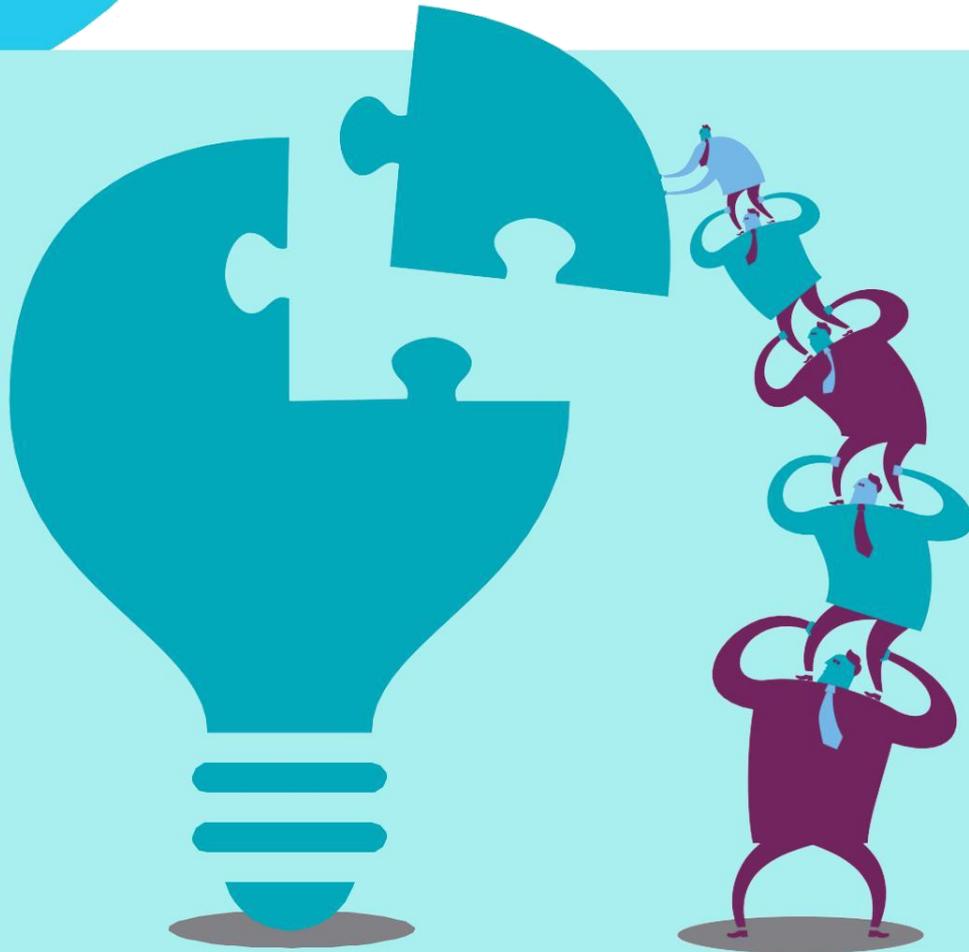


Workforce Resources



Developing the Workforce Elements of Integrated Plans



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Introduction

The aim of the workforce planning element within integrated plans is to ensure that NHS organisations have a workforce of the right size, with the right skills and diversity, organised in the right way, within an affordable budget, delivering the services needed to provide patient care to required quality standards.

Whilst it is recognised that there are many layers of planning from department to regional to all Wales plans, this booklet focuses on the 3 year medium term planning process and highlights in more detail the workforce elements of integrated planning referred to in the NHS Wales Planning Framework <http://wales.gov.uk/topics/health/publications/health/strategies/planning/?lang=en> and signposts tools and information which may be of help. Linked to the NHS Wales Planning Framework are a number of mandatory workforce templates which are referred to in the sections below.

Planning is a critically important activity within NHS Wales and this is emphasised in the NHS Wales Planning Framework which recognises that planning is a dynamic process within which workforce plans need to be robust enough to manage the business in the short term while flexible enough to cope with a range of future scenarios.

This includes the whole workforce and covers the following related activities:

- **Designing the future workforce**

This is not just about redesigning a service and staffing it, but understanding the impact that the change will have on the current or future workforce and ensuring that these workforce implications are considered as part of the integrated planning process

- **Developing the future workforce**

Understanding what skills and competences will be needed to deliver planned services, where these skills and competences will come from and making provision to develop them if they are not already available within the current workforce

- **Delivering the future workforce**

This includes the management actions which are needed to ensure that all staff are engaged, that new ways of working are achieved, that workforce development plans are delivered and that best practice is shared and adopted.

Planning the workforce is an essential part of this and needs to be fully integrated into the planning process.

This booklet is predominantly aimed at those who are new to planning the workforce, but also contains some useful links for experienced planners and can be read in conjunction with the Workforce education and development service (WEDS) Workforce Planning and Information web pages. <http://www.weds.wales.nhs.uk/integrated-workforce-planning-and-workfo>

What are the benefits of planning the workforce?

Whether planning is taking place at a simple or complex level preparing a workforce plan helps leaders and managers to prepare for future changes, identify and plan for any gaps and manage risk. Effective planning will:

- Contribute to ensuring patient quality and safety by having the right staff skills in place to deliver effective care
- Help to prevent staffing crises and shortfalls in service delivery
- Encourage team working between service providers, often across multi professional and multi organisation boundaries.
- Make best use of the skills of existing and future staff
- Plan the education and training needs across the whole workforce
- Develop new and more flexible career pathways
- Modernise education and training

Should you want to read further on this subject, the Kings Fund paper, Workforce Planning: Limitations and Possibilities might be of interest: <http://www.kingsfund.org.uk/publications/nhs-workforce-planning>

Workforce Planning: A Force for Good, People Management, June 2010 <http://www.cipd.co.uk/pm/peoplemanagement/b/weblog/archive/2013/01/29/workforce-planning-a-force-for-good-2010-06.aspx>

For CIPD members, Workforce Planning: Right people, right time, right skills (2010) might also be of interest. <http://www.cipd.co.uk/hr-resources/guides/workforce-planning-right-people-right-time-right-skills.aspx>

When to plan?

Whilst this booklet focuses on the 3 year medium term planning process, workforce planning per se is an ongoing and iterative process. Workforce planning can be undertaken over varying timescales – at one level, development of staffing rotas are prepared on a weekly or monthly basis whereas a medium term organisation plan usually covers 1-3 years.

Where redesign of the workforce is taking place or education needs to be commissioned longer timescales may be necessary.

Any plan needs to be constantly reviewed and should be flexible enough to respond to changing requirements and changing environments.



What is the NHs Wales workforce planning approach?

Welsh Government has issued a new 3 year medium term NHS Wales Planning Framework <http://wales.gov.uk/topics/health/publications/health/strategies/planning/?lang=en> which describes a 6 stage approach to planning shown in the model below, namely:

Stage 1: Understand your population/healthcare environment

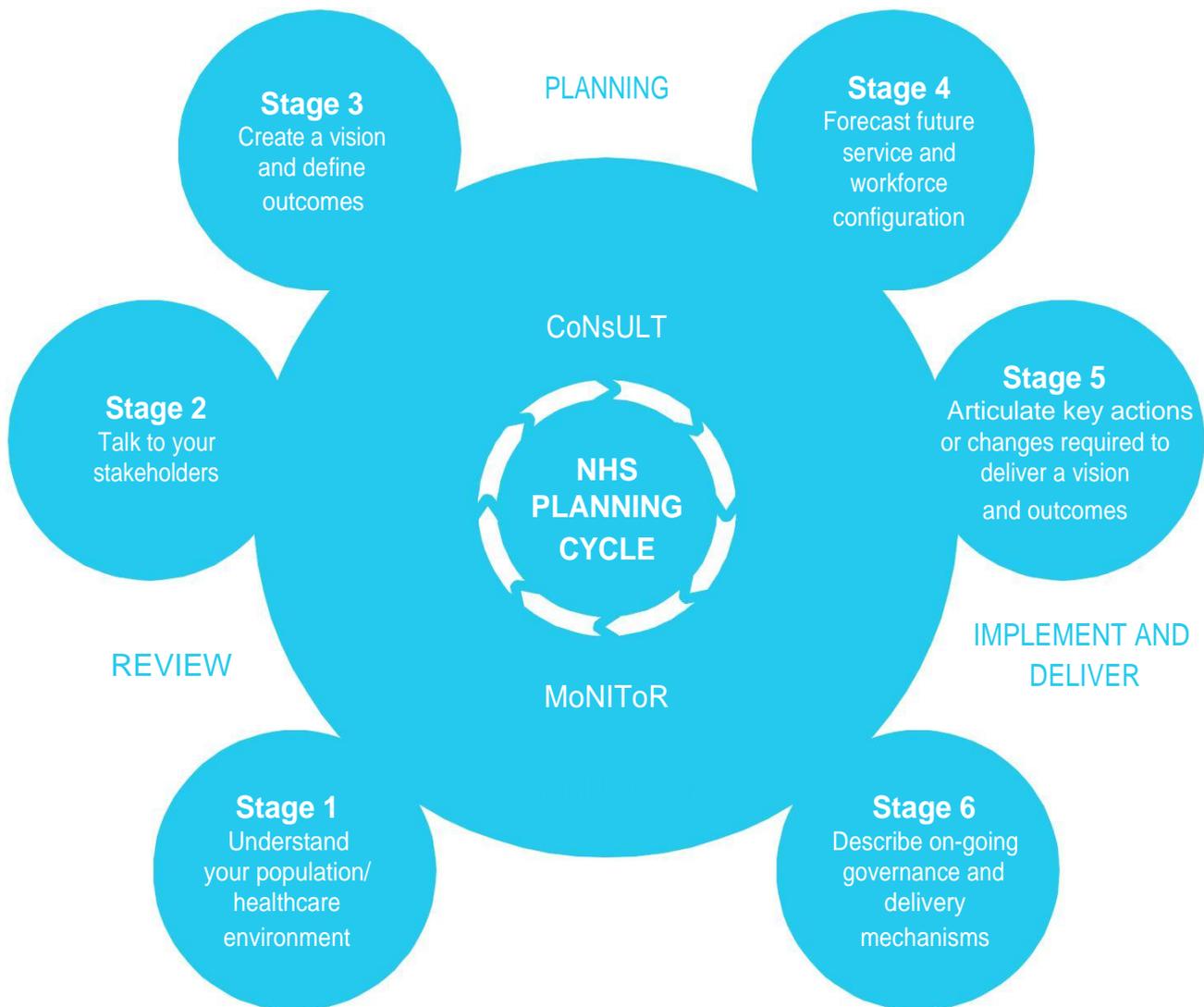
Stage 2: Talk to your stakeholders

Stage 3: Create a vision and define outcomes

Stage 4: Forecast future service and workforce configuration

Stage 5: Articulate key actions or changes required to deliver a vision and outcomes

Stage 6: Describe ongoing governance and delivery mechanisms.



The key workforce elements of the 6 stages are described in the following sections.

Stage 1: Understand your population and healthcare environment

Stage 1 of the NHS Wales Planning Framework is about defining the need for the workforce and this is achieved by analysing the environment and scanning the horizon.

You will be identifying the drivers for change, some of which you will find in relevant policies and strategies

<http://wales.gov.uk/topics/health/publications/health/strategies/?lang=en>

It might be useful to undertake a PESTEL and SWOT analysis and examples of how to undertake these analyses can be found in the linked document;

http://www.netscc.ac.uk/hedr/files/project/SDO_FR_08-1001-001_V01.pdf

You will also need to scan the horizon to attempt to identify potential changes to how we provide services, changes to technology and science and medicine that could have an impact on the workforce. The Horizon Scanning section of the CfWI website might be of use <http://www.cfwi.org.uk/how-we-work/horizon-scanning>

Having scanned the environment and horizon, it may now be useful to undertake some scenario planning to help you to identify some possible futures, based on the information you have found from your analysis. The CfWI has produced some information on scenario planning <http://www.cfwi.org.uk/how-we-work/scenario-generation>

You will now need to describe and understand the current profile of your workforce and relate this to the environment in which it operates. You will be able to access advice and support from your local Workforce and OD Teams in accessing data from the Electronic Staff Record.

Your analysis should include consideration of the following elements:

- An understanding of the current workforce profile for all staff groups to include:
 - Band, full time equivalent (FTE)
 - age profiles, retirement patterns, turnover,
 - Full time / part time working (participation rate)
 - Overtime, locum agency usage
 - Impact of study leave, annual leave, sickness etc.
 - Equality / diversity profile including Welsh Language
 - Workforce funded establishment and costs.
 - Levels of education, qualifications, competencies

Workforce tools can be accessed via the WEDS website <http://www.weds.wales.nhs.uk/workforce-information-and-tools>

- Any areas where recruitment is difficult (locally, Wales, UK). Helpful assessments of specific profession trends can be found on the CfWI web site <http://www.cfwi.org.uk/news/cfwi-workforce-risks-and-opportunities-reports>
- Local demographics relating to the make-up of the population for example, age, gender and socio economic breakdown. By understanding and using demographic information and intelligence organisations are able to see how this will affect services and the workforce they are drawing on to provide them. Helpful statistics can be found on the Public Health Wales Observatory web site <http://www.wales.nhs.uk/sitesplus/922/page/66223> and Stats Wales <http://stats.wales.gov.uk/Catalogue>

stage 2: Talk to your stakeholders

The NHS Planning Framework states that the “process of engagement with staff, patients, the public and stakeholders is an ongoing one rather than an event to inform a plan”. Working in partnership with stakeholders, both internally and externally is vital to the development of effective plans and ongoing stakeholder engagement is vital to the successful implementation of any workforce plan.

There are a number of elements to this:

- **Staff engagement** is critically important to successful change management. A resource to help managers to engage staff and involve them in decision making can be found by following this link <http://nwww.sharedservicespartnership.wales.nhs.uk/sitesplus/documents/955/Engaging%20your%20staff%20the%20NHs%20Wales%20staff%20engagement%20resource.pdf>
- **Providers of other services** that your service or organisation interfaces with.
- **Partnership with trade unions and professional staff organisations** support and advice will be provided by Workforce & OD teams
- **Engagement with other stakeholders** for example social care and the third sector is essential when considering how best to collect and share workforce data <http://www.ccwales.org.uk/>

In order to identify your key and relevant stakeholders, you may want to undertake a Stakeholder Analysis :

http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/stakeholder_analysis.html

stage 3: Create vision and define outcomes

In the previous two stages you have considered the impact of issues within the environment, local demography and epidemiology, scanned the horizon, identified drivers for change from strategies and considered the profile of your current workforce to create an assessment of need.

You should now be in a position to describe the vision, outcomes and priorities for the workforce and identify key workforce themes/goals/outcomes. It would be useful to undertake a benefits analysis at this point so that you can identify what measures you are going to develop for your outcomes.

The development of the vision for your workforce should be consistent with service change and reconfiguration plans, quality and safety plans and delivery plans and based on the substantial analysis you have undertaken as part of Stage 1.

Key supporting documents are:

- The overall vision for the NHS Wales workforce is found in Working Differently Working Together – the Workforce and Organisational Development Framework for NHS Wales <http://wales.gov.uk/topics/health/publications/health/strategies/working/?lang=en>
- Delivery plans for NHS Wales can be found by following this link <http://wales.gov.uk/topics/health/publications/health/strategies/?lang=en>

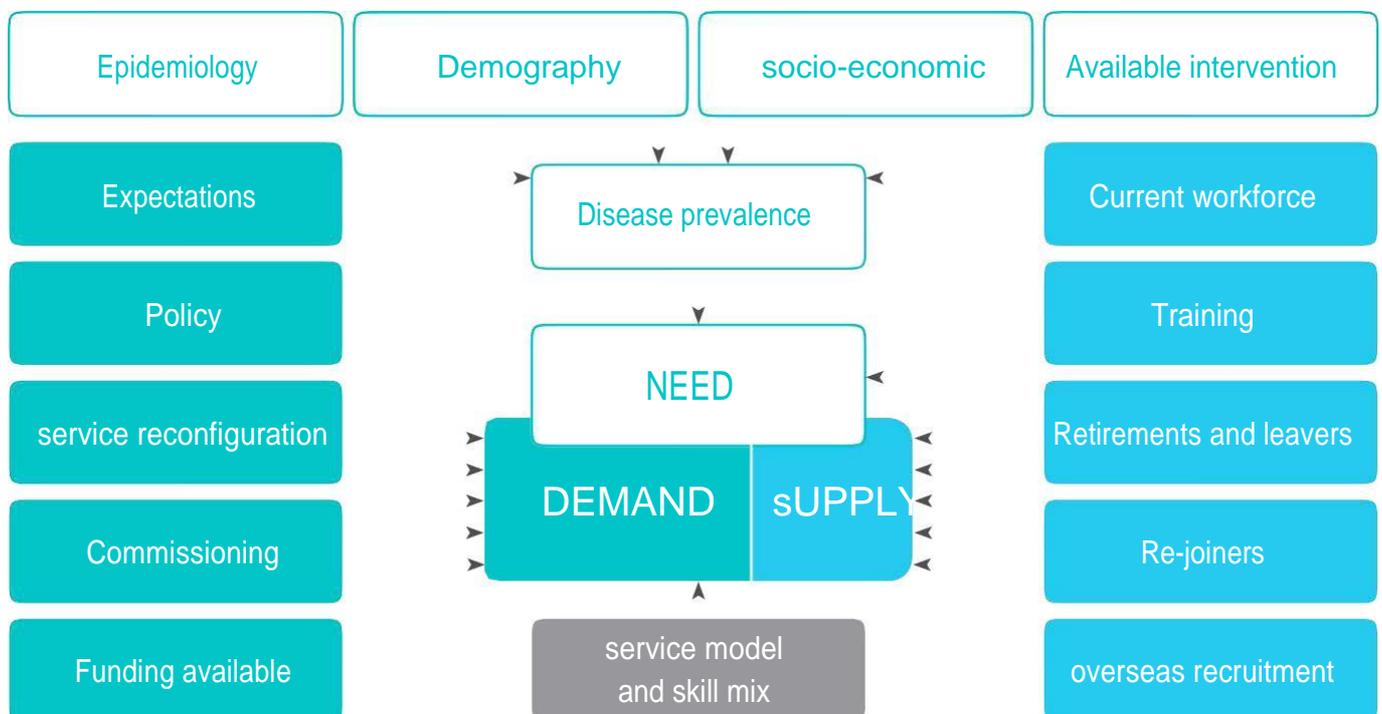
stage 4: Forecast future service and workforce configuration

Once the vision and outcomes for the service and workforce have been identified options for delivery need to be developed. This stage is where the analysis of workforce demand and supply should be undertaken to identify any gaps that could impact on service delivery. Elements of this stage include:

- Gap analysis between the current and future workforce
 - Understand your current workforce configuration, including skill mix, age profile, turnover, what is the data telling you?
 - Identify any potential skills gaps and if any demand for different types of worker
 - Identify any supply issues e.g. recruitment issues, need for different types of worker or where there will be a time lag to train
 - Will you need to re-skill your existing workforce or change deployment? e.g extend roles/change roles

- Is the total cost of your workforce within your anticipated budget taking into account cash releasing efficiency savings?
 - If the cost of your workforce is higher than your funded establishment how do you plan to reconcile the difference?
- Supply issues should include consideration of areas where there may be difficulties in recruiting certain staff, for example, doctors in particular specialties and at particular grades. Account should be taken of the plans of the Wales Deanery which may be of particular importance in terms of planning for alternative workforce delivery models and other types of staff. The Wales Deanery web site includes an interactive map of current medical staff grades. <http://careers.walesdeanery.org/map/>

The following illustration is useful to help you consider what components make up Need, Demand and Supply in relation to the workforce.¹



¹ A Knapton, Workforce Review Team

stage 5: Key actions and changes required to deliver vision and outcomes

This part of the plan identifies the key workforce actions which will be required to move towards the identified vision. It will identify the workforce changes required to support the vision, outcomes and benefits identified in Stage 3, over the three year period of the plan. Key milestones will need to be identified linked to the benefits identified in Stage 3.

Key elements of this stage will include:

- Recruitment plans
- Retention plan (e.g. actions to manage an aging workforce)
- Succession planning and talent management
- Deployment and redeployment
- Exit strategies including redeployment and VERS (Voluntary Early Release Scheme)
- Workforce re-profiling and associate re-skilling planning
- Changes to work processes and use of technologies
- Development of new skills, training and re-training.

Resources are available for developing the workforce, for example, Advanced Practice Guidelines, Role Redesign Guidelines, Delegation Guidelines etc. by following <http://nww.sharedservicespartnership.wales.nhs.uk/improving-patient-care-by-being-more-pro-1>

In addition to the creation of a 3 year plan for the workforce, key outputs for this stage of the planning process include:

- **Education commissions for the medical and non medical workforce.** Whilst the organisational plans are for 3 years, education commissioning takes place over a longer planning cycle.
- **Identification of future skills and training requirements for the whole workforce, including the number of extended and changed roles,** for example, advanced practitioners, assistant practitioners etc.

- What local organisational and regional education and training provision will support the development of your workforce?
- What national (NHS Wales wide) education and training provision is required to support the development of the future workforce?
- Workforce templates are included in the NHS Wales Planning Framework which summarise the workforce elements of the plan:

B.11	Workforce summary wte
B.12	Workforce summary £
B.16	Workforce – Recruitment Difficulties Summary
B.17	Workforce Changes Summary
B.18	Educational Commissioning information

If planning has gone well there should have been full engagement with stakeholders throughout the whole planning cycle and this is essential to the successful implementation of the workforce changes you will have identified (see Stage 2). Development for effective change management can be accessed via <http://www.academiwales.org.uk/>

The national learning programme for all NHS Wales staff provides a common and consistent approach to improving the quality of services in NHS organisations across Wales.

Improving Quality Together, the national learning programme for NHS Wales staff is also available to provide a common and consistent approach to improving the quality of services across Wales: <http://www.iqt.wales.nhs.uk/home>

stage 6: Governance and delivery mechanisms

The governance arrangements to underpin delivery include how the workforce elements of plans will be monitored and reported (linked to the milestones identified in Stage 5). Key elements of this are:

- Risk management – identify workforce risks and mitigation i.e. actions that can be taken to manage and reduce the risk.
- Workforce measures – how progress is measured in your organisation. This may include workforce dashboards and data such as ESR Business Intelligence. The workforce measures which are currently included in the NHS Wales Delivery Framework and can be found by following the link: <http://www.wales.nhs.uk/sitesplus/documents/986/130524frameworken%5B1%5D.pdf>
- The workforce measures are as follows:
 - Staff Appraisal
 - Staff Survey – including overall measure of Engagement
 - Sickness Absence
- It is important to look at workforce measures alongside other measures to understand their impact. For example, higher staff engagement levels (measured by the NHS Wales Staff Survey) have an impact on patient experience “The more engaged staff members are, the better the outcomes for patients and the organisation generally”.² The overall aim is to work towards integrated performance reporting and a new Outcomes Framework is in the process of being developed.

2. NHS Wales Staff Survey 2013 – National overview.

Additional resources

Further information tools and resources in addition to those embedded within this document are available on the WEDS web pages

<http://www.weds.wales.nhs.uk/integrated-workforce-planning-and-workfo>

Other resources are available from:

- The 1000LivesPlus web pages:
<http://www.1000livesplus.wales.nhs.uk/home>
- NHS Employers, England workforce planning pages includes helpful information by staff group: <http://www.nhsemployers.org/PlanningYourWorkforce/Pages/Planning-your-workforce.aspx>
- The Centre for Workforce Intelligence <http://www.cfwl.org.uk/>

Feedback

Feedback on this booklet and the resources linked to it are welcomed and can be provided to Abm.wedsteam@wales.nhs.uk



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