



Wessex
Cancer Alliance

Wessex Cancer Alliance Workforce Conference 2023

Summary and Outcomes

*St Mary's Stadium, Southampton
Tuesday 21st February
10:00 to 16:00*

OUTCOMES

Thank you to all who attended and contributed to the discussions.

The following two slides combine the workforce priorities highlighted during the day and will provide a focus for the workforce programme for 2023/24.



Wessex
Cancer Alliance

WCA will focus 2023/24 efforts on

Ensuring the capabilities within the current workforce are optimised by:

- Correlating the on the ground workforce data collated by WCA with the ESR Data / HEE south cancer workforce dashboard. Identify priority areas for focus e.g. high vacancy rates. Share data anomalies with HEE and organisation workforce leads to ensure future workforce modelling is based on accurate data.
- Working across the Best Practice Timed Pathways: map capabilities around the patient needs at different points in the pathway; collate detailed workforce composition information to better understand shortfalls, different approaches to skills mix and identify what is working well and where we have examples of practice other Trusts might wish to implement.
- Implementation of ACCEND across Nursing and AHPs. Undertake audit of existing roles, skills and capabilities against the framework. align with existing capacity and demand work in progress. Continue with the standardisation work which is looking at parity across organisations with a focus on retention, innovative workforce solutions and recognition of good practice which can be shared across the Alliance.
- Supporting the development of capabilities within the cancer workforce by sharing current relevant learning and development opportunities via WCA website, bulletins, forums and social media. Identifying gaps in provision and collaborate with education providers / developers to meet these gaps. Building on 2022/23 project to develop a communications skills training pathway for the cancer workforce. Sharing knowledge and insight with ACCEND programme to ensure no duplication of work nationally.
- Progressing with the oncology pharmacy and radiotherapy workforce transformation projects from 2022/2023. Evaluate impact of investment and share insights regionally and nationally. Progress with oncologist workforce review.
- Building on the impact of the WCA ARRS project work from 2022/23 to develop the cancer focus for the registered ARRS roles.
- Promoting the cancer education opportunities for Practice Nurses and Advanced Nurse Practitioners in Primary Care and support the take up of these offers. Identify gaps in provision and collaborate with partners e.g. education providers / third sector to meet these gaps.



WCA will focus 2023/24 efforts on



Retaining our experienced cancer workforce and attracting a new workforce into cancer services by:

- Supporting development of a Wessex wide mentoring programme valuing the experience and knowledge of existing workforce to support and develop the junior members of the team. Initial focus within cancer clinical nurse specialist workforce.
- Establishing a shared purpose and understanding of clinical supervision within cancer services across Wessex increasing the take up of supervision within the workforce.
- Promoting leadership and development of leaders to support workforce transformation. Support development of a leadership programme for aspiring clinical leaders – utilising existing learning and development opportunities; developing and providing opportunities to develop strategic leadership skills.
- Consolidating the WCA cancer careers filming programme by developing the WCA website to include information on different training routes with links to existing careers information and professional bodies. Developing a communication and engagement plans that links with local career events and schools, colleges to ensure maximum reach of WCA cancer career films and information.
- Scoping apprenticeship opportunities for the cancer workforce and local uptake to date to better understand the rationale around their utilisation with recommendations to increase apprenticeships across cancer services.
- Evaluating the work from 2022/23 on the introduction of new roles including patient navigators and physician associates to feed into the overall future workforce planning.
- Gaining a local understanding of our administrative and supportive workforce across primary and secondary care regarding job roles, development routes and retention rates. Support organisations to improve recruitment and retention within this workforce.

SUMMARY

- Aims and Intended Outcomes
- Agenda
- Facilitated Discussions and Themes
- Attendance
- Conference Evaluation and Feedback



Aims and Intended Outcomes



Aims

- To provide a safe and secure environment for those delivering / responsible for delivering cancer services to explore workforce solutions through on the ground practical case studies and shared conversations
- To provide a forum for the Wessex cancer workforce to inform the direction and investment for the WCA 2023-25 Workforce Programme
- To promote integrated workforce solutions designed to improve the experience of all people with cancer acknowledging interdependencies and co-morbidities.

Intended Outcomes of the day

- List of potential workforce solutions shared across clinical teams and organisations, feeding into WCA cancer workforce programme 2023 to 2025.
- Increased understanding of the potential of integrated cancer workforce across care sectors
- Adoption of a Wessex wide approach to cancer workforce planning and optimisation.
- WCA future cancer workforce programme aligned and embedded with the HIOW and Dorset ICB NHS workforce strategies.



Conference Agenda



09.15	Registration, Refreshments and Networking	
10.00	Welcome, Introduction to the Day	Mr Matthew Hayes Medical Director, WCA (Chair)
10.05	Keynote Address: The New NHS Long Term Workforce Plan	Professor Peter Johnson, National Clinical Director for Cancer NHSE
10.25	WCA Strategic Approach to Cancer Workforce Challenges; Integrating workforce challenges into SACT Closer to Home	Kathy Cooke, Workforce Programme Mgr; Claire Marsh, SACT Project Lead.
11.00	Grab a coffee!	
11.15	The Role of Leadership in Transforming the Cancer Workforce	Dr Jane Winter, Lead for Nursing and AHPs, WCA
11.30	(ACCEND): Aspirant Cancer Career and Education Development programme: Transformational reform in the education, training and career pathways for cancer support workers, nurses and AHP's supporting people affected by cancer.	June Davis, WCA AHP Expert Advisor and ACCEND co-programme lead John Gale, ACCEND Programme Manager, Cancer Support Workstream Heather Nisbett, HEE SE Advancing Practice Supervision and Assessment Lead.
12.05	Introducing New Support Roles to the Cancer Workforce	Jo Tibbles and Mary Edwards Workforce Project Managers
12:20	Capabilities in Practice for the Specialist Cancer Workforce	Mary Edwards and Helen Perry Workforce Project Managers
12:45	Open Floor: Questions and discussion from the morning session	Mr Matthew Hayes, Medical Director, WCA
13:10	Lunch break and networking	
14.00	Facilitated discussion 'Shaping the Oncology Workforce Priorities	
15:20	Refreshments and reflection time	
15:40	Feedback, summary, next steps and close at 4pm	



Facilitated Discussions

- An opportunity to explore, with peers, potential short, medium and / or longer-term solutions to some of the current workforce challenges across cancer services, encouraging an integrated approach with the need for high quality patient experience and safety remaining at the forefront of any potential solutions.

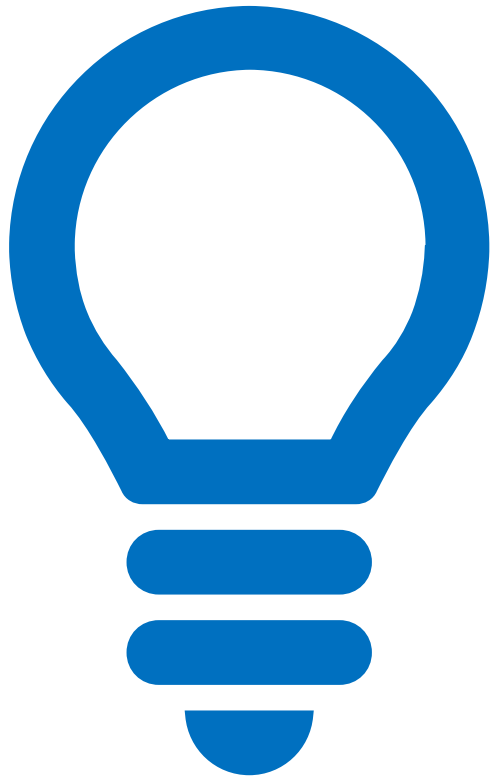
What do we need to do differently?

Format

- 8 tables of 10 – 12 people.
- 2 questions to consider – Facilitator per table
- 25 mins per discussion – changed tables after first discussion to encourage new sharing
- Each table shared 1 light bulb moment from each discussion
- Prioritisation of importance of light bulb moments by whole audience using slido – see following slides.
- All comments were collated post event.



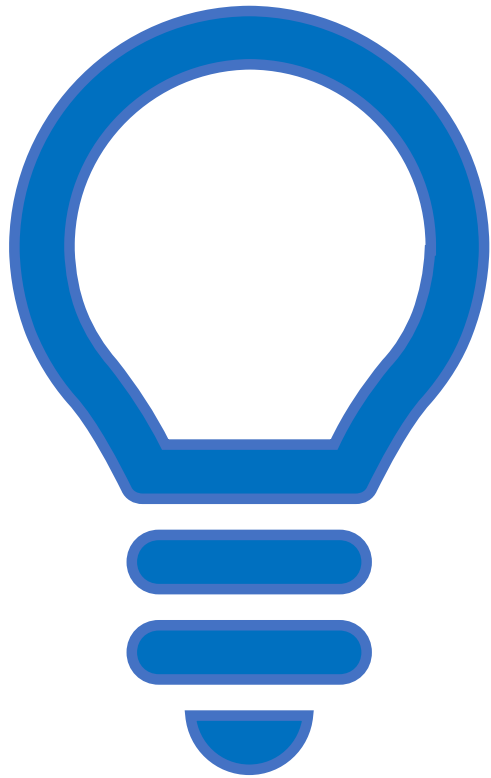
Q1 How do we ensure the capabilities within the current workforce are optimised?



1. There must protected time for supervision, mentorship and coaching for career progression and health and wellbeing to retain a positive workforce.
2. Back to basics to value staff; pay/work life balance, parking/desks/breaks, flexibility & opportunities or else staff will leave and there will be no capabilities of current workforce to optimise!! Staff have had enough and are no longer willing to stay. Benefits elsewhere outweigh the benefits of staying in the NHS.
3. Leaders listening to valuing staff and truly listening to what they know will make their job work better.
4. Building in time to allow people to develop and respecting that everyone in the team has that right.



Q1 How do we ensure the capabilities within the current workforce are optimised?



5. To respect and harness our experienced workforce capabilities to support optimisation of our wider workforce.
6. Treat less – stop something’! Accurate demand/capacity planning to ensure capabilities are not diluted! Stop piling on! Consider knock on effect of this. Just because we can treat – should we?
7. Is patient pathway as effective as possible? Focus on what can be achieved and capabilities needed.
8. Raising profile of multi professional clinical leadership.



What do we need to differently?

Mentoring / Supervision

- Coaching appraisal for job planning – time for staff to see their own capabilities
- Supervision of new roles
- F2F / web based, programme activity – must attend as arranged
- Not a conveyor belt approach
- Develop mentoring roles
- Benefit of peer supported forums

Consider wellbeing of staff

- Treat people as human beings
- Give time to people to make changes – all clinical currently
- Back to basics – desk, parking, breaks

Consider Patients

- Shape capabilities around patient need
- Consider patient journey – standardise
- Benchmarking – what should be patient caseload per CNS?
- Quality – treat less patients but what to stop?
- Just because we can treat - should we? Shared decisions
- Invest in workforce to meet needs of patients and service

IT Systems

- IT systems that talk to each other – integration of systems
- Tech innovations

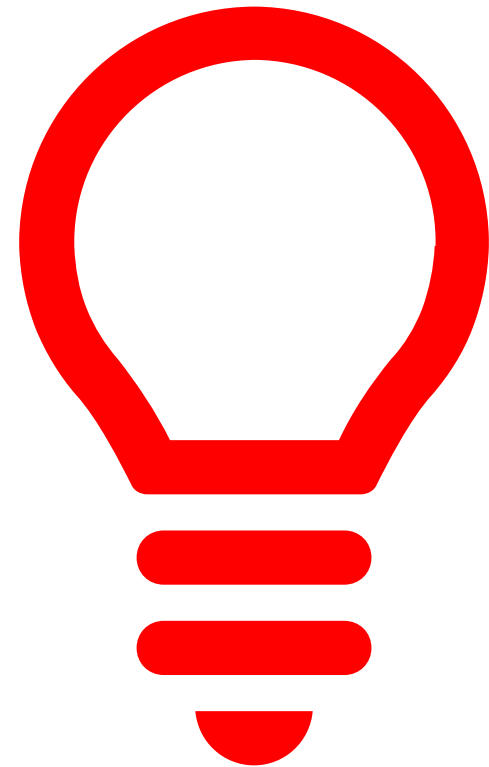
Retain staff

- Multiprofessional workforce planning
- Support staff to develop outside of MSc courses
- What capabilities do we have? Where are the gaps?
- Utilise skills and experience
- Develop all workforce not just high bands
- Career pathway for all workforce – staff ‘get stuck’
- Extended scope of practice
- Rethink role boundaries
- Head space
- Don’t let demand / capacity issues get in way of staff development



Q2 How do we retain our experienced cancer workforce and attract a new workforce into cancer services?

1. 'Mentorship' is needed. We agreed this is very different to supervision/ supervisors. This is a more holistic approach to evolving and growing a person not a role.
2. Experience is not recognised in the same way as qualifications – we need to change the language!
3. Need a sense of belonging and feeling valued. This can be really simple like having a team room, a locker, car park, offers of training and attending conferences. Space to breathe, de-escalate and build relationships.
4. Fundamentals/human angle; Feeling Secure (FTC) & Belonging (team & physical space). Initially retention angle.





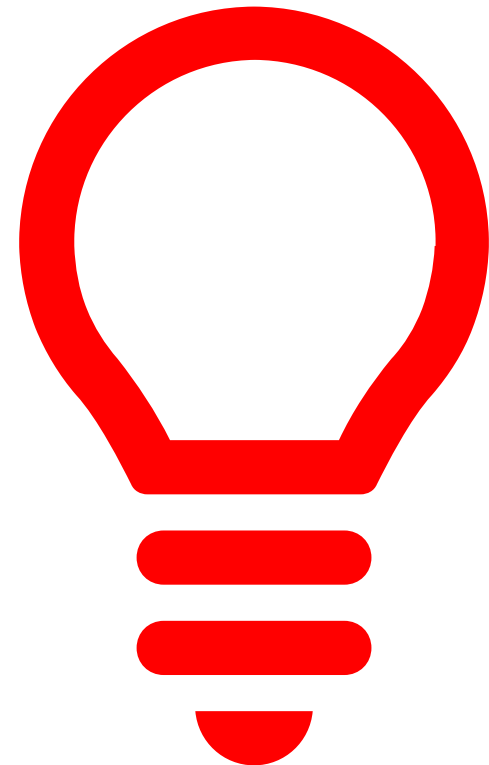
Q2 How do we retain our experienced cancer workforce and attract a new workforce into cancer services?

5. Recognition of roles in conjunction with qualifications and core skill competencies.

6. Visibility and diversity of roles in healthcare (clinical and non clinical). Demonstrate breadth and advertising campaigns.

7. Tv/streaming/radio/service adverts, population of healthcare roles (learn from army/teaching/ royal navy).

8. Recruitment; awareness of diff audiences/platforms and 'rebrand' cancer care, showcase the positive.





What do we need to differently?

Consider Patients

- Realistic about time for patient care
- Not a conveyor belt approach

Consider wellbeing of staff

- Listen
- Value
- Belonging
- Equitable
- Fairness
- Job security
- Strive towards positivity
- Address issues

Embed Supervision / Mentoring

- Embed Supervision (for registered and unregistered workforce)
- Value teaching and supervision
- Acknowledge supervision in job plans
- Mentorship
- Positive leadership role

Recruitment / New roles

- Social media, volunteer opps for 16-17yrs old, student placements
- Apprenticeship roles (levy) – grow our own
- Promote diverse roles in cancer care – schools and colleges – positive case studies
- Build oncology identity

Retain staff

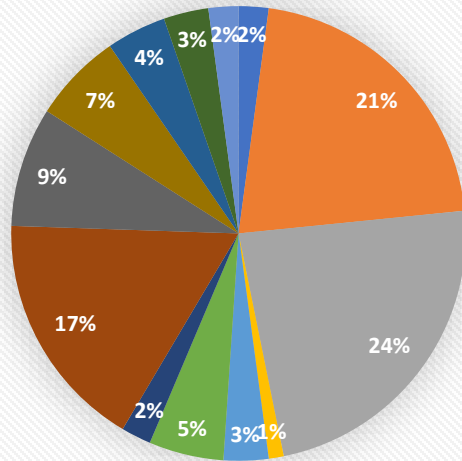
- Subsidised accommodation
- Career pathway
- Education
- Provide opportunities
- Protected time
- MDT training opportunities
- MDT team together
- Learn from exit interviews
- Rotational / blended roles
- Flexible working
- More clinical roles at higher band
- Standardise JDs / banding across Trusts



94 people attended the conference

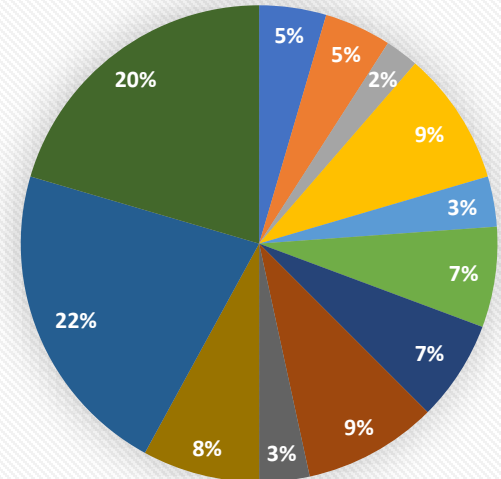


Profession Breakdown



- AHP
- Nurses
- Pharmacy WF
- Physician Associates
- Project Managers
- Other - PPI / Comms / MSD / Research
- Health Care Scientist
- Doctors
- Administrative workforce
- Support Workers
- Cancer / Ops Managers
- Workforce Leads
- HEE

Organisational Breakdown



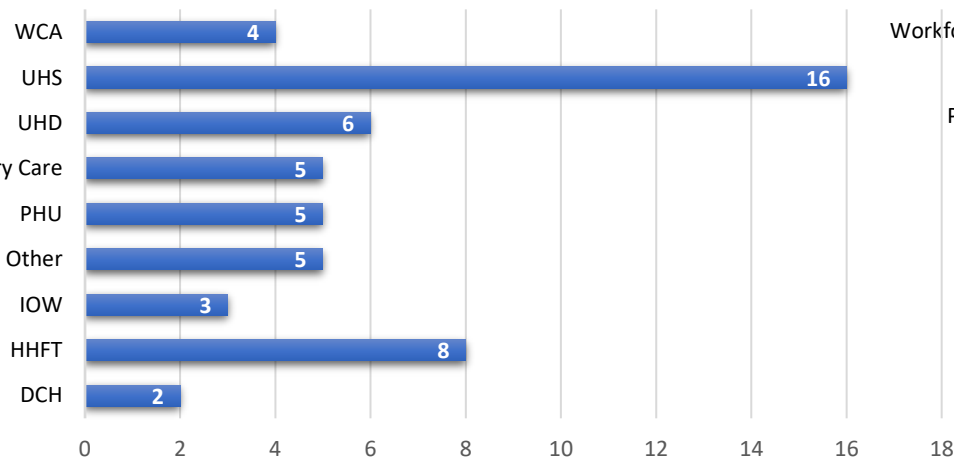
- Other Cancer Alliances
- Health Education England
- Integrated Care Boards
- DHCFT, MSD, WIN, Guernsey Hospital, AHS, CRN
- Salisbury FT
- University Hospital Southampton
- Dorset County Hospital FT
- Hampshire Hospitals FT
- St Marys Hospital, Isle of Wight
- Portsmouth Hospital
- University Hospital Dorset
- Wessex Cancer Alliance



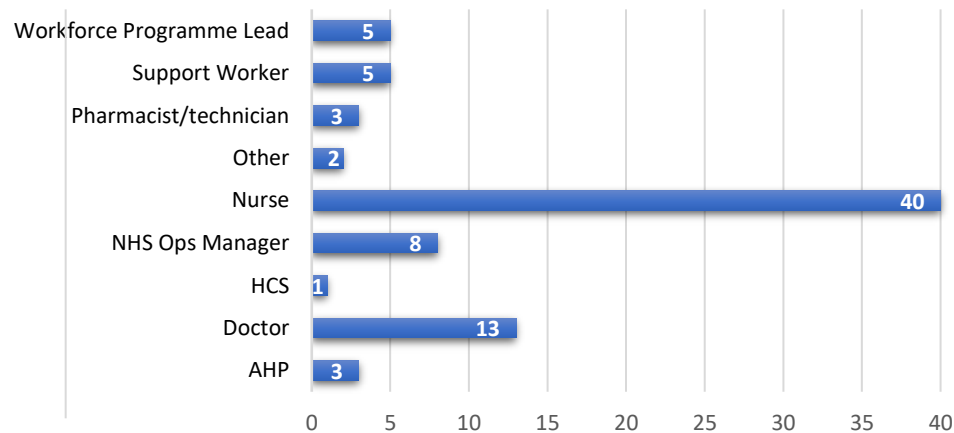
Conference evaluation and feedback



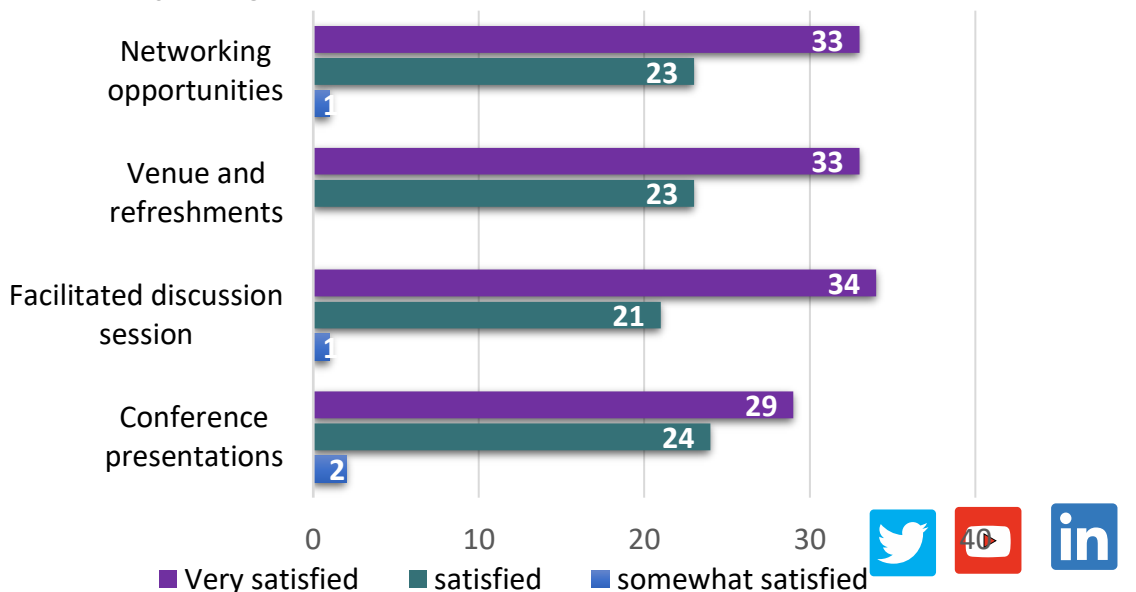
Organisation breakdown of responders



Profession breakdown of responders



60% of attendees provided feedback via an evaluation form completed at the conference close.





Conference Evaluation and Feedback

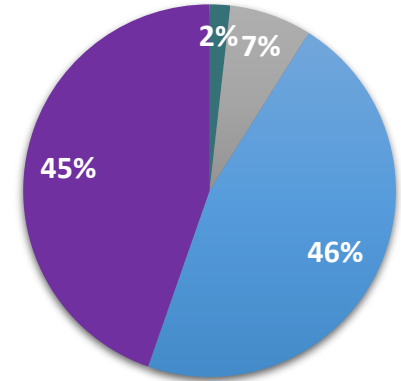
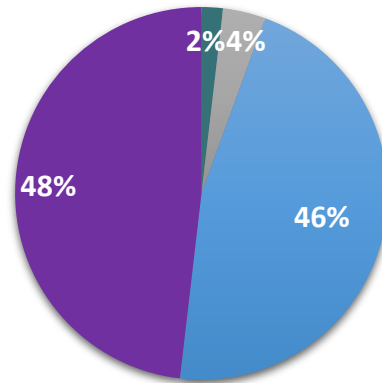
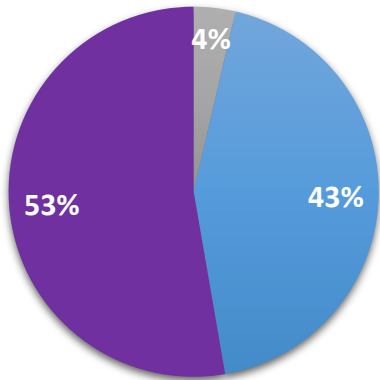


How satisfied are you that the aims of the day were achieved?

96 % were very satisfied / satisfied that we provided a safe and secure environment for those delivering / responsible for delivering cancer services to explore workforce solutions through on the ground practical case studies and shared conversations

89% were very satisfied / satisfied that we provided a forum for the Wessex cancer workforce to inform the direction and investment for the WCA 2023-25 Workforce Programme

91% were very satisfied / satisfied that we promoted integrated workforce solutions designed to improve the experience of all people with cancer acknowledging interdependencies and co-morbidities.



■ Unsatisfied ■ Somewhat Satisfied ■ Unsatisfied ■ Somewhat Satisfied ■ Unsatisfied ■ Somewhat Satisfied
■ Satisfied ■ Very Satisfied ■ Satisfied ■ Very Satisfied ■ Satisfied ■ Very Satisfied





Most useful part of the day.....

NETWORKING

*Jane Winter
was
inspirational*

*ACCEND - Career
development*

*Training and
development
opportunities*

*Being in a room with
fellow professionals in
cancer care
discussing current
issues*

*Discussion
session*

*'informative
discussions that will
fuel my practice'*

*Open honest
discussions of
concerns'*

*Networking
opportunities were
excellent*

*Great inspirational
ideas*

*Enjoyed the diversity
of attendees*



What will you do as a result of today?



Wessex

Cancer Alliance

Look into recruitment and find out why it has been so difficult

Explore development opportunities

Explore ACCEND opportunities

Share and discuss with colleagues

Continue to build inter-alliance networks

Continue to champion new roles in the workforce

Try to step back from my role and consider priorities

Promote the new roles in primary care

Be more aware of broader workforce challenges



Cancer Matters Wessex





Other feedback comments included:



Very passionate speakers kept me engaged

Great opportunity to network

Came away with good idea

Great presentations, informative and well organised

Very staff focussed - patient at the centre

Needs more about the medical / surgical workforce

Can I come and work in WCA!

THANK YOU

Always inspired / energised after WCA events



WCA Team would like to thank.....



- Matthew Hayes, WCA MD for chairing the day and responding to many challenging questions
- Peter Johnson for sharing the national picture and listening to the conversations
- All of the WCA project leads who presented their work with such enthusiasm
- Jane Winter who exemplified what it is to be a leader – inspirational
- HEE Teams for excellent presentations about the new ACCEND framework and education offers
- Eileen Stonock who reminded us that the patient needs to be at the heart of all of our conversations. Eileen represented the WCA Patient and Public Involvement Group and co-facilitated a session in the afternoon
- Jemma Jones, Communications and Engagement Lead and Autumn Jerrard, Project Support Officer for keeping the day running smoothly, sharing via social media and producing an impromptu slide.
- WCA admin team for the organisation leading up to the day itself
- And to all of the attendees who gave up their time and shared their passion through out the day to improve our cancer services across Wessex.