

Transforming health and social care in Kent and Medway – workforce transformation plan summary

Our health and social care workforce is crucial to delivering our vision of Quality of Life, Quality of Care. Transformation is urgently needed to address the quality, service and workforce challenges in health and social care.

Our ambition is for Kent and Medway to be a great place to live, work and learn.

We want **people** to work together across health and social care, enjoy their work, learn in their jobs and be empowered, engaged and developed to be good at what they do.

As **employers** we want to work together to attract and retain the right health and social care professionals, through talented and capable leadership and the offer of attractive, flexible and interesting careers.

We want our **population** to have the skills and support to help them manage their own health and care with confidence and with the right support to achieve their health, social and community outcomes and goals.

Workforce challenges

Nationally, workforce is increasingly recognised as the number one challenge facing health and social care. There is increasing pressure to find credible solutions to this challenge because:

- demand for services is increasing
- the population is ageing
- more people are living with long-term and multiple health needs.

In Kent and Medway, we employ more than 83,800 people across more than 350 health and social care roles. Our workforce supply has decreased for most workforce groups and is behind the national average. We have a high volume of care worker vacancies. Often, our organisations are competing with each other and with employers in London, trying to attract staff from the same limited workforce.

Working together to find solutions

We are working together, through the STP, to address our specific issues and ensure a workforce that is sustainable into the future.

Together, we have already:

- successfully supported universities to campaign for a medical school for Kent and Medway to increase our supply of potential doctors and attract wider professionals into the county
- developed local joint recruitment campaigns to promote Kent and Medway as a great place to work
- improved workforce wellbeing, inclusions and workload to increase retention
- created new roles to give staff a career path
- helped local people retrain and upskill.

We know we need to do more – and we want to have a lasting impact on our ability to attract, plan and retain our workforce.



We aim to tackle our challenges through the **development of a Kent and Medway Academy for Health and Social Care**, working collectively to:

- promote Kent and Medway as a great place to work
- maximise supply of health and social care workforce
- create lifelong careers in health and social care
- develop our system leaders and encourage culture change
- improve workforce wellbeing, inclusion and workload to increase retention.

This plan focuses on our commitment to work together to prioritise actions that will have the biggest impact on addressing our workforce challenges. We strongly believe this focus will support the system-wide transformation needed to provide the people of Kent and Medway with a better quality of life and a better quality of care.

- We are continuing to **promote Kent and Medway as a great place to work**, through social media, a dedicated website, and recruitment campaigns for roles such as GPs and primary care.
- We want to create **lifelong careers in health and social care**, by supporting staff to gain work experience and find out about new health and care roles that will develop them further. We are also supporting flexible and part time working and using new technologies to support staff.
- We are working to **develop system leaders and encourage culture change**. We want to make sure our leaders are able, willing and supported to deliver the transformation changes needed in Kent and Medway. We will work together to introduce a Kent and Medway Talent Board for hard-to-recruit roles and senior roles across health and social care; develop our own leaders of the future from the existing workforce; and equip current leaders with the skills they need to help transform our local systems.
- We want to **improve workforce wellbeing, inclusion and workload to increase retention** by developing new programmes which support staff with health and wellbeing activities, staff resilience projects, careers advice and progression, professional development, and retirement planning; we are working on the implementation of an inclusion strategy; and improving rostering in all our organisations.

What next

Our Workforce Transformation Plan sets out our commitment to work together to prioritise actions that will have the biggest impact on addressing our workforce challenges. We strongly believe this focus will support the system-wide transformation needed to provide the people of Kent and Medway with a better quality of life and a better quality of care.

We will evaluate our plans through the Kent and Medway STP workforce Alliance, reporting into the STP Programme board.

Our full Workforce Transformation Plan can be read [here](#).

