



Primary Care - Workforce Data Analysis Resource

Introduction

This forms part of a suite of workforce planning resources designed to assist and support effective workforce planning within Primary Care Clusters across NHS Wales. Primary care services provide the first point of care, day or night, for more than 90% of people contact within NHS Wales. General practice is a core element of that service. It is therefore essential to understand the workforce in primary care and plan for the future workforce required by primary care to ensure sustainability.

Primary care workforce data is accessible from the Wales National Workforce and Reporting System (WNWRS). This resource aims to help primary care Practices and Clusters to analyse their workforce data from the WNWRS, to help them to identify and understand their workforce challenges and opportunities for workforce planning purposes. This resource has been designed to facilitate the analysis of Practice and Cluster level workforce information.

Undertaking analysis of the workforce information generated by the WNWRS can enable Practices and Clusters to:

- Understand their workforce needs and opportunities.
- Develop workforce plans to support delivery of the future Primary Care services
- Improve recruitment and retention across the Cluster, helping reduce staff turnover and attract the staff that are needed
- Enhance workforce development opportunities.

You need to consider staff that work within the Practice/s, who are defined as staff directly employed by the Practice/s and staff providing services to the Practice/s who may be seconded from e.g. the Health Board or working for instance for the Cluster or wider NHS.

Whole time equivalent (WTE) is often expressed for certain roles in number of sessions. The length of a session has had to be standardised to facilitate analysis. Please take this into account when undertaking your analysis.

1 session = 4 hours and 10 minutes
(4.167 hours)

This resource has been designed to help Practices and Clusters to analyse their workforce data for workforce planning purposes and to enable better workforce data and information analysis across the Cluster.



Section 1 – Workforce within your Practice/Cluster

This section asks you to consider the types of roles and skills that you use in the Practice or Cluster. You can use the WNWRS to produce a Detailed Staff Report

- Headcount is the number of people working in a role
- Whole Time Equivalent (WTE) indicates the number of hours that people work. WTE is calculated by using the following calculation:
Number of hours worked / Full time hours = WTE

You may also include the information as the number of sessions where relevant: **1 session = 4.167 hours**

If the Cluster Lead is completing the workforce analysis, working with the Practices within their Cluster, they may wish to ask the Practices to access their own Practice Detailed Staff Report. This report provides a wealth of staff information, including **Staff Details, Vacancies** and **Absence**. It should be noted that these reports also include personal information that **must not** be used or shared as part of the analysis.

If being undertaken at Cluster level, go to: Reports, Excel Reports, Organisation Type = Practice. Select Organisation (type first 3 letters of Practice or ODS Code and select from dropdown list). This will give a Headcount and FTE for each Staff Group broken down into Staff Roles. This will produce the **Practice Overview Report** that gives information on Headcount and FTE for each Staff Group, broken down into Staff Roles.

1: Using workforce data from the WNWRS, identify what roles you currently use in the Practice/Cluster and how many people work within them?

You can use the table below to analyse the data you extract from the WNWRS. This will help you to identify any gaps or issues in the roles you currently employ or share with others in the Cluster.

Staff Group (using WNWRS definitions)	Total Headcount	How many of these are employed by the practice?	How many are provided by Cluster funding?	How many are employed by Health Board (secondment)?	Total WTE



2: In the WNWRS look at the Demographic Breakdown of the roles in your Practice/ Cluster. This information can be extracted from the WNWRS by Practice, Cluster, Health Board or all Wales.

In the WNWRS, select a New Organisation. Start Typing first 3 letters of Cluster Name and select from drop down list. Select the **Demographic Breakdown** which will display the headcount for All Staff or Staff Group and you can filter down to Roles.

You can use the table below to identify those roles where your workforce is aged above 50 and use the head count to identify the numbers of staff in those age groups.

Staff Group (using WNWRS definitions)	50-59 years	60+ years

3: Looking across all of your staff groups, do you have any staff likely to retire in the next 2 or 5 years?

To find this information, use the same report and follow the instructions from above. Use the Demographic Breakdown within the WNWRS. This will help you to identify which roles are likely to become vacant and think about which roles you are going to be replacing in the forthcoming years.

Staff Group (using WNWRS definitions)	WTE to retire in next 2 years	WTE to retire between 2 and 5 years' time	WTE likely to replace on a like for like basis



Section 2: Leavers and joiners

This section asks you to consider how your workforce changes over time. This is typically due to turnover of your staff i.e. who leaves or joins employment with your Practice/ Cluster. In the future there is likely to be the facility to report turnover within the WNWRS and there is also the facility to run Workforce Trend reports – the information available to populate these reports will build as time progresses.

Understanding your turnover gives you an insight into natural changes in your workforce and how you could plan for these changes and helps to be able to plan to potentially change your workforce shape. It also helps you to identify any ‘hotspot’ – are you repeatedly losing staff from an area and what do you need to do to address this?

4: How many leavers and new starters have you had in each role in the last 12 months?

The Practice Staff Report contains information on leavers – this information is not available to download at Cluster level. Practices can run their Practice Staff Report, which provides full information for all staff in their practice. It includes termination dates for any leavers and start dates. It may be an option to ask Practices to run this report for Cluster Leads. In WNWRS select Reports, Excel, Organisation and type the first three letters of the practice and then select your practice from the drop down box. Select Practice Staff Overview from the drop down list. Practices can delete and columns from this report, that they do not want to share and to anonymise the information.

Role/Staff Group (using WNWRS definitions)	Leavers (WTE)	New Starters (WTE)



5: What are the main reasons for staff leaving? (please check all that apply for each staff group)

There is a field in the Staff Data Entry Module for Practices to enter reason for leaving. If this has been completed the information will be available within the Practice Staff Report. Details on how to access this report can be found above.

Staff Group (using WNWRS definitions)	Categories of leavers						
	Transfer between Cluster employment	End of fixed term	Redundancy or voluntary redundancy	Retirement	Voluntary resignation	Dismissal/Death	Unknown/Other (please specify)

6: What is the average turnover rate of the Practice/Cluster over the past two years?

Turnover (staff who have left, retired, died etc) is typically calculated on an annual basis, taking the annual number (headcount) of leavers from your Practice/Cluster divided by the average total number (headcount) employed. It is useful to consider and compare annual turnover over time - to see if there are changes. In time the WNWRS is likely to include a report on turnover.

Year 1	%
Year 2	%

6.1 : Can you identify an issue with turnover?

If you can identify an issue with your turnover it is useful to specify the roles and you can use the table below to do this. Can you identify any suspected reason for this turnover? This will help you to identify whether you have to take any actions to address this within your workforce plan.

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Section 3: Vacancies within your practice

7: Do you currently have any vacancies in the practice that you are trying to recruit to?

The WNWRS system can record vacancies – if the Practice/s are completing the Vacancy Section within the WNWRS, this information can be found in the **Practice Staff Report**. If this data has been entered into WNWRS for your Practice/Cluster, consider this information, alternatively you can use the table below to record your vacancies.

Role (using WNWRS definitions)	WTE of the vacancy	How long has the post been vacant?				
		Less than 1 month	1-3 months	3-6 months	6-12 months	More than a year



7.1: Thinking about the past 12 months, reflect on how you have recruited to posts in your practice. Where do you advertise your vacancies?

Considering this can help you to develop a recruitment plan, if required, or to identify whether you need to plan to do something different.

Recruitment/ Advertising method	What roles do you use this method for?	How successful is it? Scale of 1-5 (1 being very poor and 5 being excellent)
GP Wales website (free to use for all Primary Care vacancies)		
NHS Jobs		
National advertising in newspapers or journals		
Other- online advert		
Local advertising in newspapers		
Local Job Centre		
Word of mouth/ recommendation		
Recruitment agencies		
Other (Please specify)		

7.2: Do you have difficulty recruiting to any of these role/s?

Considering this, alongside the information you gathered earlier regarding those posts that you are likely to be replacing following retirements can help you to decide if you need to anything different or perhaps consider a different skill mix as part of your multi-disciplinary team.

Role/staff group (using WNWRS definitions)	What issues do you have recruiting to these posts?	Is there a different role that could be considered?



Section 4: Using Temporary Staff

Thinking about the past 12 months, what use have you made of temporary, bank and agency staff to assist in the running of your Practice/Cluster?

Analysing this information can help you to decide whether the Practice/Cluster has the right balance between its permanently employed staff and the flexibly employed staff that it requires to meet peaks of service and to cover short term gaps. Does the current workforce configuration give you the flexibility you require?

8: Explore where the Practice/Cluster has used temporary, locum, bank or agency staff in the past year and what roles have been covered and why.

The Contract Type field within the WNWRS includes options to record whether staff are employed under different contracts i.e. Bank, Fixed Term and Temporary. This information is available within the **Practice Staff Report**.

Roles covered using temporary staff (using WNWRS definitions)	Reasons for needing the temporary staff? e.g. sickness absence, training & development etc.	How long was the temporary staff role required? Please state in months.

9: Approximately how much has the practice spent on temporary staffing in the past year?

£

10: Is this level of agency/temporary staffing considered to be an issue for the practice?

By considering how much you are currently spending on temporary staff may help you, for example, to plan to use the money differently. When considered alongside the information you have considered above, you may wish to plan to recruit on a permanent basis or look for an alternative solution.



Section 5: Skills and Training needs in your workforce

Think about the skills of your existing workforce. Are there any skills gaps and what plans do you have to address these?

Workforce planning is not just about replacing staff who are leaving or recruiting to new roles/post. A great deal of your planning will be about how you can ensure that your current workforce is developed so that they have the skills, knowledge and competence to adapt to changing service provision.

The move toward delivering more care, closer to home and the rapid changes to technology and medical practiced (highlighted during the Coronavirus pandemic of 2020) highlight how important it is to plan for the training and development needs of both existing and new staff.

A skills gap occurs when there is a task that a current member staff can't do even though it is part of their role. A skills gap can occur because someone is not fully proficient in their role, do not have the right skills, have not yet received the appropriate training, or a new task or procedure is required and training for this has not yet taken place.

11: Describe the roles within your practice that have skills gaps and complete the table below.

Role (using WNWRS definitions)	Nature of the skills gap/issue	Reason for the skills gap*	How do you plan to address these gaps?

*Reasons could include:

- o Training is only partially completed
- o People being new in post
- o Introduction of a new service
- o Training hasn't been provided yet
- o Staff have been on training, but their performance has not improved sufficiently
- o Staff lack of motivation
- o Introduction of new technology
- o Lack of aptitude to do job/reached maximum potential



12: Are you using any new or extended roles in your practice? Please use the table below to describe them.

New or extended role Developed	Nature of the skills gap/issue addressed	How has the new or extended role filled the gap? How successful has it been?

Section 6 - Training and Development activities

Think about the training and development activities in your practice in the past 12 months. Your staff will have undertaken a range of training activities over and above statutory and mandatory training.

This section helps you to identify the level of training activity undertaken and to think about the value from the investment you have made and whether you need to consider different training and development or a different approach, for example.

13: Thinking about the broad levels of training and development within your practice how would you describe the balance over the past 12 months?

1 Very poor - we have struggled to even deliver statutory training	2 Poor - we need to be delivering more training	3 Adequate - we have met the needs of the practice	4 Good - we have delivered a good level of training to all staff that need it	5 Excellent - we have delivered training to extend the skills of our workforce

14: Do you have problems finding relevant or suitable training for your staff?

If yes what problems do you have?



15: Do you have a formal training plan within the practice?

If Yes - how is this developed?

16: What is your approximate annual budget for training and development within the practice?

£

Section 7 - Flexible and new ways of working

Think about any service developments that your Practice/Cluster may have undertaken over the past 12 months that may have changed the way in which people will work in your practice. If this is considered alongside information concerning how your current workforce is working can help you to plan for any changes you may wish to make and what that impact might have on your workforce and its availability.

17: Consider whether you currently have any flexible working practices in place to help retain staff?

You can use the box below to record the level and type of flexible working practices that you currently have in place within the Practice/Cluster and how these have benefitted the workforce.

18: Have any of the flexible patterns you have in place been introduced to fit better around patient needs?

You can use the box below to record these working patterns, why and when they were introduced and what the benefits have been.



19: Have you been able to introduce new ways of working due to developments in IT/technology? If so, please describe the impact and benefits.

You can use the box below to record the new IT/technology that has been introduced and to identify the ways in which it has impacted and changed what the workforce does and how they work using that new technology/IT.

Technology/iT used	How has this impacted on what the workforce do?

Large empty box for recording details of IT/technology used and its impact on the workforce.

