

Workforce Planning Cycle 2015/16 – Commencing 1st April 2015

<https://nw.hee.nhs.uk/our-work/workforce-planning-strategy/health-education-north-west-workforce-planning-cycle-201516-commencing-1st-april-2015/>

eWorkforce Portal Tool - Prompt Questions for the Narrative Submission

Theme	Narrative Questions on the eWorkforce Portal Tool	Additional guidance / prompts for completion of this section
Primary and Community Care Workforce	<p>Each NHS Trust in the North West has at least 1 designated 'Workforce Planner' assigned to access the tool online: https://www.workforceplan.yh.hee.nhs.uk</p> <p>If you have any queries, please email: workforceplanning@nw.hee.nhs.uk</p> <ol style="list-style-type: none"> 1. Please describe your workforce that are delivering care in either primary / community or integrated care settings. What are the main workforce challenges to service delivery? 2. What is your current and future workforce profile for primary and community care for your organisation by staff type? 3. What are the quantitative and qualitative gaps with the current workforce (vacancies / international recruitment / locum and agency numbers / volume usage) within your primary / community services? 4. What primary and community commissions would you like to see in demand for 2016/17 to meet supply needs? Please list. 5. Please outline any current and anticipated constraints in meeting the demand for clinical placements (medical and non-medical) and the strategies to address this. 	<p>For each workforce theme, please ensure you refer to the business processes of strategic oversight / workforce transformation / widening participation / other additional and local information.</p> <p>Risk management (include mitigating / contingency actions to resolve / and strategies) should be integral to each theme and business heading</p> <p>NHS England – Future NHS http://www.england.nhs.uk/ourwork/futurenhs/</p> <p>North West Placement Development Network: http://www.uhsm.nhs.uk/academy/nwpgdn/Pages/home.aspx</p>

<p>Emergency Care Workforce</p>	<ol style="list-style-type: none"> 1. Please describe your emergency and urgent care workforce profile. What are the main workforce challenges to service delivery? 2. What are the quantitative and qualitative gaps with the current workforce (vacancies / international recruitment / locum and agency numbers / volume usage) within emergency care 3. How many Physician Associates is your organisation looking to train / employ? 4. What workforce solutions are organisations looking at deploying to manage shortages in specific professionals (such as consultants/middle grades etc.?) and what plans does your organisation have in place to improve retention of emergency medicine trainees? 5. What level of international recruitment workforce is currently operating and what is the existing and planned gap per specialty? 6. Has the organisation any plans around developing new roles such as the ED Pharmacist, AHPs in ED or other non-medical solutions to address the emergency pathway issues and what are they? 	<ul style="list-style-type: none"> • How are urgent emergency care workforce across the health economy being restructured to deal with increasing demand?
<p>Mental Health Workforce</p>	<ol style="list-style-type: none"> 1. Please describe your mental health workforce profile that deliver in-hospital and out of hospital care. What are the main workforce challenges to service delivery? 2. What are the quantitative and qualitative gaps with the current workforce (vacancies / international recruitment / locum and agency numbers / volume usage) within your services? 3. What mental health / nursing and other commissions would you like to see in demand for 2016/17 to meet supply needs? 4. What are your specific plans for upskilling around dementia / early intervention in psychosis and psychiatry liaison to deliver the NHS England waiting targets? 5. What are your organisations plans for developing the integrated out of hospital workforce, including prison health? 	

<p>Nursing Workforce</p>	<ol style="list-style-type: none"> 1. Please describe your qualified and support nursing workforce that deliver in-hospital and out of hospital care. What are the main workforce challenges to service delivery? 2. With reference to your data submission, if change is predicted for your nursing workforce - please indicate the rationale and key influencing factors. 3. What are the quantitative and qualitative gaps with the current workforce (vacancies / international recruitment / locum and agency numbers / volume usage / RTP) within your nursing services? 4. What staff planning tools / mechanisms and reporting systems are you currently using to inform your workforce forecasts? 5. What nursing and other commissions would you like to see in demand for 2016/17 to meet supply needs? 6. Please outline any current and anticipated constraints in meeting the demand for clinical placements (medical and non-medical and the strategies to address this. 	<ul style="list-style-type: none"> • What plans do you have for return to practice?
<p>Public Health Workforce</p>	<ol style="list-style-type: none"> 1. Please describe your workforce profile in relation to Public Health who has a responsibility in improving the wider determinants of health, health improvements and prevention – what are the main workforce challenges to service delivery? 2. Is your current workforce profile likely to change as a result of policy changes (e.g. 5 Year Forward View) 3. Please describe any workforce challenges and action plans you have in place in relation to TB Nurses, School Nurses & Health Visitors 4. Are you developing public health capacity and capability within your AHP or other workforce type? If yes, please provide details. 	<ul style="list-style-type: none"> • Improving the wider determinants of health – improvements against wider factors that affect health and wellbeing, and health inequalities • Health improvements – people are helped to live healthy lifestyles, make healthy choices and reduce health inequalities • Health Protection – the population’s health is protected from major incidents and other threats, while reducing health inequalities • Healthcare public health and preventing premature mortality – reduced numbers of people living with preventable ill health and people dying prematurely, while reducing the gap between communities.

<p>Diagnostic and Scientific Workforce</p>	<ol style="list-style-type: none"> 1. Please describe your qualified and support diagnostic and scientific workforce that deliver in-hospital and out of hospital care. What are the main workforce challenges to service delivery? 2. What is your current and future workforce profile for diagnostic and scientific interventions? 3. What are the quantitative and qualitative gaps with the current workforce (vacancies / international recruitment and agency numbers / volume usage) within your services? 4. What plans do you have in place or development for support of new workforce education and development programmes i.e. Modernising Scientific Careers programme/enable the workforce to move from secondary to primary care? 5. What level of cross-sector learning activity is in place or development to help you inform research activities? 6. Please describe the new roles designed to anticipate the implementation of the assistant and associate (bands 2-4) education framework 	<ul style="list-style-type: none"> • How can MSC programmes support the transformation of healthcare science? • How can healthcare scientists begin to plan their workforce? What will the healthcare scientist workforce need to enable the workforce to move from secondary to primary care? • What is the impact of the tendering out of services to private sector providers
<p>Business Process</p>		
<p>Strategic Oversight</p>	<ol style="list-style-type: none"> 1. Please describe your local demographic profile and any risk stratification work of that population; what assumptions / scenarios around your patient population (e.g. increase in local birth rates, increased needs for mental health services) have led you to forecast this staffing profile for your organisation. 2. Please outline / signpost to any service re-configuration programmes your organisation is subject to; for example, at a macro level (e.g. Healthier Together, Living Longer, Living Better etc.) and also any key organisational / service re-configurations which impact on your plan. 3. Please describe any particular policy drivers/strategies to be considered by each workforce theme in this plan (e.g. Shape of Care review for nursing, Shape of Training for Medical and Dental / 24/7 care, CQC/QSG reports etc.) 4. With reference to your data submission and internal 	<ul style="list-style-type: none"> • What analysis is in place to ensure your workforce is reflective of your local community?

	<p>organisational intelligence – what workforce data is supporting your planning process and what does it identify within your organisation e.g. age profile, gender profile, sickness rates, turnover by staff group, in post v establishment, vacancies and recruitment timelines etc.</p> <p>5. Please explain the reasons for any significant differences in workforce returns between this year’s annual workforce forecast, Monitor’s Annual Planning Review</p> <p>6. Do you have a current whole Workforce Education and Learning Strategy in place?</p>	
<p>Workforce Transformation</p>	<p>Based on the local analysis / intelligence from the strategic oversight what are the business plans for workforce transformation?</p> <ul style="list-style-type: none"> • More of the same - age profile, affordable establishment, minimal service change and national policy (safe staffing) indicates steady state and more of the same. • Do something different – service models are changing, unaffordable establishment and need to revise skills mix (assistant, advanced, physician associate or something else?) • Up-skill current workforce (based on number of bands1-4 at level 2, number of apprentices, impact on training needs due to service models, conversion to out of hospital working) • New ways of working – what educational / OD requirements are required to work differently in terms of integrated services, deliver efficiencies in community, be high performing teams, operate in new teams across health economies / pathways covering in-reach / out-reach / extensivist models and plans to address delayed discharge with social care. A holistic approach to working. <p>Please articulate the strategy and plans to deliver</p>	

<p>Education Transformation</p>	<ol style="list-style-type: none"> 1. What are the key education and learning implications for the development of the workforce from the workforce plan you have identified? Please detail any specific implications on the required learning infrastructure to help you achieve your plan. 2. Please describe the key challenges and mitigating plans you have put in place to increase the workforce's knowledge, understanding and skills in ensuring safer patient care. 3. When Reviewing HEE's Widening Participation strategy - what priorities and plans are you seeking to put in place to use widening participation activities to attract future workforce supply and support your organisation with its social corporate role? 4. Please review HEE's Talent for Care strategic framework – what are the priorities and state of readiness of your organisation in being able to meet the anticipated outcomes included in this framework. 5. Please identify whether for those staff who have formal structured learning and development roles and responsibilities whether they will need any additional development to help you achieve delivery of your workforce plan? 6. Please describe your organisations Learning Needs Analysis process, to enable flexible working within and across professions? 	<p>Key Education and Learning Infrastructure Implications</p> <ul style="list-style-type: none"> • What are the short term actions your organisation is actively pursuing in relation to learning and education? Do you have any published best practice that you've already shared / would be willing to share? • What are the longer term actions your organisation needs to consider? • What is your organisation's current capacity and capability in being able to guide, evaluate and act upon the impact of education and learning investments made by the organisation such as CPD, Please identify any barriers that might be preventing you from doing this? • Thinking about whether you have sufficient placements, mentors, supervisors or other education support in place? <p>Patient Safety</p> <ul style="list-style-type: none"> • Has there been any organisational wide implications from any never events which need addressing as part of your workforce plan and skills development? <p>Widening Participation</p> <ul style="list-style-type: none"> • Does your organisation have a community engagement plan? • Referring to the description given within the strategic oversight section - how are you addressing the key challenges in your area and evaluating / measuring your success? <p>Talent For Care</p> <ul style="list-style-type: none"> • What specific workforce priorities are you planning to increase, i.e. more apprenticeships, the numbers of staff supported to progress and undertake to pre-registration training. <p>Formal Learning and Development Roles</p> <ul style="list-style-type: none"> • any additional development to help you achieve delivery of your workforce <p>Learning Needs Analysis Prompts</p> <ul style="list-style-type: none"> • Has your organisation's L&D function carried out an annual assessment of the function against the competency framework to provide an annual action plan for the L+D function What learning needs analysis has been undertaken to enable flexible working within and across professions? • What skills needs analysis is undertaken to enable the whole workforce to utilise new technology for service delivery? Is it a manual or electronic process? • What internal learning development and progression paths have you currently or are planning to put in place to support achievement of your workforce plan/required skills. • What assessment have you made for the workforce impact of major initiatives likely to impact on workforce demand e.g. Genomics, PTB.
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<p>Risk Management</p>	<p>1. Risk management (include mitigating / contingency actions to resolve / and strategies) should be described and integral to each workforce theme and business heading. If you have an particular statement you wish to make with regards Risk Management for your organisation/its workforce – please do so here.</p>	
<p>Future Workforce</p>	<p>1. Please detail your future workforce requirements using the attached spreadsheet which is within the eWorkforce Portal to inform education commissions.</p>	<p>Programme</p> <ul style="list-style-type: none"> • Assistant Practitioners • Assistant Practitioners - Health Care Science • Advanced Practitioners • Pre-Registration - Adult Nursing • Pre-Registration - Child Nursing • Pre-Registration - Mental Health Nursing • Pre-Registration - Learning Disabilities Nursing • Pre-Registration - Midwifery • Pre-Registration - Diagnostic Radiography • Pre-Registration - Therapy Radiography • Pre-Registration - Occupational Therapy • Pre-Registration - Physiotherapy • Pre-Registration - Prosthetics & Orthotics • Pre-Registration - Operating Department Practitioner • Pre-Registration - Speech & Language Therapy • Pre-Registration - Orthoptics • Pre-Registration - Podiatry • Pre-Registration - Nutrition & Dietetics • Community Specialist Practitioner - Children's • Community Specialist Practitioner - District Nursing • Community Specialist Practitioner - Health Visiting • Community Specialist Practitioner - General Practice • Community Specialist Practitioner - Learning Disabilities • Community Specialist Practitioner - Mental Health • Community Specialist Practitioner - Occupational Health • Community Specialist Practitioner - School Nursing • International Recruitment

Other Additional / Local Information	<ol style="list-style-type: none">1. Please describe what support you would like to see from the LWEG and LETB2. Please describe the current and future profile of your research and development workforce?3. What further support does your organisation need in terms of workforce planning capacity and capability or additional?	
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Last Updated 23.04.2015 [EH] Workforceplanning@nw.hee.nhs.uk