



Humber and North Yorkshire Cancer Alliance

# **Nursing & Allied Health Professional (AHP) Workforce Strategy & Implementation Plan**

## **2024-2027**

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**Humber and North Yorkshire**  
Cancer Alliance



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## Foreword

One-in-two of us will be diagnosed with cancer in our lifetime and the number of people living with cancer is growing. Fortunately, as treatment options advance and survival rates increase, more people are living longer after a cancer diagnosis.

This does, however, pose a significant challenge for the cancer workforce, who are dealing not only with rising demand but also with increasing complexity.

The Humber and North Yorkshire Cancer Alliance recognises the tireless effort and commitment from all the cancer nursing and AHP staff in our region. We also realise that there is a pressing need to support and develop our cancer nursing and AHP workforce to ensure that, as a region, we have a workforce with the right capabilities, capacity, and experience. In our view, this is the only way we can deliver high-quality, safe, and person-centred cancer care

This strategy has been co-produced with our stakeholders. We have engaged with staff on the frontline who are facing these challenges on a day-to-day basis. By doing this we can build a better understanding of the real issues and priorities for improvement.

We are delighted to endorse this inaugural Humber and North Yorkshire Cancer Alliance Nursing & AHP Workforce Strategy and we look forward to working with our partners to deliver on its objectives.

Kartikae Grover and Lucy Turner

Clinical Director & Managing Director (Humber and North Yorkshire Cancer Alliance)



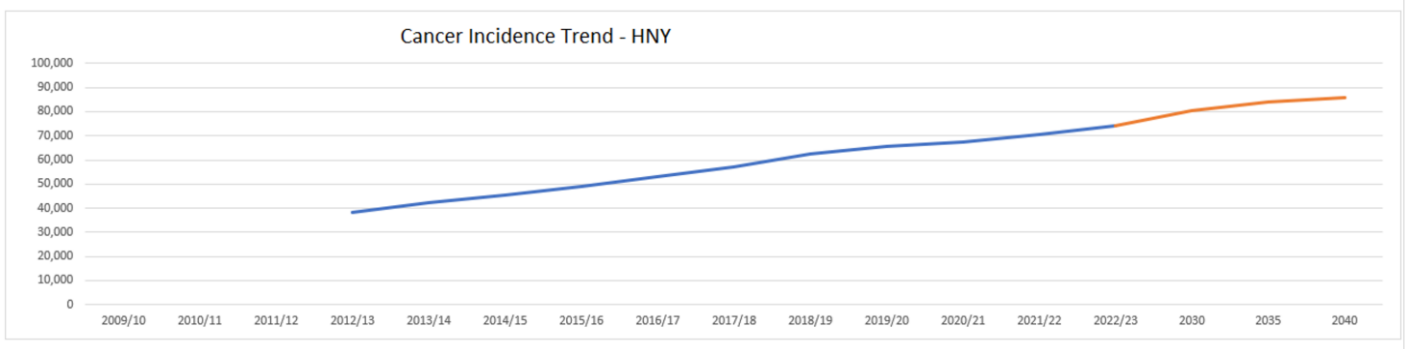
# Declaration of Interest

This strategy has been written by the Clinical and Professional Nursing and AHP Lead for Humber and North Yorkshire Cancer Alliance. This is a Macmillan funded post and we have welcomed their input into this strategy as a key partner of Humber and North Yorkshire Cancer Alliance. The strategy has also been widely socialised for comment, prior to publication, by Macmillan sponsored post holders across Humber and North Yorkshire.

## Introduction

Nearly 1 in 2 people in the UK will be diagnosed with some form of cancer during their lifetime.<sup>1</sup> It is estimated that by 2025, there will be more than 3.5 million people living with cancer in the UK and it is predicted that this will rise to 4 million by 2030 and 5.3 million by 2040<sup>2</sup>. It is recognised, that the growth of the cancer workforce is not keeping pace with this increasing demand. The shortage of doctors, nurses, allied health professionals, pharmacists, pathologists, and other professionals involved in cancer care is placing immense strain on the UK healthcare system and patient care.<sup>3</sup>

To put this in context, there were 74, 067 new cases diagnosed in Humber and North Yorkshire in 2023. By 2040, this is projected to grow by 16% to 85,752 new cases per year as illustrated below.<sup>4</sup>

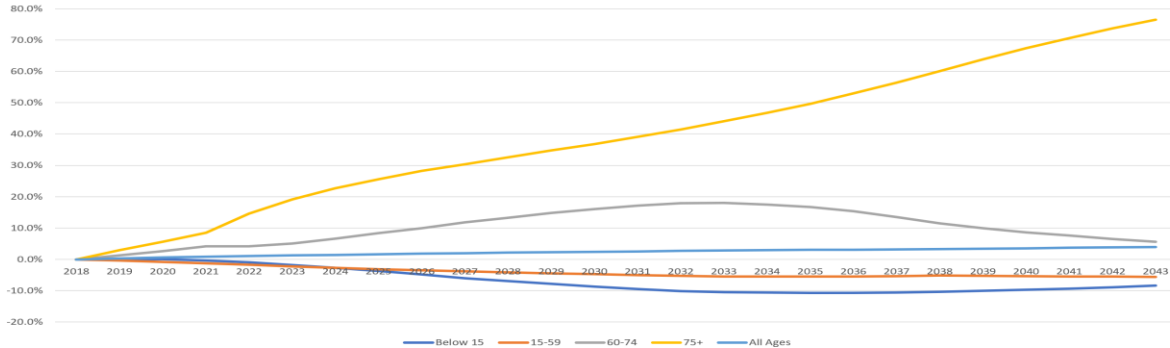


It is also critical to take into account the projected demographics for Humber and North Yorkshire, particularly when considering age. Cancer incidence rates are strongly related to age, with the highest rates being in older people<sup>5</sup>. The graph below illustrates the demographic profile for our population up to 2040.

- <sup>1</sup> [Cancer risk statistics | Cancer Research UK](#)
- <sup>2</sup> [Cancer statistics fact sheet | Macmillan Cancer Support](#)
- <sup>3</sup> [News - PRESS RELEASE - A Cancer Workforce in Crisis - European Cancer Organisation](#)
- <sup>4</sup> HNY ICB Analysis
- <sup>5</sup> HNY ICB Analysis



# HNY Population Growth



The percentage of population per age group as illustrated presents a double challenge to Humber and North Yorkshire Cancer Alliance; not only due to the incidences of cancer expected with an aging population, but also the predicted percentage decline of working ages by 2040.

Until now, there has not been a dedicated piece of work across Humber and North Yorkshire Cancer Alliance specifically focused on the cancer nursing and AHP workforce. We need to fully understand the makeup of our cancer nursing and AHP workforce across Humber and North Yorkshire to ensure we can focus resource and support providers to embrace our underpinning workforce vision and the aforementioned future challenges to Humber and North Yorkshire Cancer Alliance. This strategy forms the beginning of this wider piece of work and the underpinning actions demonstrates how we will achieve this.

The mission of the Humber and North Yorkshire Cancer Alliance is to transform the diagnosis, treatment, and care for cancer patients in our area. This transformation cannot be achieved without the investment and development of our nursing and AHP workforce. To support this goal, the strategy is underpinned by a meaningful set of nursing and AHP actions, to ensure a sustainable pipeline of workforce for all roles involved in providing cancer care.

The Humber and North Yorkshire Cancer Alliance workforce strategy has been crafted in partnership with various stakeholders, which has provided valuable insights and contributions from frontline workers. A workforce workshop was held to bring together all key stakeholders which enabled the discussion of key workforce priorities and actions that have been worked into this strategy. The strategy seeks to secure a sustainable workforce capable of enhancing cancer care across Humber and North Yorkshire both now and in the future. This vision is formulated against the backdrop of a volatile and ever-evolving healthcare landscape.

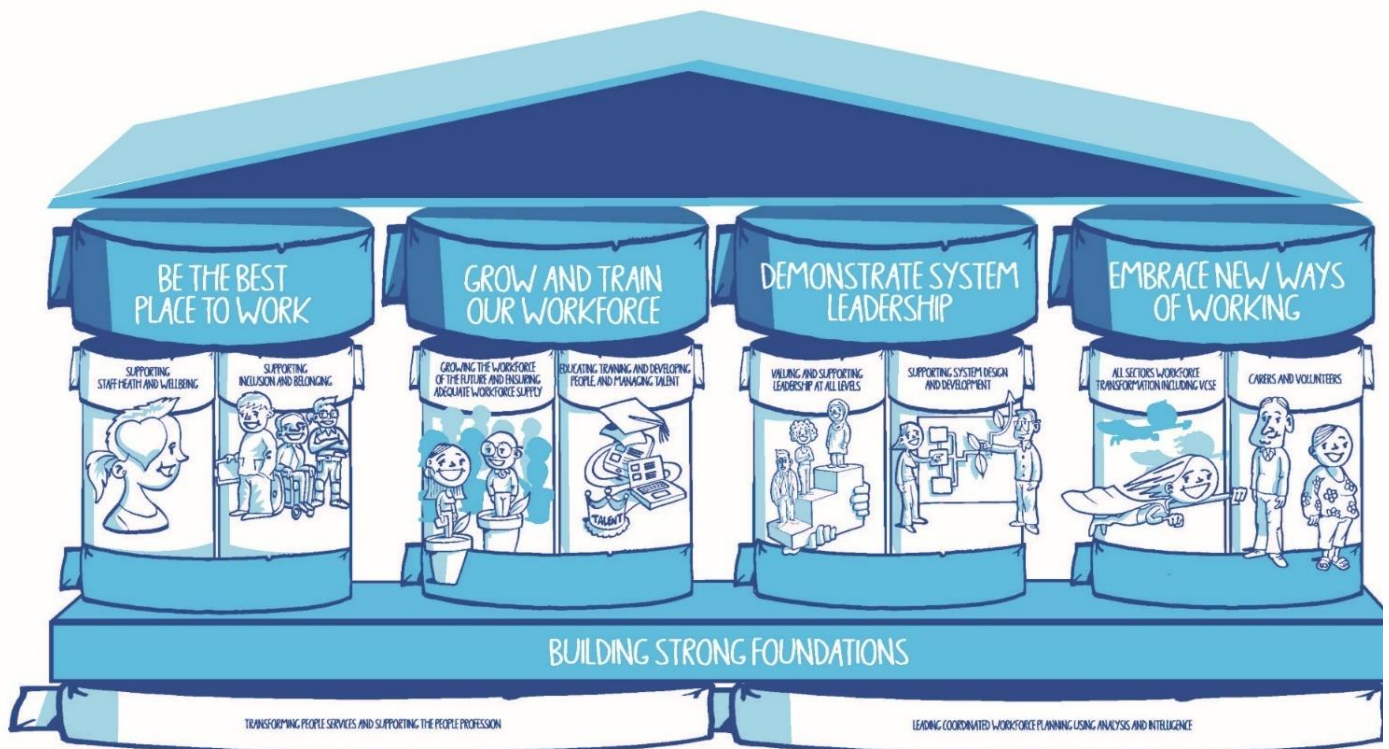
Key components of this strategy include robust leadership, adaptability, and a commitment to creating an environment for cultural transformational change, to effectively tackle ongoing workforce challenges. These challenges encompass attracting and recruiting professionals, both registered



and unregistered, at all levels, ensuring effective succession planning, and allowing the workforce ample time for development and learning.

This overarching strategy is not to be taken in isolation and several other separate but interlinked local strategies must be considered including Humber and North Yorkshire ICB ‘Our People Strategy’<sup>6</sup>, Humber and North Yorkshire Cancer Alliance Health Inequalities Strategy<sup>7</sup> and Humber and North Yorkshire ICB Diagnostics Workforce Strategies<sup>8</sup>. The Humber and North Yorkshire Cancer Alliance will collaborate with NHSE at both regional and national levels to advocate for an increase in pre-registration training places for healthcare professionals. This is essential to building a sustainable future workforce, which is a key goal of this strategy. Humber and North Yorkshire Cancer Alliance Nursing & AHP workforce strategy is not intended to replace organisational workforce plans but should complement them. The strategy offers a set of priorities that HNY Cancer Alliance stakeholders agree are best addressed in a coordinated manner. Furthermore, the Humber and North Yorkshire Cancer Alliance Clinical & Professional Nursing & AHP lead will maintain links with various other cross cutting workforce and clinical groups to ensure the nursing and AHP Cancer workforce remains high on their agenda.

This strategy also considers Humber and North Yorkshire ICBs strategic workforce priorities as illustrated below;<sup>9</sup>



<sup>6</sup> [People & Workforce - Humber and North Yorkshire Health and Care Partnership](#)

<sup>7</sup> HNYCA Health Inequalities Strategy – available through HNY CA HI Lead

<sup>8</sup> In development

<sup>9</sup> HNY ICB Our People





Humber and North Yorkshire Cancer Alliance recognised the crucial need to go back to basics when considering the direction of this workforce strategy. In short, this strategy is built around three core principles when strategising for the long-term sustainability of our workforce, whilst also ensuring these principles can be applied to the workforce now and those at the beginning of their careers in cancer. These guiding principles are to ‘attract’, ‘retain’ and ‘optimise’ our workforce. If the actions set out in this strategy are delivered collaboratively and robustly, it is hoped that a legacy will be achieved; a sustainable, thriving and engaged workforce, equipped to ensure that we transform the diagnosis, treatment, and care for cancer patients in our area, now and in the future.





## Strategy on a Page – Attract, Retain, Optimise – A.R.O.

### Attract

Illustrate and promote routes into a cancer nursing or AHP career

Grow a local cancer workforce and inspire local people to begin careers in cancer as a nurse or AHP.

Collaborate with HNY 'Breakthrough HNY' to underpin 'attract' elements of Humber and North Yorkshire Cancer Alliance workforce strategy.



### Retain

Collaborate with stakeholders to focus on professional development, including continuous learning opportunities and career advancement prospects (ACCEND framework).

Collaborate with stakeholders to ensure enhanced staff wellbeing and morale are a top priority

Ensure genuine reward and recognition is taking place across Humber and North Yorkshire Cancer Alliance.

### Optimise

Optimal utilisation of all skills in the cancer workforce, supported by the ACCEND framework.

Humber North Yorkshire Cancer Alliance will prioritise workforce transformation projects contributing to workforce optimisation.

Humber and North Yorkshire Cancer Alliance will collaborate with stakeholders to ensure an optimised, well-distributed and adequately staffed workforce that provide equitable access to high-quality healthcare services across different regions and communities.

Our vision is for a sustainable, thriving and engaged workforce, equipped to ensure that we transform the diagnosis, treatment and care for cancer patients in our area, now and in the future.



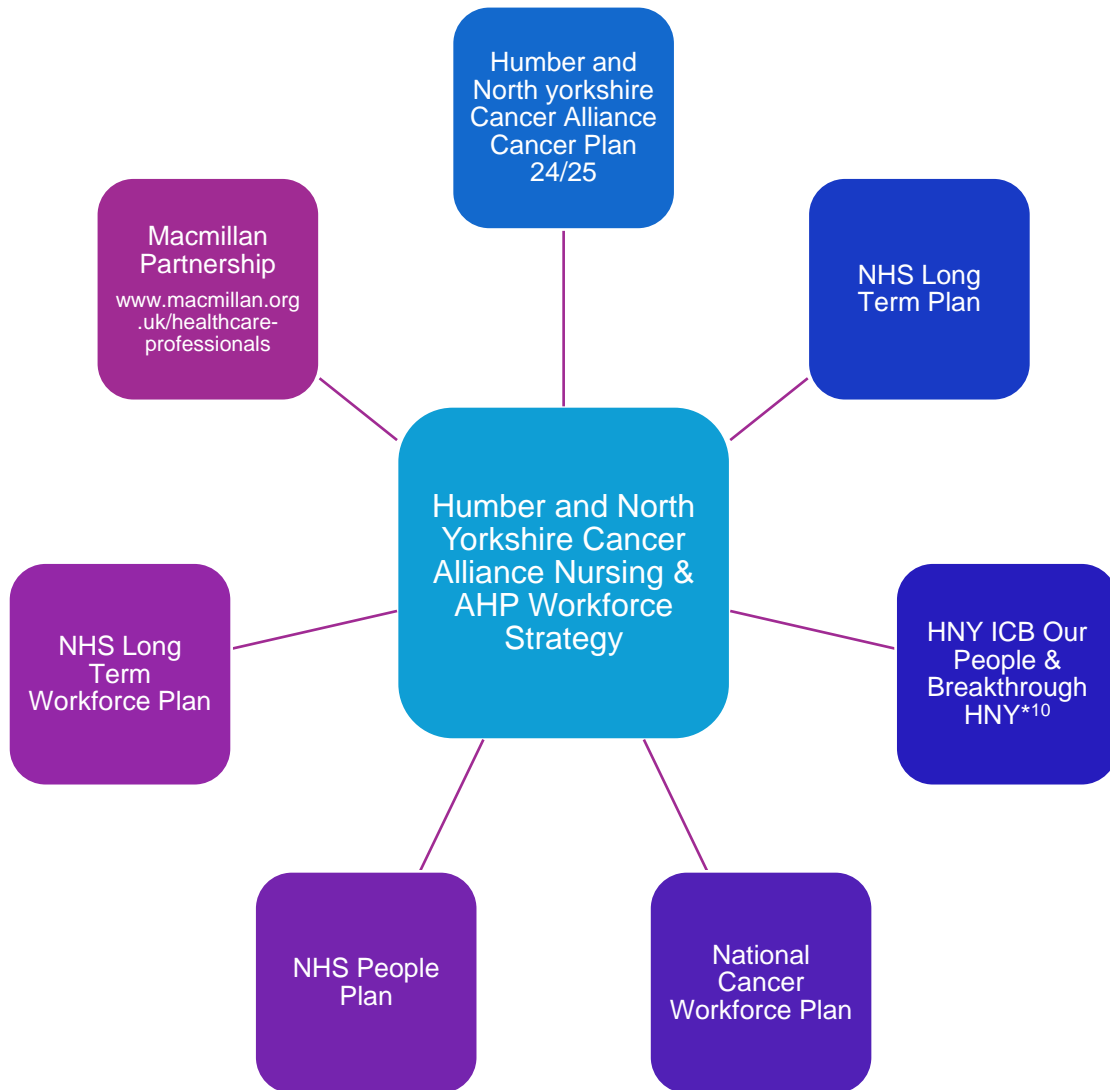
**Humber and North Yorkshire**  
Cancer Alliance





## Strategic Drivers

The strategic drivers highlighted below guide the direction of future advancements within cancer care and therefore this strategy has been developed taking them into account.



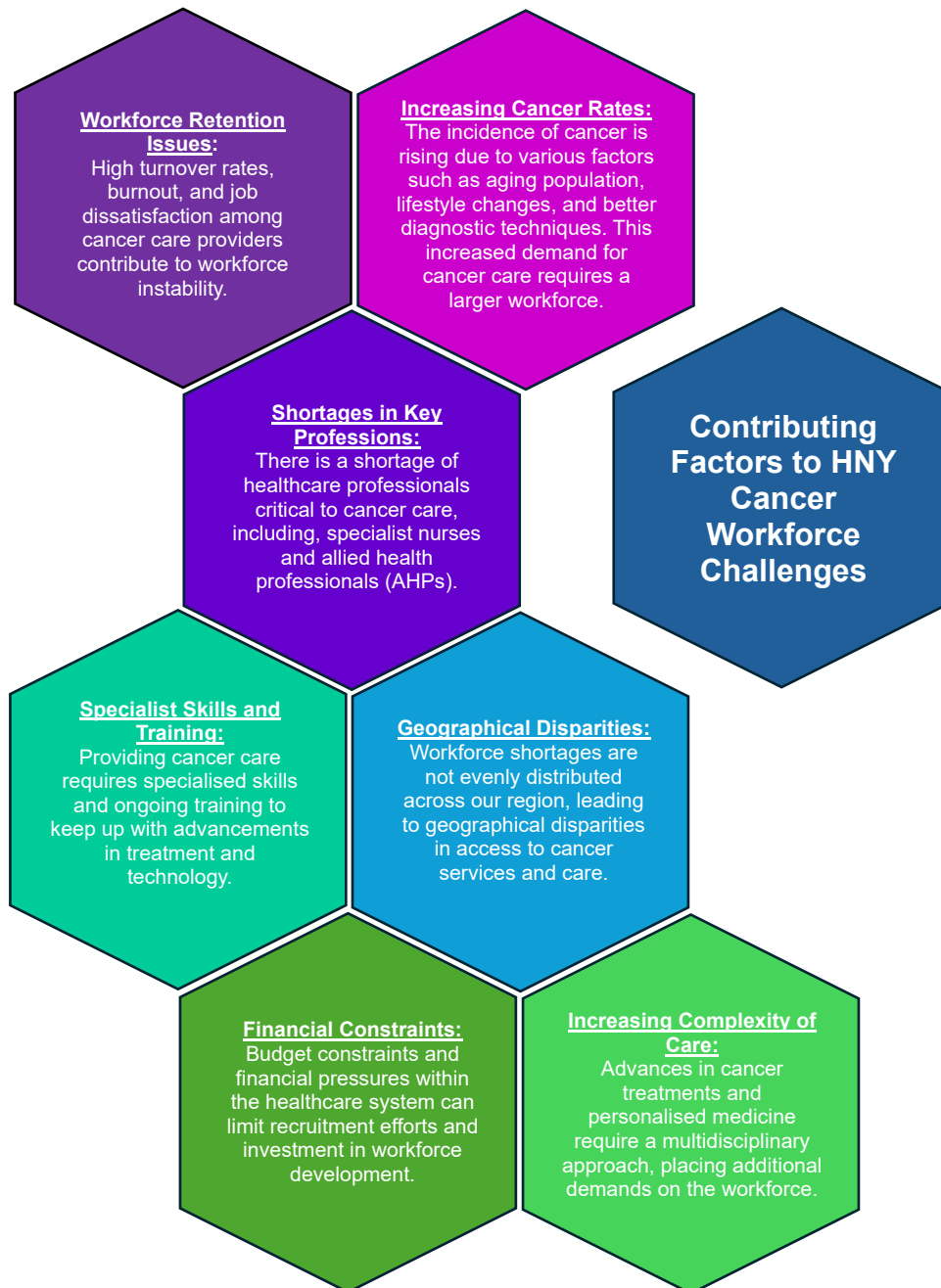
<sup>10</sup> PowerPoint Presentation ([icb.nhs.uk](http://icb.nhs.uk))





## Strategy Purpose

The purpose of this strategy, underpinned by strategic drivers, is to address the workforce challenges we currently face and anticipate in the future. The diagram below has been created to illustrate both national and local contributing factors to current workforce challenges:<sup>11</sup>



<sup>11</sup> Cancer Research UK. (2019). Cancer Workforce in Crisis: Why the NHS Needs Urgent Investment to Save Lives.  
 Health Education England. (2017). Cancer Workforce Plan Phase 1: Delivering the Cancer Strategy to 2021.  
 The Royal College of Radiologists. (2020). Clinical Oncology UK Workforce Census Report 2020. RCR Report  
 Macmillan Cancer Support. (2021). Workforce Data for Nurses and Allied Health Professionals.  
 NHS Digital. (2020). NHS Workforce Statistics.  
 The King's Fund. (2018). Workforce Planning in the NHS. The King's Fund Report





Thankfully, we know that people are and will be living longer with cancer. A forward thinking, collaborative and co-ordinated strategy, focusing on the future and sustainability of our workforce is therefore crucial. This will allow our system to keep pace with and meet the needs of our population with the following factors in mind:<sup>12</sup>



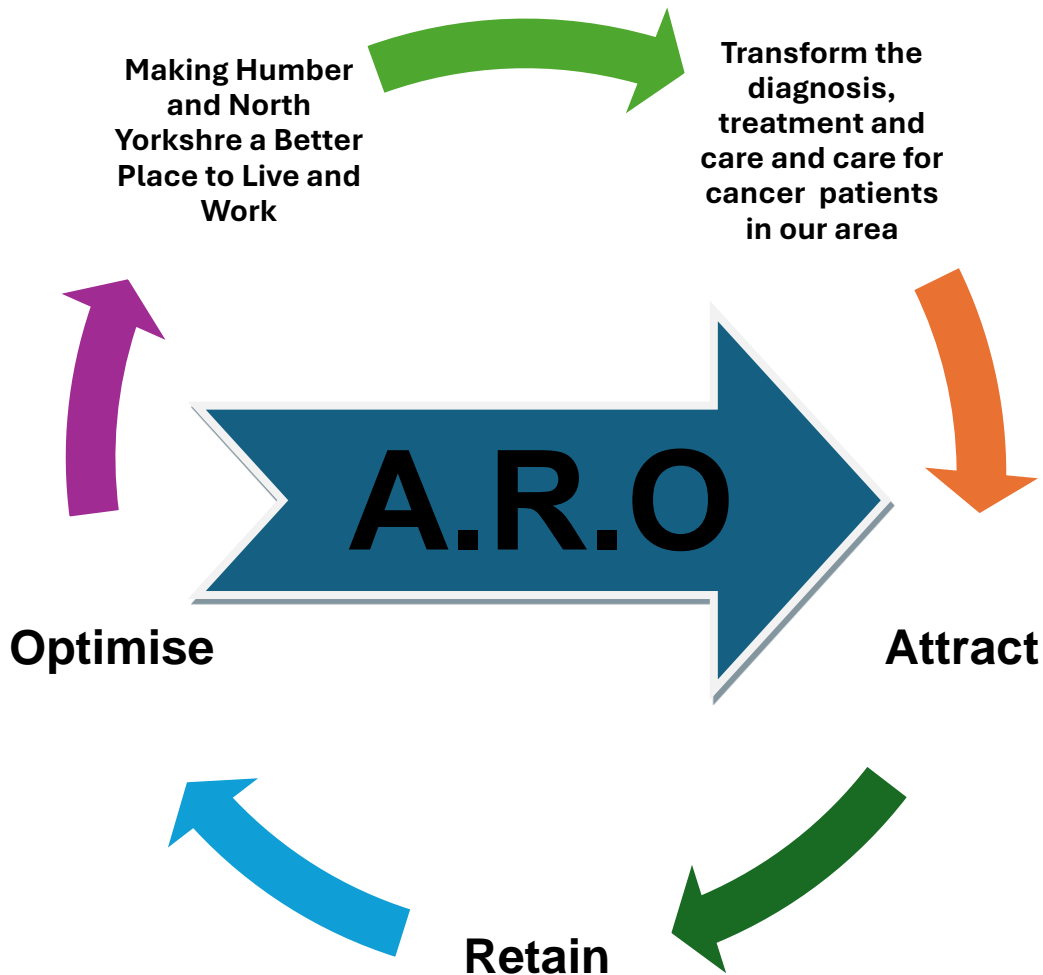
- <sup>12</sup> This infographic has been created following stakeholder engagement and linking this with national evidence.
- NHS England. (2023). NHS Screening Programmes. Available at: [NHS England » NHS cancer screening](#)
- Cancer Research UK. (2023). Clinical Trials and Research. Available at: [Cancer Research UK](#)
- Cancer Research UK. (2023). Targeted Cancer Treatments. Available at: [Targeted cancer drugs | Cancer Research UK](#)
- NHS England. (2023). Managing Cancer as a Chronic Condition. Available at: [NHS England » Personalised care and improving quality of life outcomes](#)



Further, our strategy aligns with The Long-Term Workforce Plan<sup>13</sup> which sets out the case for taking a more strategic, long-term approach to NHS workforce planning. It outlines this approach and proposes actions to be taken locally, regionally and nationally in the short to medium term to address current and future workforce challenges. The actions set out in the plan fall into three identified priority areas, train, retain, reform. Through collaboration with our stakeholders as set out in this strategy, our key areas of focus closely align with the National Plan; Attract, Retain, Optimise.

## Our Strategy Ambition / Vision

Like an arrow propelled forward with purpose and precision, we are committed to driving positive progress and hitting our aims and objectives.



<sup>13</sup> NHS England » NHS Long Term Workforce Plan





## Strategy Development

In accordance with our commitment to addressing health inequalities, fostering patient engagement and ensuring we are a clinically led alliance, engagement with various key stakeholders and subgroups within the cancer networks was initiated. This was to ensure the integration of local and system expertise, share best practices and promote the achievement of our identified workforce priorities. Furthermore, in the current NHS climate, the need for system-wide collaboration has never been more critical. The diagram below illustrates the key stakeholders and subgroups who have been involved or consulted whilst developing the Humber and North Yorkshire Cancer Alliance nursing and AHP workforce strategy.



It is important to highlight, that this strategy has been directly informed by the insights and experiences of frontline stakeholders. This was essential because their experience and profound understanding as to what is needed to attract, retain and optimise the workforce, is grounded in reality. They provided innovative ideas that have been collated into achievable and meaningful actions.





## Our Strategy – Attract, Retain, Optimise – A.R.O

The NHS is currently experiencing a significant workforce crisis in cancer care, which is severely impacting patient outcomes and the overall healthcare system. Addressing this crisis requires investment in workforce development, including better recruitment, training, and retention strategies, to ensure that patients receive timely and effective cancer care. Without immediate and decisive action, the NHS risks undoing decades of progress in cancer treatment and patient survival rates.<sup>14</sup> A top priority must be to focus on the sustainability of the cancer nursing and AHP workforce in Humber and North Yorkshire. To ensure a sustainable workforce in healthcare, particularly within the NHS, it is crucial to focus on attracting, retaining, and optimising staff.

### Attract

Our ‘Attract’ strategic elements are focused on local engagement and the promotion of careers in cancer as a nurse or Allied Health Professional. This will be from pre-registration through to those embarking on a career in health care, including those who may not have considered a career in health care. Clear career progression routes and options will be developed as we work with partners across Humber and North Yorkshire through this strategic arm. The aim of having clear career progression frameworks that are specific to Humber and North Yorkshire, will identify multiple routes into health care. This will help to make careers accessible to those who may not have otherwise considered health care as a career choice. It is also important to acknowledge the work going on across the region to develop a culture for research. This is so important in order to attract clinical staff who would otherwise be attracted to those areas where there is already an embedded research culture. For the nursing and AHP workforce, this will enhance and expand opportunities for careers in research, making them more appealing. It will support career progression, improve practice, provide access to further education, and ultimately deliver overall benefits to patients in Humber and North Yorkshire. It is also well recognised that employing local population can lead to longer retention of employees, especially in remote, rural areas, such as that which Humber and North Yorkshire encompasses.<sup>15</sup> This directly feeds into the ‘Retain’ strand of our strategy.

### Retain

Retaining staff in the NHS requires a multifaceted approach that addresses both the professional and personal needs of healthcare workers. The actions outlined in this strategy concentrate on two key areas to improve retention which are professional development and career progression and staff wellbeing and morale.

### Professional Development and Career Progression

→ Professional Development: Continuous learning opportunities and career advancement prospects are vital. Offering training programs, mentorship, and pathways for career progression can help retain staff by making them feel invested in their roles and future within the NHS.<sup>16</sup>

• <sup>14</sup> Hospital Healthcare Europe  
 • <sup>15</sup> Kitagawa, F. et al. (2021) ‘Anchoring talent to regions: the role of universities in graduate retention through employment and entrepreneurship’, *Regional Studies*, 56(6), pp. 1001–1014.  
 • <sup>16</sup> NHS Workforce Nutshell | The King’s Fund ([kingsfund.org.uk](https://kingsfund.org.uk))

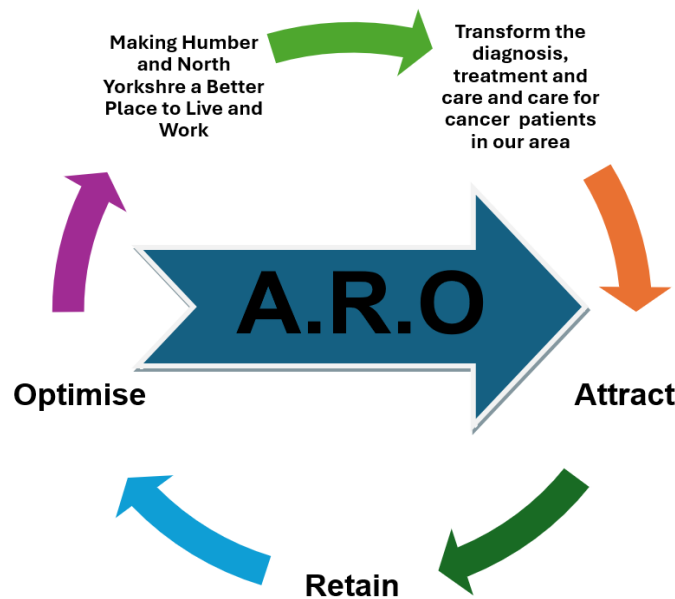


→ Clear Career Pathways: Developing and communicating clear career progression pathways can motivate staff by showing them how they can advance.<sup>17</sup>

### Enhanced staff wellbeing and morale

→ Enhanced staff wellbeing and morale are achieved by addressing workforce issues such as job satisfaction, career development, and work-life balance, which can lead to increased staff wellbeing, reduced burnout, and higher morale.

By focusing on workforce development, the healthcare system across Humber and North Yorkshire can better prepare for future challenges, such as an aging population and chronic disease, all coupled with the increasing prevalence cancer. A focus on retention helps to reduce turnover rates, ensuring that experienced and skilled professionals remain within the system, maintaining a high standard of care.



Together, the 'attract' and 'retain' strategic actions underpin and will drive the optimisation of the workforce, which in turn will attract and help to retain the workforce, completing the cycle, as demonstrated

<sup>17</sup> NHS England » Looking After Our People – Retention hub





## Optimise

Ensuring an optimised, well-distributed and adequately staffed workforce helps provide equitable access to high-quality healthcare services across different regions and communities.<sup>18</sup> An optimised workforce operates more efficiently, and higher productivity is likely, leading to better utilisation of resources improved service delivery and most importantly, enriches working lives and ensures better patient care and experience.

## Communication and Engagement

A comprehensive communications and engagement plan will be established to connect with the current workforce, promoting the strategy and fostering regional and system-wide ownership, engagement, and implementation. By building on and implementing the strategy priorities, we aim to support a more sustainable workforce model across Humber and North Yorkshire.

A separate workforce plan for the NSO workforce across Humber and North Yorkshire will be developed to compliment this underpinning vision.

It must be stressed that this is a dynamic document which will continue to evolve over time in response to the actions taken, lessons learnt, implementing best practice, changes to national guidance and planning and through further collaboration both at a local, regional and national level.

## Measuring Success

HNY Cancer Alliance will provide assurance that the actions set out in this strategy are being met and the success or learning otherwise, measured and documented. The HNY Cancer Alliance Clinical and Professional Nursing and AHP lead reports against key milestones through the HNYCA overarching governance structure. The 2024 – 2027 Key Milestone tracker (page 22) provides a high-level overview of anticipated key achievements over the next 3 years. More in-depth milestones and yearly plans will be documented through the nursing and AHP yearly programme management plan.

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- <sup>18</sup> NHS England. (2023). NHS Workforce Plan. Available at: [NHS England](#)
  - The King's Fund. (2023). The Health Care Workforce in England. Available at: [The King's Fund](#)
  - Health Education England. (2023). Workforce Strategy and Planning. Available at: [HEE](#)
  - NHS Confederation. (2022). Addressing Staff Shortages in the NHS. Available at: [NHS Confederation](#)
  - National Institute for Health and Care Excellence (NICE). (2023). Supporting the Health and Wellbeing of NHS Staff. Available at: [NICE](#)





## Strategy to Action – The Vision ‘Attract’

### ATTRACT.R.O. – Awareness, Education & Development So, what are Cancer Nursing & AHP careers – How do you get there?

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
Promote careers early (schools, Higher Education Institutions, voluntary organisations etc & showcase local cancer nursing & AHP roles	<ul style="list-style-type: none"> <li>Communities both in and out of health care are better informed about careers and roles in cancer care</li> <li>A shared understanding that there will be a determined effort to 'grow our own' - attracting a local workforce</li> <li>Improved awareness of potential careers in cancer among 14-16 year olds across Humber and North Yorkshire.</li> <li>Improve recruitment into careers in cancer across Humber and North Yorkshire.</li> <li>Inspire and increase the number of local people beginning careers in nursing and AHP roles across Humber and North Yorkshire.</li> </ul>	<ul style="list-style-type: none"> <li>Compile a cancer 'nursing and AHP' roles inventory with a short overview of what the role entails, that can be published on the HNYCA Website and used in communities for educating and talking about careers in cancer care.</li> <li>Scope, plan and undertake a Cancer Careers Project to design, produce, evaluate a series of short films to highlight careers in cancer for school children across Humber and North Yorkshire.</li> <li>Network and build strong strategic relationships with local authority partners to enable pathways into promoting career opportunities across communities in Humber and North Yorkshire</li> </ul>	<ul style="list-style-type: none"> <li>Nursing &amp; AHP workforce groups</li> <li>Link in with any other work already taking place in the ICB and ensure the cancer career options are showcased</li> </ul>	<ul style="list-style-type: none"> <li>National Cancer Workforce Dashboard</li> <li>NHS Long Term Workforce Plan</li> <li>Scope of any other national /regional work and adapt where possible to ensure streamlining regionally and nationally</li> <li>National recognition/presence improves awareness and reputation of employers</li> </ul>
Accessible information/pathways illustrating routes into a cancer nursing or AHP career	<ul style="list-style-type: none"> <li>Teachers/careers advisors can provide information and advice on routes into cancer nursing and AHP careers to cater for all options/routes in.</li> <li>Careers in cancer nursing and AHP careers made accessible to a much wider cohort, including those who do not have English as a first language</li> </ul>	<ul style="list-style-type: none"> <li>Map/scope out what is being locally delivered in terms of promoting cancer nursing &amp; AHP careers.</li> <li>Map out current local routes/pathways into cancer nursing &amp; AHP careers</li> <li>Gap analysis of routes missing/under subscribed</li> <li>Develop a clear flowchart for 'routes in' that can be widely shared and easily utilised</li> </ul>	<ul style="list-style-type: none"> <li>Utilise ICB education/careers links to develop this piece of work/link in</li> </ul>	<ul style="list-style-type: none"> <li>Scope any other national /regional work and utilise and learning from other similar schemes where possible</li> </ul>
Maximise access to training/introduction of 'cancer as a career' for those already in a generalist or cancer nursing AHP role	<ul style="list-style-type: none"> <li>Attract those at an early stage of a career into cancer care</li> <li>Clear career succession routes in 'cancer care' - attracts workforce.</li> <li>Helps to inform planning/funding requirements in advance</li> </ul>	<ul style="list-style-type: none"> <li>Utilisation of the ACCEND framework to identify training, and to shape clear career routes through levels of practice, for both generalist and specialist workforce</li> </ul>	<ul style="list-style-type: none"> <li>Link to ICB Diagnostic workforce strategy</li> </ul>	<ul style="list-style-type: none"> <li>Work with NHSE to prioritise funding and ensure equitable and proportional distribution across HNYCA</li> </ul>



## ATTRACT.R.O. – Awareness, Education & Development

So, what are Cancer Nursing & AHP careers – How do you get there?

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
Demonstrable commitment to ensuring the recruitment and development of the workforce	<ul style="list-style-type: none"> <li>Improves wellbeing of workforce - attracts workforce</li> <li>Raises profile and awareness of cancer nursing &amp; AHP careers in our area</li> <li>Improves reputation of employers - attracts wider geography of workforce</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the ACCEND framework (separate project work being developed for 24/25)</li> </ul>	<ul style="list-style-type: none"> <li>ICB Workforce Strategy for health and care education and training</li> </ul>	<ul style="list-style-type: none"> <li>NHS Long Term Workforce Plan</li> <li>ACCEND framework</li> </ul>
Scope and promote Return to Practice initiative in cancer nursing roles	<ul style="list-style-type: none"> <li>Understand the potential for returning experienced professionals</li> <li>If viable, develop strategy to include RtP</li> </ul>	<ul style="list-style-type: none"> <li>Scoping report produced with recommendations and next steps</li> </ul>	<ul style="list-style-type: none"> <li>Link with regional RtP co-ordinator NHSE.</li> </ul>	
Influence and support organisations to capitalise on the success of the CNS development programme and continue the opportunities at local level.	<ul style="list-style-type: none"> <li>Attracts nurses into a career in cancer in a supported way. This will directly feed into the retention and optimisation of the workforce using the ACCEND framework</li> </ul>	<ul style="list-style-type: none"> <li>Once the CNS development programme has been fully evaluated (September 2024), HNY to complete an appraisal and scope out organisational appetite for further funding of roles</li> </ul>		
Excellent Promotion and Public Relations through Communication and Engagement Teams	<ul style="list-style-type: none"> <li>All work taking place as set out in this delivery plan will be widely publicised so that the awareness of this strand of HNYCAs vision is demonstrable - attracting interest</li> </ul>	<ul style="list-style-type: none"> <li>Work with the HNYCA Communication and Engagement team to promote PR for 'Attract' elements of vision</li> <li>HNYCA website will have a 'workforce' space to host information to support/link elements related to activity to 'Attracting' workforce</li> <li>Standardised advertising strategy across HNYCA (reliant on work to standardise Job Descriptions) -</li> </ul>	<ul style="list-style-type: none"> <li>Utilise relationships with ICB comms and engagement team to further promote and provide PR</li> </ul>	<ul style="list-style-type: none"> <li>Utilise HNYCA relationship with the National Cancer Workforce Team to promote success stories/work done across all elements of 'Attract'. e.g. HNYCA can present at national workforce meetings</li> </ul>





## Strategy to Action – The Vision ‘Retain’

### .A.**RETAIN**.O. – Priority to retain our existing and future cancer nursing & AHP workforce

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
Support & work with partners to ensure the health and wellbeing of cancer nurses and AHPs is a top priority	<ul style="list-style-type: none"> <li>Improved job satisfaction and increased retention and improved patient outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Scope the possibility of conducting a baseline HNYCA cancer nursing and AHP wellbeing survey</li> <li>From this - identify priority areas that can be improved/worked on and develop plan to achieve</li> </ul>	<ul style="list-style-type: none"> <li>Benefit to the reputation and appeal of working for our local organisations - attracting a wider geographical workforce.</li> <li>Link with and promote HNY ICB wellbeing support <a href="https://humberandnorthyorkshire.org.uk/our-work/workforce/health-and-wellbeing/">https://humberandnorthyorkshire.org.uk/our-work/workforce/health-and-wellbeing/</a></li> </ul>	<ul style="list-style-type: none"> <li>Link with and promote NHSE wellbeing support <a href="https://www.england.nhs.uk/supporting-our-nhs-people/">https://www.england.nhs.uk/supporting-our-nhs-people/</a></li> </ul>
Robust and clear Education and Development plans for nurses and AHPs in cancer care	<ul style="list-style-type: none"> <li>Clear education and development plans provide a pathway for professional growth, which can lead to higher job satisfaction, reduced burnout, and lower turnover rates among nurses and AHPs.</li> </ul>	<ul style="list-style-type: none"> <li>Anonymous - scope out how much time cancer nurses/AHP's have been able to dedicate to training and development (last 3-6 months)</li> <li>Map this to professional expectations</li> <li>Work with stakeholders to plan how dedicated/protected learning time can be worked into roles as BAU</li> <li>Implementation of ACCEND framework (separate implementation and outcome plan to be published - this will be fed into this action plan once complete).</li> </ul>	<ul style="list-style-type: none"> <li>Link to relevant cross cutting workforce education and development plans across the ICB</li> </ul>	<ul style="list-style-type: none"> <li>Links to National ACCEND framework</li> </ul>
Education and development funding routes for nurses and AHPs to be widely published and accessible	<ul style="list-style-type: none"> <li>Easy and clear guidance for nurses and AHPs to be able to request and access funding in a timely manner will increase the uptake of education and development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Scope current provision/access routes</li> <li>Agree with partners how to move forward with access to funding, including that made available from NHSE and HNYCA</li> <li>Publish flowchart /SOP for stakeholders for routes to funding - to include the ability to ensure equity of access across HNY</li> </ul>	<ul style="list-style-type: none"> <li>Share with ICB comms and engagement team to further celebrate success</li> </ul>	<ul style="list-style-type: none"> <li>Share with national cancer workforce team local successes, to raise the profile of HNYCA and further values our workforce</li> </ul>



**.A.RETAIN.O.** – Priority to retain our existing and future cancer nursing & AHP workforce

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
HNYCA Nursing and AHP progression and career pathways published	<ul style="list-style-type: none"> <li>Increased motivation and engagement</li> <li>Workforce sense of purpose and direction -leads to greater job satisfaction and loyalty</li> <li>Supports the action to provide education and development plans and directly links to the implementation of the ACCEND framework</li> </ul>	<ul style="list-style-type: none"> <li>Project to map current cancer nursing and AHP roles across HNY</li> <li>Conduct workforce planning analysis to understand current and future skill requirements (utilise tool developed by HHP)</li> <li>Map to ACCEND framework</li> <li>Collaborate with local and national workforce leads develop pathways</li> </ul>	<ul style="list-style-type: none"> <li>Link in with ICB wide career pathway work</li> </ul>	<ul style="list-style-type: none"> <li>Work with regional and national cancer alliances to compare, share and learn</li> </ul>
HNY strategy to capture and ensure reward and recognition of the workforce.	<ul style="list-style-type: none"> <li>The workforce feels valued, motivated and committed to their roles in cancer care in HNY.</li> <li>Improved retention of the workforce</li> <li>Improves trust in leadership</li> </ul>	<ul style="list-style-type: none"> <li>Map out current recognition and reward processes in place across HNY</li> <li>Work with HNYCA communications and engagement team to develop platform for sharing reward and recognition across HNYCA</li> <li>Cancer Alliance Annual Awards</li> <li>Compare nursing and AHP wellbeing surveys once reward and recognition strategies are embedded</li> </ul>	<ul style="list-style-type: none"> <li>Share widely through ICB communications and engagement channels</li> </ul>	<ul style="list-style-type: none"> <li>Share and promote innovative practice at a national level, supporting colleagues to celebrate success at all levels</li> </ul>
Collaborate with partners to develop specialised 'communities of practice' (COP)	<ul style="list-style-type: none"> <li>Improves and ensures collaboration across HNYCA</li> <li>Provides opportunity for networking and sharing of good practice.</li> <li>Peer support ensures professionals feel valued and supported</li> <li>Improves partnership teamwork</li> <li>Inspires good practice</li> </ul>	<ul style="list-style-type: none"> <li>Work with partners and tumour site leads to roll out COPs ensuring they are valuable and achieving expected outcome</li> <li>Feedback from COPs once embedded to evaluate value and learn /improve meetings</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with colleagues across other networks in ICB to share learning/set up of COPs etc</li> </ul>	
Scope and plan 'swapopportunities' for nursing and AHP workforce.	<ul style="list-style-type: none"> <li>Enables staff to explore opportunities for development through short term job swaps.</li> <li>Demonstrates organisational flexibility and commitment to retention of staff</li> </ul>	<ul style="list-style-type: none"> <li>Scoping project to assess appetite 2. Work with workforce directors to plan feasibility and implementation</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with colleagues across ICB's to share and learn through similar projects</li> </ul>	



## Strategy to Action – The Vision ‘Optimise’

**.A.R.OPTIMISE.** – Enriching working lives, elevating care, enhancing efficiency

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
Map workforce capabilities around patient needs at different points in patient pathway; collate detailed workforce composition information to better understand shortfalls and different approaches to skills mix (nursing and AHP)	<ul style="list-style-type: none"> <li>Optimal utilisation of high-level skills within the cancer workforce. ACCEND framework will underpin this and provide opportunity to maximise workforce</li> </ul>	<ul style="list-style-type: none"> <li>Work with NHSE regional data analysts for workforce to support project</li> <li>Data available to demonstrate skill mix in different and comparable teams across HNY</li> <li>Training needs analysis /gaps identified (ACCEND)</li> <li>Share with providers and ensure equity of service provision/access to opportunities for workforce</li> </ul>		<ul style="list-style-type: none"> <li>Work with National Cancer Workforce Team - ACCEND</li> </ul>
Development of a shared toolkit of skill mix workforce planning and redesign resources from supportive to Consultant/ACP levels.	<ul style="list-style-type: none"> <li>An increase in the level of advance practice and prescribing and the introduction/retention of support worker and administrative roles.</li> <li>Clear career progression pathways through the optimal optimisation of all roles</li> <li>Standardised, collaborative and equitable workforce planning across HNY</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with NEY NHSE workforce transformation team to utilise resources available and apply to HNYCA</li> <li>Workforce planning /redesign resources available from HNYCA (collaboratively agreed).</li> </ul>	<ul style="list-style-type: none"> <li>Work with ICB workforce leads to share ideas/resources already available</li> </ul>	<ul style="list-style-type: none"> <li>Link with National Cancer Workforce team to identify resources available/ share HMNCA insight</li> </ul>
HNY workforce quality improvement lead to support and plan workforce transformation projects across HNY e.g. skills mix pilot projects	<ul style="list-style-type: none"> <li>Optimisation of the nursing and AHP workforce across HNY</li> <li>Improved recruitment to HNY nursing and AHP roles - clear career progression opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Project Initiation Documents</li> <li>Updated nursing and AHP workforce plan</li> <li>Implementation of projects</li> <li>Outcome reporting</li> </ul>	<ul style="list-style-type: none"> <li>Share and learn across ICB as applicable</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the ACCEND framework</li> </ul>





## .A.R. OPTIMISE. – Enriching working lives, elevating care, enhancing efficiency

ACTION	OUTCOME	DELIVERABLES	ICB PARALLEL / LINK	NATIONAL LINK
Collaborate with other networks relevant to cancer, e.g. diagnostics, primary care workforce network, radiotherapy etc	<ul style="list-style-type: none"> <li>Workforce challenges across the system are understood and support can be provided</li> <li>Ensure relevant workstreams are included in the HNYCA workforce strategy/actions</li> <li>System collaboration and avoidance of duplication</li> <li>Optimisation of both specialist and non-specialist roles a priority across all networks</li> </ul>	<ul style="list-style-type: none"> <li>System wide overview of workforce challenges shared and support/adaption of workforce strategy implementation prompt and relevant</li> <li>Workforce strategies across HNY updated to link and cross reference where applicable</li> </ul>	<ul style="list-style-type: none"> <li>System wide collaboration and efficiency work with regional NHSE workforce data teams</li> </ul>	<ul style="list-style-type: none"> <li>Link with NHSE workforce planning and intelligence teams</li> </ul>
Scope project to undertake a Cancer Training Needs Analysis for non-specialist cancer workforce e.g. Primary care nursing/AHP roles	<ul style="list-style-type: none"> <li>Workforce not directly in cancer arena/those not managed by cancer leads are identified and have access to education and development relevant to their role/input with cancer patients (ACCEND framework)</li> <li>Improved confidence for non-specialist workforce</li> <li>Improved patient care across system</li> <li>Efficient use of wider workforce, freeing up and improving pathways</li> </ul>	<ul style="list-style-type: none"> <li>Scoping report completed</li> <li>Recommendations from report worked up into an action plan to move work forward and address gaps</li> </ul>	<ul style="list-style-type: none"> <li>Link to ICB wide workforce groups</li> </ul>	<ul style="list-style-type: none"> <li>Share and learn through National Cancer Alliance Workforce Group to avoid duplication</li> </ul>
HNYCA Nursing and AHP progression and career pathways published	<ul style="list-style-type: none"> <li>Clear career pathways will optimise the workforce and allow for better succession planning.</li> </ul>	<ul style="list-style-type: none"> <li>Work with other cancer alliances to understand what work is has already been completed around this</li> <li>Task and Finish group to look at piece of work to provide HNYCA Nursing and AHP framework</li> <li>Survey of workforce to gain feedback on pathway and impact</li> </ul>	<ul style="list-style-type: none"> <li>Share and learn with ICB workforce lead</li> </ul>	<ul style="list-style-type: none"> <li>Share and learn through National Cancer Alliance Workforce Group to avoid duplication</li> </ul>
Support and ensure collaborative patient pathways are in place across HNYCA	<ul style="list-style-type: none"> <li>Work with CDGs and TPPC team to optimise patient pathways, focusing on workforce to ensure standardised, streamlined and efficient practices and care</li> <li>Improved pathways and optimisation of workforce</li> </ul>	<ul style="list-style-type: none"> <li>Through communities of practice map patient pathways</li> <li>Identify areas for improvement/new ways of working</li> <li>Work with teams to implement any identified improvements</li> </ul>	<ul style="list-style-type: none"> <li>Link to cross cutting workforce workstreams across the ICB</li> </ul>	







## 2024 – 2027 Key Milestone Anticipated Achievements

Milestones and Activities	01/04/2024	01/06/2024	01/08/2024	01/10/2024	01/12/2024	01/02/2025	01/04/2025	01/06/2025	01/08/2025	01/10/2025	01/12/2025	01/02/2026	01/04/2026	01/06/2026	01/08/2026	01/10/2026	01/12/2026	01/02/2027	01/04/2027	01/06/2027	
<b>ATTRACT</b>																					
Promote careers early (schools, Higher Education Institutions etc) & showcase local cancer nursing & AHP roles																					
Accessible information/pathways illustrating routes into a cancer nursing or AHP career																					
Maximise access to training/introduction of 'cancer as a career' for those already in a generalist or cancer nursing AHP role																					
Demonstrable commitment to ensuring the recruitment and development of the workforce																					
Scope and promote Return to Practice initiative in cancer nursing roles																					
Influence and support organisations to capitalise on the success of the CNS development programme and continue the opportunities at local level.																					
Excellent Promotion and Public Relations through Communication and Engagement Teams																					
<b>RETAIN</b>																					
Support & work with partners to ensure the health and wellbeing of cancer nurses and AHPs is a top priority																					
Robust and clear Education and Development plans for nurses and AHPs in cancer care																					
Education and development funding routes for nurses and AHPs to be widely published and accessible																					
HNYCA Nursing and AHP progression and career pathways published																					
HNY strategy to capture and ensure reward and recognition of the workforce.																					
Collaborate with partners to develop specialised 'communities of practice' (COP)																					
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