

7 WORKFORCE PLANNING STRATEGY

Introduction and Context

- 7.1 Workforce planning can be defined as a systematic process for identifying, implementing and managing the competences and associated roles required to meet the patients' needs and the organisations' strategic goals within a set financial framework.
- 7.2 Most of all at the point of delivering services to patients, effective workforce planning delivers:
- better quality of care – right skills, right place, right time
 - reduced risk – ensuring the long term supply of staff
 - greater capacity – through optimum skill mix and productivity
- 7.3 Improved planning for the healthcare workforce is a top priority for NHS Somerset. NHS Somerset recognises that delivery of the highest standards of healthcare provision and commissioning can only be delivered by a workforce consisting of the right number of staff, with the right skills, available at the right time, both now and in the future.
- 7.4 In order to ensure the delivery of an appropriate workforce there are three stages:
- designing the future workforce - this is not just understanding but influencing by ensuring that workforce considerations combine with service and financial planning
 - developing the future workforce – this includes education commissioning, staff development and recruitment and retention processes
 - delivering the future workforce – this requires management action to ensure plans are delivered, processes are effective, clinicians are engaged and best practice is shared.
- 7.5 There are a number of national and regional NHS policies which set the direction and outline the responsibilities of Primary Care Trusts as commissioners for workforce including:
- A High Quality Workforce: Next Stage Review
 - The Operating Framework 2009/10 'High Quality Care For All'
 - The NHS South West Workforce Development Investment Framework for 2009/10
 - Transforming Community Services: Enabling new patterns of provision

- South West Strategic Health Authority Workforce Development Strategy

7.6 Several of these policies are referred to in more detail below. In summary, NHS Somerset as a commissioner has responsibility to ensure the health economy has the workforce to deliver their commissioning vision and to:

- develop, in partnership with providers, a system-wide workforce development strategy and vision for their local health economy; identifying the key strategic health and social care workforce implications of their commissioning (and de-commissioning) strategies
- assess the quality, sustainability and deliverability of the health providers' workforce plans in order to understand and manage risk to the local health economy

7.7 To this end, NHS Somerset will ensure that comprehensive workforce planning arrangements are developed across the local health economy which intrinsically link to the development of services for the future to ensure the capacity and capability to deliver those services. In particular, to ensure that there is strong integration between service planning, financial planning and workforce planning.

Intended Outcomes

7.8 The intended outcomes of this strategy are as follows:

- to demonstrate a world class standard in workforce planning
- NHS Somerset commissions high quality health care services for the population of Somerset
- providers can deliver the contracted service through their description of their workforce and their workforce development plans
- providers can sustain services for the duration of the contract through their workforce
- NHS Somerset contributes to effective commissioning of education providers to ensure the development of the future workforce

The NHS Next Stage Review, A High Quality Workforce

7.9 The NHS Next Stage Review, led by Professor Lord Darzi, presents an opportunity for NHS Somerset to involve all staff in planning and priority setting for the next decade of the health service. This section outlines what the review covers and summarises the key workforce issues in the Review's final reports.

7.10 Workforce issues are a central theme to the NHS Next Stage Review,

published on 30 June 2008, with NHS Stage Review: A High Quality Workforce, published alongside the main report. Workforce also features in the proposed NHS Constitution and the Primary and Community Care Strategy.

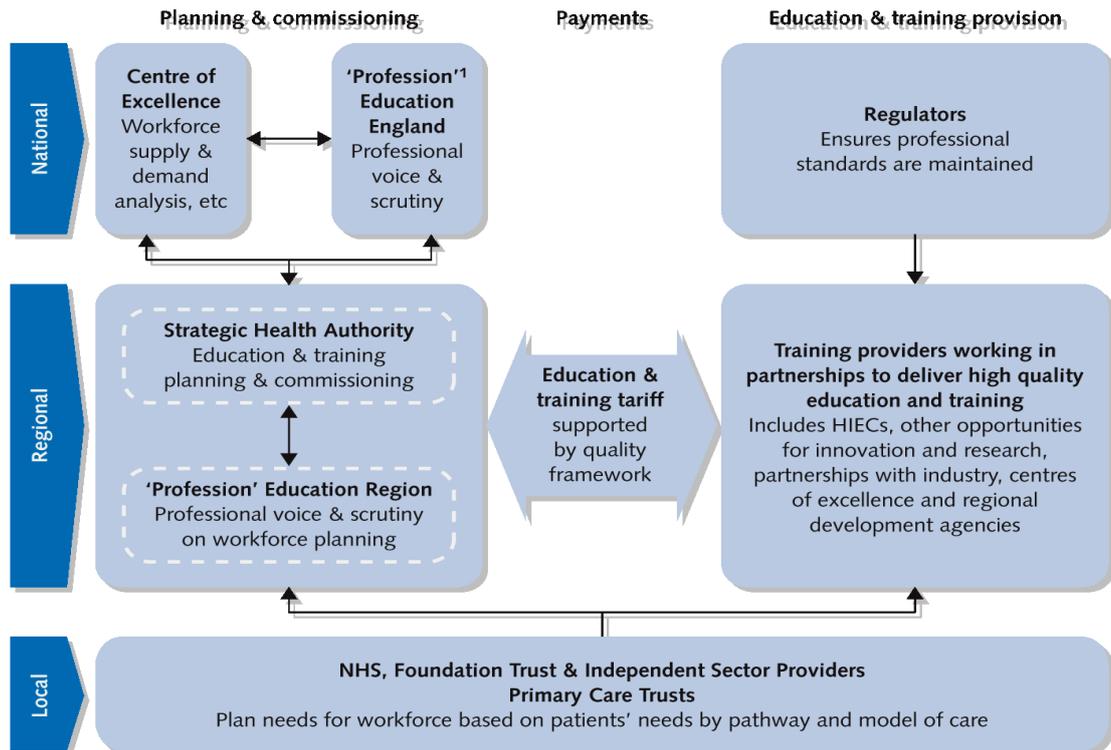
7.11 The reports outline the vision for the NHS over the next decade. Much of what has been outlined on workforce issues has been signalled already and supports the direction of existing work programmes, seeking a more modernised and fit-for-purpose workforce for today's NHS. NHS Somerset believes it is important that the concerns and interests of staff feature fully as more details emerge through the implementation of the review.

7.12 The reports covers three main areas:

- tomorrow's clinicians - this sets the direction and aspiration in terms of future roles and careers of clinicians, focusing on the role of doctors, nurses, allied health professionals and clinical scientists. In many cases, it builds on current work for example for doctors, it endorses much of the Tooke report and for nurses, it builds on the recent consultations (Department of Health and Nursing and Midwifery Council) on nursing careers
- a system fit to deliver - this proposes national, regional and local arrangements for workforce planning including establishing a Medical Education for England for doctors, dentists, healthcare scientists and pharmacists, with a similar board for nurses and Allied Health Professionals
- roles, education and training pathways - this report proposes significant changes to education commissioning and funding, so that funding follows the trainee and more accurately reflects the cost of training

7.13 The following diagram illustrates the vision for how workforce planning and education will be enhanced across the NHS:

Workforce planning, education & training architecture



- 7.14 The workforce planning cycle begins with NHS Somerset and Local Councils commissioning services to meet the health needs of their local population. NHS Somerset and Local Councils will need to be confident that service providers have workforce strategies in place that can deliver these services. Work is underway at national level to understand how the commissioning assurance systems can be used to support this.
- 7.15 In responding to NHS Somerset's commissioning requirements, service providers will have to demonstrate how they will ensure they can supply the workforce they need with the right skills to deliver the services they are offering. They will need to develop integrated service and workforce plans that include proposals for training and development for their whole workforce, and for strategic workforce change.
- 7.16 The South West Strategic Health Authority will work in partnership with Primary Care Trust commissioners in developing plans for commissioning education and training for their local health economies from education providers. The Department of Health will commission medical and dental undergraduates and low volume speciality professions nationally. The Department of Health will also perform its own assurance of Strategic Health Authority workforce plans through its normal Strategic Health Authority annual reviews.
- 7.17 Strategic Health Authorities will continue to be accountable for education commissioning and quality assurance.

7.18 NHS Somerset sees the review as an opportunity to engage with staff at a local level and to work in partnership with local health, social care, education and voluntary organisations, trades unions and professional bodies to support the development and implementation of these key priorities.

The NHS South West Workforce Development Investment Framework

7.19 The NHS South West Workforce Development Investment Framework sets out the priorities, supporting programmes and financial frameworks to deliver the strategic workforce development agenda for the given financial year.

7.20 Key strategic priorities for workforce development include the following:

- achieve objectives which will be set out in the Service Level Agreement between the Department of Health and South West Strategic Health Authority
- ensure that workforce development is fully aligned to the future service strategies of the NHS in the South West
- ensure the creation of sufficient capacity and capability in workforce planning and development so that local organisations can respond to emerging changes resulting from The Strategic Framework for Improving Health in the South West and The Next Stage Review: Our NHS – Our Future
- secure the benefits accruing from the progress made in developing effective partnerships with higher education reflected in the implementation of benchmark price and the signing of the new contracts
- implement the Widening Participation in Learning Strategic Framework and ensure that the NHS fulfils its responsibility as a major employer to improve the overall skills of the workforce and contribute to the reduction of social exclusion
- engage in workforce planning and development in partnership with other public sector employers to support integrated service delivery

7.21 To this end, NHS Somerset will develop a systematic process for workforce planning in line with the South West Strategic Health Authority framework based on advice and recommendations from key national and local healthcare workforce planning associations including:

- the NHS Workforce Review Team
- the NHS National Workforce Projects

- Skills for Health and Skills for Care
- Learning and Skills Council
- Higher Education Regional Development Association – South West

7.22 In conjunction with the South West Strategic Health Authority, NHS Somerset will develop a systematic process for workforce planning throughout the local health community. This will require every organisation to review and plan their future workforce over a fixed timescale.

NHS Somerset - Commissioning Workforce

7.23 This section includes an analysis of high level internal workforce information as part of the first stage of the workforce planning process in order to highlight key issues and priorities. The section then covers the actions and arrangements that will be put in place to develop systematic workforce planning processes within NHS Somerset, and builds on the actions as set out in the Organisational Development Plan.

Current Workforce Information

7.24 As at 31 March 2009, NHS Somerset employed a total of 302 (273.02 whole time equivalent) substantive staff within the commissioning arm of the organisation.

7.25 Key workforce performance statistics and workforce profile information relating to the whole of the Somerset Primary Care Trust workforce, as at 31 March 2009 have been reported to the Board on regular occasions. Work is underway to produce this information for the staff in the commissioning arm only. This will enable the identification of areas for focus and discussion with directorate managers. It has already been established, however, that the age profile of all staff in the organisation is broadly consistent across all Directorates. A review of the age profile across Somerset Primary Care Trust shows that:

- 27% of staff are within the 55 to 70 age category
- 35% are within the 45 to 54 age category
- within the next ten years, there is the potential for Somerset Primary Care Trust to lose up to 62% of its workforce as a result of retirement. However, it is expected that the majority of these staff will choose to continue working beyond the retirement age of 55

7.26 It can be assumed that with a similar profile across all Directorates, the commissioning arm is also at risk of losing a high proportion of the workforce over the next 10 years.

7.27 Further detailed analysis, including gender, ethnicity, turnover and

sickness absence will be undertaken and will be key to informing workforce planning for the future. Discussions will be held with every Director to evaluate the risks and develop action plans for ensuring that we recruit and develop commissioners in the right numbers and with the right skills for the future.

Commissioning Staff

- 7.28 NHS Somerset employs 171 commissioning staff (157.58 whole time equivalent) at bands 6 and above.
- 7.29 Key workforce statistics relating to commissioning staff show that there are no specific management vacancies which cannot be filled at the current time due to recruitment difficulties.
- 7.30 Key workforce statistics relating to commissioning staff are as follows:
- turnover is currently around 11.65 %
 - sickness absence is currently around 4%
 - an analysis of age profile shows that 62% of staff are aged 45 or above

Key Issues for Commissioning Staff

- 7.31 The Organisational Development Plan identifies the organisational developments needs of NHS Somerset from which the key issues which follow have been drawn:
- the ability of NHS Somerset to develop effective commissioning capability will be critical to its success
 - the government has recognised that effective leadership and management is essential in achieving its objectives laid out in Lord Darzi's report 'High Quality Care For All'
 - NHS Somerset is recognised within the South West as a strong commissioner. However, to reach world class standards there is a need both to strengthen capacity and to develop and broaden particular skills within the organisation, including market analysis and management, negotiation, and information management
 - the vision for NHS Somerset is to have a workforce with leadership and management capacity, capability and vision to successfully take forward the modernisation agenda. The Training and Development Strategy has been developed to achieve this vision

Workforce Risk Assessment for Commissioning Staff

- 7.32 In consideration of the above issues, a Workforce Risk Assessment for commissioning staff has been set out in table 1.

Table 1: Workforce Risk Assessment for Commissioning Staff at Band 6 and above

Commissioning Staff at Band 6 and above Workforce Risk Assessment				
Directorate	Baseline WTE	Potential Requirement WTE	Predicted Gap %	Risk Level H/M/L
Chief Executive	3.00	0	0%	Low
Corporate Services and Communications	10.61	0	0%	Low
Finance and Performance	22.73	2	8.7%	Low
Information Technology	4.00	0	0%	Low
Nursing and Patient Safety	16.23	1	6.1%	Low
Primary Care Development	26.33	1	3.7%	Low
Public Health	31.98	1	3.1%	Low
Secondary Care Development	15.28	1	6.5%	Low
Strategic Development	10.00	1	10.0%	Low
Workforce	17.43	0	0%	Low
Total	157.58	7	4.4%	Low

7.33 This shows that there are low risks overall associated with securing the future workforce based on age profile and turnover. However, because some of the Directorates have a relatively small number of staff, the impact of key members of staff leaving the organisation can be greater.

Action Plan for Commissioning Staff

7.34 Following a review of national and local supply it is clear that the availability of suitably qualified commissioning specialists is limited. As a result therefore, and in line with the objectives set out in the Organisational Development Plan, NHS Somerset will take the following actions to support the recruitment/transfer, retention and development of commissioning staff:

- develop its reputation, nationally and locally, as an employer of choice
- review its local reward and benefits package arrangements to support

the effective recruitment and retention of specialist staff

- develop a Career Development and Talent Management Strategy which will contribute directly to the achievement the objectives set out in the Organisation Development Plan
- review and develop the Graduate Scheme within priority areas

Local Health Community Workforce Planning

7.35 The Next Stage Review indicates that Primary Care Trusts will develop local health economy workforce plans, combining the workforce plans of their providers. Within the South West however, a model of partnership working with the Strategic Health Authority is evolving in which there is less of an emphasis on the requirement for detailed local health economy workforce plans, but wherein both commissioners and providers have a responsibility for ensuring that their workforce planning supports the South West Strategic Health Authority in education commissioning, to develop capacity and capability, and to ensure that commissioners consider the workforce implications and risks when modelling service scenarios and contracting with individual providers. The respective responsibilities are outlined fully in the South West Strategic Health Authority Workforce Development Strategy.

7.36 In the South West the actions and ambitions outlined in The Strategic Framework for Improving Health in the South West 2008/09 to 2010/11 need to be considered in the light of the following significant local workforce factors:

- the maturity of the workforce and the risks posed by large numbers of retirements within a short space of time
- increasing competition for labour market resources
- the need to ensure better value for the tax payer and better financial health through productivity gains
- supporting service improvement by ensuring that practitioners are fit for purpose and practise safely
- the obligation of the NHS as a socially responsible employer which contributes to skills development, economic prosperity and social inclusion throughout the South West

The Operating Framework for the NHS in England 2009/10

7.37 The Operating Framework for the NHS in England 2009/10 was published on 8 December 2008 and has been supplemented by South West Strategic Health Authority guidance on local implementation. It is

expected that Primary Care Trusts will develop service and strategic workforce plans for four key areas:

- cancer
- maternity and neo-natal services
- stroke
- child health

7.38 The following areas have been identified in the Operating Framework for the NHS in England 2009/10 as areas for attention:

- services for people who have problems relating to alcohol
- dementia
- end of life care
- improving access to psychological therapies
- mental health
- learning disabilities

NHS South West Workforce Assessment

7.39 The South West Strategic Health Authority has identified the following key issues which affect the supply of the workforce for the future:

- meeting the requirements of the European Working Time Directive 2009
- the move to an all graduate nursing workforce
- delivering Maternity Matters
- ensuring nursing skill mix ratios are productive
- pharmacy services
- administration and clerical workforce supply
- estates workforce supply
- Primary Care Trust capacity to deliver the workforce requirements of The Operating Framework for the NHS in England 2009/10

- Primary Care Trust capacity to deliver service change through commissioning
- ensuring a robust academic workforce to support high quality education and research
- implementation of Modernising Healthcare Scientists Career Framework
- general practice expansion

7.40 The workforce issues associated with Lord Darzi's report, High Quality Care for All, have been set out in table 2:

Table 2: The issues Associated with Care Pathways

Care pathway	Issues associated with supply or development of the workforce
Staying healthy	<ul style="list-style-type: none"> • Supply of general practitioners • Ageing and insufficiently skilled practice nurse workforce • Ageing public health consultant workforce • Supply of advanced clinical skills in the imaging workforce • Failure to address skill mix development • Supply of dental health professionals
Maternity and newborn care	<ul style="list-style-type: none"> • Supply of midwives • Lack of skills in neo-natal workforce • Failure to address skill mix development
Children and young people	<ul style="list-style-type: none"> • Supply of health visitors • Supply of school nurses • Supply of dieticians • Supply of mental health professionals
Long term conditions	<ul style="list-style-type: none"> • Slow uptake of use of direct referral to allied health professionals • Development of community matron workforce • Integrated schemes with social care • Limited investment in programmes to improve skills in self-care management
Mental health and wellbeing	<ul style="list-style-type: none"> • Implementation of Improving Access to Psychological Services • Mental health nursing workforce • Liaison psychiatry workforce • Role of the Approved Social Worker

Learning disability	<ul style="list-style-type: none"> • Ensuring access to physical care services for those with a learning disability • Development of educational framework for: <ul style="list-style-type: none"> * clients * carers * staff working in general settings * specialist staff
Planned care	<ul style="list-style-type: none"> • Operating Practitioners • Therapeutic Radiographers • Chemotherapy education • Wider workforce
Acute care	<ul style="list-style-type: none"> • Developing skilled workforce for people with strokes • Impact on European Working Time Directive 2009 compliance • Paramedic workforce supply
End of life care	<ul style="list-style-type: none"> • Supply of consultants and nurses in elderly care, palliative care, and support for carers

Workforce Risk Assessment

7.41 In 2007/8 and 2008/9, NHS Somerset participated in the South West Strategic Health Authority Workforce Risk Assessment exercise.

7.42 The Workforce Risk Assessment was undertaken for the following purposes:

- to highlight potential workforce losses to NHS organisations
- to identify the risk to service delivery caused by an insufficient supply being available to meet potential losses
- to assist in developing effective commissioning of the contracts held by the South West Strategic Health Authority, so that supply reflects demand for non-medical professionals

7.43 The South West Strategic Health Authority's Workforce Risk Assessment does not include primary care services.

7.44 The South West Strategic Health Authority's Workforce Risk Assessment for the whole of Somerset shows that there is a high level of risk associated with the following occupational groups:

Administration and Estates

- Central Functions
- Hotel, Property and Estates
- Clinical Support Admin and Estates

Nursing and Midwifery

- District Nurses
- Health Visitors
- Education Staff

Nursing Support

- Acute, Elderly and General
- Paediatric Nursing
- Maternity Services
- Community Psychiatry
- Other Psychiatry
- Community Services

Allied Health Professionals

- Therapeutic Radiography
- Art, Music and Drama Therapy

Allied Health Professionals Support

- Chiropody / Podiatry
- Occupational Therapy
- Physiotherapy
- Diagnostic Radiotherapy

Healthcare Scientists

- Equipment Management

Key Issues for the Commissioning Arm

7.45 The key issues for the commissioning arm of NHS Somerset in relation to workforce planning are as follows:

- further improve partnership working with other organisations across Somerset
- workforce planning capacity within provider organisations
- the role of the commissioner in assurance of provider workforce capacity and capability
- workforce planning based on care pathways
- workforce planning based on competence

Action Plan for Commissioning Arm

7.46 In consideration of the key issues identified above, the commissioning arm of NHS Somerset will:

- promote workforce planning across the Somerset Health Community, including primary care
- ensure workforce development is embedded around pathway design to ensure new roles are being identified and planned for
- develop systems for gathering local and national workforce intelligence and work in partnership with providers across the local health community including NHS Trusts, Social Care, and the voluntary and private sectors. This will enable NHS Somerset to:
 - * share workforce intelligence
 - * identify significant workforce supply and development risks
 - * strengthen the commissioning process of NHS Somerset
- develop strategic workforce plans for:
 - * cancer
 - * maternity and neo-natal services
 - * stroke
 - * child health

Assuring the Quality and Sustainability of Provider Workforce Plans

- 7.47 Given that approximately 70% of an organisation's expenditure is on workforce, improved utilisation of that workforce is an important lever in driving up the quality and efficiency of services. As the local system leader NHS Somerset should assure itself that safe, quality services are delivered with the best value for money, through the contract with providers. An integral part of this process is to seek assurance about the quality and sustainability of health provider's plans for their workforce, as described in the NHS Next Stage Review document 'A High Quality Workforce', and other national policies highlighted above.
- 7.48 NHS Somerset will develop a framework for undertaking assurance of a range of workforce measures, including
- workforce availability
 - leadership and talent management
 - staff engagement
 - employment practice
- 7.49 Within this framework measures will be included to ensure that health providers are able to demonstrate that they have sustainable plans in place to supply a workforce with the requisite skills and that they have identified workforce risk areas with mitigation plans in place to reduce such risk.
- 7.50 An assurance framework is in the process of being developed nationally and it is anticipated that the South West Strategic Health Authority will work in partnership with commissioners to develop local interpretations. NHS Somerset has expressed an interest in being involved in the development of the workforce element of this framework.

Key Issues for Assuring Provider Plans

- 7.51 In developing the measures required to demonstrate that services are in accordance with contracted agreements, of a high quality and safeguard patient care, there are a number of considerations including:
- agreeing a set of workforce indicators which can be fed into a wider process for 'assurance' without duplicating collection and collation of the same data for different purposes
 - such indicators and the processes for collection, collation, analysis, comparison, and interpretation must be agreed between NHS Somerset and provider organisations (through the contracting mechanism)

- information should be available to provide assurance in a range of circumstances, rather than collected as an event to inform one strand of work
- the data should be analysed, reported and disseminated to be of value to all stakeholders
- information should be co-produced between the South West Strategic Health Authority, NHS Somerset and providers, recognising the legitimate requirements of each, reflecting different organisational roles in the health system. It should not conflict with other frameworks

Conclusion

- 7.52 This Workforce Planning Strategy sets out the key priorities for NHS Somerset to ensure it has a workforce across the local health economy consisting of the right number of staff, with the right skills, available at the right time, both now and in the future.
- 7.53 This strategy will be subject to full discussion with Staff Side Representatives in accordance with normal policy.
- 7.54 A comprehensive Action Plan has been developed to support the Workforce Planning Strategy.