



Workforce Development Plan 2010-2015

Executive Summary

Underpinning the delivery of quality through
productivity, prevention and innovation

East Midlands Strategic
Health Authority
Octavia House
Interchange Business Park
Bostock's Lane
Sandiacre
Nottingham
NG10 5QG
T: 0115 968 4444
F: 0115 968 4400
www.eastmidlands.nhs.uk



“Quality patient care is dependent upon robust service planning underpinned by effective workforce development planning which informs educational and modernisation investment”

Executive Summary

The East Midlands Workforce Development Plan 2010-2015 is part of the Towards Excellence programme which underpins the delivery of quality through productivity, prevention and innovation. In this way it will deliver the strategic vision outlined in 'Better Health, Better Care'. This contains seven promises.

We will create:

- Safer, high quality, effective care delivered in modern hospitals and surgeries where excellent clinical quality delivers the best possible outcome
- A positive experience where everyone is treated with courtesy and respect and personal dignity is a priority. A service which offers real choices and patients and their carers are involved in decisions about their care
- A steady improvement in health and reduction in inequalities between the most and the least deprived
- Accessible, convenient and flexible services available promptly and equally to everyone
- A system where the views of patients and the public, guided by clinical professionals, have a real influence
- Well run, efficient services delivering best value for tax payers money, where transparency ensures proper scrutiny
- Real influence for patients and the public

This Workforce Plan will support the delivery of these promises by:

- Enabling a well trained, cohesive appropriate workforce that meets today's challenges and looks forward to tomorrow's opportunities
- Ensuring that there are the right staff in the right place with the right skills to provide safe high quality effective care
- Empowering our staff by espousing to the values and pledges in the NHS Constitution, enabling them to give patients a positive experience
- Ensuring a flexible and adaptable workforce which is open to change in the design of patient pathways across organisations and hence provide accessible, convenient and flexible services
- Utilising our workforce effectively and efficiently to provide best value in the care delivered

The combined workforces of the 23 organisations in the East Midlands make the NHS the largest “employer”. The NHS alone employs in the region of 100,000 people, of which 10% are students or trainees. In addition to those directly employed there is a wide ranging impact on employment opportunities within commissioned services, particularly with independent contractors such as GPs, dentists, pharmacists and optometrists, but also with numerous suppliers of goods and services. The development of the workforce and those aspiring to join this workforce could contribute significantly to the overall skills levels in the East Midlands and hence enhance the economic health of the region. The important relationship between work and health is recognised and we are committed to using our corporate influence and partnership working to promote improved outcomes in health and employment for our population.

There is awareness that the skills level and educational attainment in the East Midlands needs promoting and there are specific localities where the position could be improved. The team will work with Government Offices for the East Midlands (GOEM), East Midlands Development Agency (EMDA) and Higher Education Funding Council for England (HEFCE) to better understand how workforce development activities in healthcare can add the most value to the attainment of regional aims and objectives.

The important contribution of strategic partners within workforce development is recognised and partnerships have been strengthened. There is very close working with Skills for Health, Skills for Care, the Universities, the Regional Employment Team and the Children’s Workforce Development Council. There is partnership and joint investment with the Skills Funding Agency through the Joint Investment Framework.

In response to the Health Select Committee report into workforce planning in 2007 the capacity and capability in workforce planning in the East Midlands has been strengthened and streamlined. There are established workforce development teams in each of the five health communities, with responsibility for producing county wide workforce development plans in partnership with local managers and clinicians. There is also involvement of those leading specialised services commissioned on behalf of a wider population and the clinical networks. The findings of the national Workforce Review Team and national workforce groups are also recognised so that the plan supports the strategy of NHS East Midlands and reflects national policy direction. The learning from these will inform educational commissioning and investment, including pre and post registration programmes. This model ensures that our Workforce Development Plan is anchored in evidence from extensive local engagement, as well as being influenced by emerging regional and national developments.

The UK is also moving towards a single equalities framework that will bring together the six legislative equality strands: race/ethnicity; gender (including trans-gender); age; sexuality; religion and disability. The Human Rights Act 1998 requires all public sector organisations to take adequate account of how they protect and promote human rights. Throughout the development of this plan, this has been recognised.

The system change in the NHS provides important context to the development of workforce strategy and priorities. The move to Foundation Trusts and ‘Transforming Community Services’ having a considerable effect on the pace of workforce change.

However the major contextual change is the economic downturn and this plan demonstrates the major changes that this requires in our workforce strategy and its implementation. The growth in the workforce in the East Midlands has been 21% between 2001 and 2008 (13,361 wte) with medical staff (excluding GPs) increasing by 41.8% (1,866 wte) and nursing staff by 17.5% (3,49 wte). The growth is unprecedented but it is now time to utilise these staff as effectively as possible.

Objective:

To create a well trained, cohesive appropriate workforce that meets today’s challenges and looks forward to tomorrow’s opportunities

We will:

- Work in partnership with constituent and other appropriate organisations in the East Midlands and beyond, to create long term plans for the NHS workforce, ensuring that the right numbers of staff with appropriate training are available to meet patients’ needs, in light of the ‘Our NHS, Our Future’ next stage review
- Through matrix working, collaboration and horizon scanning, ensure that the implementation of all policy is underpinned by robust workforce plans
- Improve workforce planning capacity and capability in constituent health communities that builds upon recommendations from the Health Select Committee report on Workforce
- Through the Healthcare Workforce Deanery and Higher Education Institutes (HEIs) undertake educational commissions based upon sound workforce plans and priorities planning
- Ensure robust performance management and governance of all contracts and commissions funded from the Multi Professional Education and Training budget with educational institutions and constituent trusts and foundation trusts
- Through Workforce and HR networks, develop workforce performance reporting which supports the sharing of best practice and productivity improvements
- With unions and partners, develop a strategic HR and Social Partnership Agreement for the NHS across East Midlands

We expect:

- That all NHS organisations will co-operate and work together in all areas regarding workforce, for the benefit of patients, their staff and the NHS
- That the workforce development strategy will underpin our PCTs’ commissioning intentions and providers’ service development strategies and be fully integrated with all financial plans
- Workforce information and baseline metrics will be available in all our constituent organisations, and will inform both workforce availability and employment models

This workforce plan has been written to ensure delivery of this commitment.

The plan is written in four main sections:

Care Pathway Review

Describes the current workforce and reviews the nine care pathways identifying the key capacity and capability gaps. The key themes are:

Staying Healthy

- Public Health Specialists including Dental Public Health
- Developing Public Health practitioners
- All staff need to be equipped to communicate brief health advice
- Health champion and health trainer roles are being developed in new settings
- Occupational health workforce

Maternity and Newborn Care

- Midwifery capacity and skill mix
- Obstetric workforce.

Children's

- Development of the Family Nurse Partnerships
- One children's workforce
- Safeguarding workforce
- Review of the Health Visitor role

Acute

- Pressure on A&E workforce
- Capacity in ambulance service

Planned Care

- Healthcare Scientist capacity
- Improved access to diagnostics locally

Cancer

- Expansion of existing screening programmes plus introduction of new ones
- Pressures on therapeutic as well as diagnostic radiology, cytoscreeners, medical physics and Clinical oncology posts

Long Term Conditions (LTC)

- Capacity, capability and skill mix in community services
- Input from ambulance service increase now 'see & treat' rather than 'see & transfer' for significant number of LTCs

Mental Health

- Increasing Access to Psychological Therapies
- Caring for those with Dementia
- Promoting Recovery and Inclusion through work

Learning Disabilities

- Review of the Learning Disability nurse role
- Working with Social care to develop an integrated service for Learning Disability services
- Developing the Specialist services for Learning Disability to be delivered in the community

End of Life Care

- Workforce across health/social care and care home staff
- Consultant in Palliative Care and Specialist Nurse capacity variable across region
- Development of Multidisciplinary Team

Transforming Services Together

Stroke and Primary Percutaneous Coronary Intervention (PPCI)

- 24/7 services for AHP
- Cardiac diagnostic team
- Realignment of capacity

Trauma

- Network co-ordination
- Access to the workforce
- Ambulance capacity

Towards Excellence

Responding to the capacity and capability gaps in the context of the economic downturn through:

- Transformation: - matching workforce change to service change as quickly and seamlessly as possible and to champion workforce innovation.
- Utilisation: - striving for productivity gains through improving utilisation; reducing sickness absence, driving down agency use and reviewing skill requirements.
- Maximising contribution: - Harnessing the workforce contribution; improving staff health and well being, maximising the benefit of training investment and developing local 'transfer systems' through our High Quality Workforce Programme we aim to get it right for the future

Development and Commissioning plans

Medical and Dental workforce development

- Overview of workforce planning and education requirements for the medical and dental workforce

Non-Medical healthcare professionals

- Detailed commissioning plans by professional groups

The Wider Workforce

- Development plan for the wider workforce

Delivering a High Quality Workforce

- Describes the workforce development planning process
- Outlines the roles and responsibilities of national, regional and local contributors to the process and the inputs required from stakeholders
- Defines the working principles, assurance arrangements, timelines and structures within which the planning process is conducted