

Tackling Health Inequalities Through Population Health: A Leadership and Management programme

SESSION 2:

POPULATION HEALTH MANAGEMENT AND
STRATEGIC WORKFORCE PLANNING



The programme aims are:

1 Develop across the system, participants' capacity, capability and confidence in utilising a population health management approach in their day-to-day work

2 Understand the care and health needs of specific populations, this may include but is not limited to, understanding access / treatment gaps, inequalities, and impact of the wider determinants of health

3 Explore and review evidence-based population health approaches at local and regional level to inform need-based planning and cost-effectiveness in decision making and prioritisation.

4 Develop across the system participants capabilities to support the use of Population Health management approaches to inform demand and capacity of services, service design and delivery, and to ensure the system is connected

5 Enable participants to include a PHM approach in continuous improvement to:

- a) Reduce demand for Health and Care services,
- b) Reduce inequalities, and
- c) Improve public and patient outcomes and sustainable public services

Population Health Management and Health Inequalities:

OBJECTIVES:

- Understand the impact of strategic workforce planning in tackling health inequalities and how Population Health Management can be an asset in effective workforce planning
- Consider the Widening Participation agenda and how to be an inclusive leader
- Ensure participants / workforce have the skills and leadership that meet their population health needs including a good understanding of effective engagement and co-production
- Reflect on what genuine co-production means
- Toolkit / manual / video / resources to be designed for staff to use locally
- Post session evaluation

Ground Rules

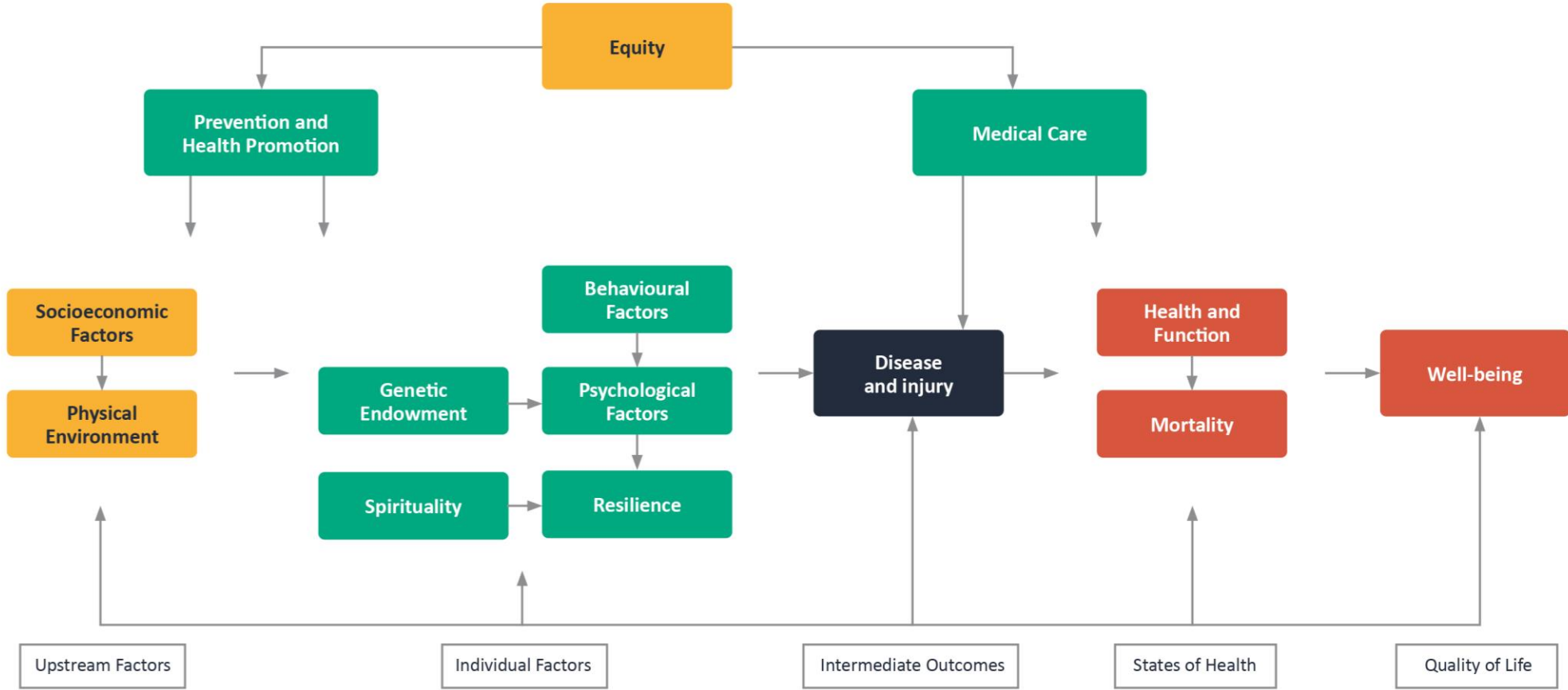
1. Be present – and please have your camera on and microphone off (unless speaking)
2. We are here for 90 minutes – please commit to be with each other until we close
3. Respect the requests for timeliness
4. Discretion
5. Participation – fully and respectfully in groups
6. Be aware of the difference in the whole group

Session outline

1. Recap of population health management
2. How can strategic workforce planning contribute to tackling health inequalities: legal and best practice requirements
3. Inclusion and your staff: what more can you do?
4. How do we ensure our workforce is representative of our communities? How can we innovate new roles to reach populations and communities of need? Group discussion and plenary, examples of good practice and learning
5. How can PHM be an asset in effective workforce planning
6. What does personalised care mean? How do we balance this with being strategic?
7. Signposting to how you understand and use population health management information
8. Action planning and commitments

IHI Population Health Composite Model

www.IHI.org 2020



Inclusion and your staff: what more can you do?

WHY DOES IT MATTER

- Systemic injustice exists and impacts on staff experience and patient outcomes
- Gender Pay Gap
- the changing context of the local government sector and equality in Britain the increased focus on race equality as a result of the Black Lives Matter movement
- the health inequities highlighted by the Coronavirus pandemic – Stats re Covid-19 and BAME staff
- Cost of living and lower paid health and care staff
- Social justice
- Sense of ‘belonging’ is associated with better performance

What more can you do as a leader to create an inclusive environment and to ensure recruitment and retention?

- Fulfil legal duties as a minimum
- Spend time with your team exploring and valuing what each individual brings
- Volunteer pathways
- Apprenticeships
- Working with Prince’s Trust
- Career ladders e.g., health trainers, social prescribing models
- Supporting staff with the rising cost of living – [good employment practice](#)
- Support for informal Carers
- Engage with communities and support ‘Widening Participation’

Widening Participation

We are committed to putting in place a healthcare workforce which is representative of the communities we serve, with particular focus on widening access for those who are underrepresented within our existing workforce, or from lower socioeconomic and deprived areas and those from minoritized backgrounds so that we can better understand the needs of our patients and provide more effective care.

Health Education England's commitment to ensure WAP enhances social mobility and life chances echoes that which the pandemic has highlighted and exacerbated with existing inequalities in health and across many other facets of our society.

Health Education England

WHAT WE KNOW

More diverse workforces increase the chances of compassionate care

Compassionate care leads to better patient outcomes

Staff who are treated and led with compassion are less likely to burnout

“It is clear that compassion may be the most important intervention overall in health and social care”

Michael West (2021)



Group Discussion: How do we ensure our workforce is representative of our communities? How can we innovate new roles to reach populations and communities of need?

- What examples of new and emerging roles can participants think of?
- What have you tried and what is the learning?
- What ideas do you have for connecting better with the communities you serve?

How can PHM be an asset in effective workforce planning

We know workforce strategy is hard. We also know we have to get better at it if we are to meet our recruitment and retention challenges and recruit and retain diverse, compassionate staff

. In order to do this, we need to get better at :-

- Understanding future health and social needs and changing populations to enable effective workforce planning
- A focus on community asset

Resources to support are :-

- The System Workforce Improvement Model (SWIM) and case studies support ICSs to assess their readiness, capacity and capability to deliver local people functions, and to identify potential gaps and support needs which they can then discuss with their partners and NHS England regional teams.
- They are now available on the [ICS Guidance workspace on FutureNHS](#), alongside additional resources to help ICSs maximise the impact of their workforce planning.

**What skills will you need as leaders into the future?
What does being a compassionate leader look like?
What skills will your staff need?**

Video on leadership 4 mins



Seven practical steps to make co-production happen in reality:

Use open & fair approaches to recruit a range of people who use health and care services, carers and communities, taking positive steps to include underrepresented groups

Identify areas of work where co-production can have a genuine impact, and involve citizens in the very earliest stages of project design

Train and develop staff and citizens, so that everyone understands what co-production is and how to make it happen

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Put systems in place that reward and recognise the contributions people make

Build co-production into your work programmes until it becomes 'how you work'

Regularly review and report back on progress. Aim to move from "You said, we did," to "We said, we did"

Meet Geeta

Geeta is 87 and is of Punjabi origin. She recently had a knee replacement and her physio is worried as she cannot yet bend her knee to 90 degrees.

She is managing the pain but her mood is low, because she used to visit the Sikh temple or Gurdwara every day which supported her physical, social and spiritual wellbeing.

She has not started going daily again because she cannot walk there (it is only 300yds from her home). She feels guilty as her grandson has to come a few times a week and take her and bring her home. She knows how busy he is.



- What can we build on to improve personalisation?
- How can we draw on community assets?
- What might we have to shift on e.g. engagement, attitude to risk, developing new partnerships?

Close and action planning



Summary of Session and appreciation

Add to chat one thing you have learned from today and one commitment you are going to make

Signpost to resource pack and evaluation form



How to enrol for:

Sessions 1 and 3

Invite a colleague / others to join future sessions 1, 2, 3