care workforce, commissioned health services and VCSE sectors.

Key deliverables – Building Skills for the 21st Century

- The provision of a comprehensive system wide programme of CPD, Network events and Webinars on shared system priorities from all key system partners
- The development of a digital platforms to enhance network engagement and collaborative shared learning

The provision of a comprehensive system wide programme of CPD, Network events and Webinars on shared system priorities from all key system partners

The WDSG (All partners) will provide a CPD programme for the Public Health Workforce along with masterclasses, winter school events and that provide a platform for ongoing action, shared learning and sector-led improvement across the public health system. The WDSG will continue to look for

opportunities to facilitate webinars/conferences linked to APDH/OHID/LGA Networks and ADPH Ambition Interest Groups (AIG) priorities. The WDSG will continue to work with system partners including UKHSA, NHSE/I and ICS Population Health to enable the workforce development from every part of the public health system. The WDSG will assess what are the main health protection issues that continue to be faced by the region and how the UKHSA Health Protection Team can support them with some of this work.

The development of a digital platforms to enhance network engagement and collaborative shared learning

The WDSG (All partners) will continue to develop the ADPH website as a primary source of workforce development. This includes improving networks and social connections between wider workforce groups, core public health teams and local academic organisations. Improve ease of access to a range of digital and on demand resources that support personal and professional development.

Key deliverables - Strengthening system thinking and leadership

- Enhance and support links between academia and HEI's on research, teaching and training
- To support leadership development for Public/Population Health professionals
- To enhance partnership working with key system partners, seeking opportunities to strengthen ICS approaches for population health management
- Systems Leadership Workshops
- Level 7 – System Leadership Apprenticeship

Enhance and support links between academia and HEI's on research, teaching and training

The WDSG (All partners) will continue to strengthen the links between academic institutions with the Practice and Research Collaborative (PARC). The aim is to identify key joint regional research priorities, further develop and expand the system of honorary contracts as well as to better support the efforts to evaluate public health interventions. This is in addition to the ongoing shaping and influencing of curricula to ensure the principles of prevention and public health are embedded.

We also want to facilitate and support the expansion of links between academic institutions for teaching and learning. It is acknowledged that the role of academic institutions is strongly aligned to the development of the public health workforce.

To support leadership development for Public/Population Health professionals

The WDSG (All Partners) will look to widen access to fellowship opportunities to enable the workforce influence and develop throughout the system, providing vital personal development opportunities for Snr Public Health Professionals to gain experience in other parts of the system. Other programmes such as the Aspirant Director of Health Programme will also be supported within the system.

In 2020, HEE introduced a programme of Population Health and Prevention Fellowships, initially for clinicians in the NHS that funded a year-long programme of 2 days a week, including taught sessions and experience working alongside Public Health professionals. Each of the Regional areas were invited to support a small number of Fellows. The pandemic intervened in the first cohort, but this programme

was re-vitalised in 2021/2 and Yorkshire and the Humber received funding for 2 Fellows, a third Fellowship was funded by the School of PH. 2 Further Fellows are to be recruited in April 22. From April 2022, The YH School of Public Health is taking on the national administration of the taught component of the national programme and will continue to support a number of Fellows in local settings.

To enhance partnership working with key system partners, seeking opportunities to strengthen ICS approaches for population health management

The WDSG (All Partners) will continue to seek opportunities to develop system wide approaches to improve and protect health supporting up-stream prevention and maximising opportunities to support the NHS to tackle key pressure points such as unplanned hospital admissions and A&E pressures. Examples of approaches include:

The concept of a 'Generalist School', linked to 'Tomorrow's Doctors' and with the aim of strengthening the population health skills of doctors in the NHS. In Yorkshire a School Trailblazer School was established in October 2021 and the decision was made that places would be available for doctors, allied health professionals and managers in the NHS and in the Humber Coast and Vale area.

The Generalist School will be a year-long programme delivered in 7 x 7 week modules for half a day a week to offer a 'taster' in public health and population health skills. It will be a developmental programme and not lead to a CCT. The Generalist School has been working alongside the School of Public Health to ensure that local links can be made with public health teams across HCV. It is hoped that they will secure local input into taught sessions and discussion are underway for the delivery of a number of modules from the HEE Foundation Programme are commissioned and delivered in the Autumn of each financial year.

Systems Leadership Workshops

OHID Workforce will re-commission a recognised System Leadership Programme that will introduce, and develop more confident use of, skills, methodologies and approaches to both understand the nature of our complex systems (and what is going on within them) and to intervene effectively through a range of actions, experiments and approaches. This will take place in the Spring of 2023.

Level 7 – Systems Leadership Apprenticeship

The OHID Workforce team will promote and facilitate access to the new L7 Systems Leadership Apprenticeship. This Apprenticeship supports decision-makers in strategic and leadership roles to understand and address complex and sometimes even 'wicked' problems through provision of expert systemic analysis, advice and facilitation.

Key deliverables – Ensuring resilience, flexibility and mobility

- Support workforce mobility within the system to strengthen system and place-based partnerships
- Creating a clear and attractive career pathway for Public Health Roles

Support workforce mobility within the system to strengthen system and place-based partnerships

The WDSG (All Partners) will support network development and collaboration by strengthening our Community of Improvement (CoI) networks, placement opportunities, fellowships and CPD provision for practitioners and specialists. Enhancing relationships across all public health functions to inform workforce planning and development.

The WDSG (all Partners) will continue to support and promote opportunities to facilitate the provision of system placements, work shadowing and apprenticeships in order to ensure a consistency, equity and transparency of approach. Placement support will become a key support factor for both the Practitioner workforce and the Specialist workforce.

Creating a clear and attractive career pathway for Public Health Roles

The WDSG (All Partners) will work together to promote a clear, coherent and attractive careers pathway, maximising opportunities to improve career entry routes in order to promote an inclusive and sustainable economy by widening access to entry level roles and the provision of high-quality placement opportunities.