



A strategy for
workforce and education

Workforce Ambitions

2009-2014

EXECUTIVE SUMMARY

WORKFORCE AMBITIONS

This is an executive summary of **Workforce Ambitions**, a strategy for workforce and education in Yorkshire and the Humber from 2009-14. The full document can be found at www.yorksandhumber.nhs.uk/what_we_do/workforce_education_and_training/workforce_strategy/

In 2007, before the NHS Next Stage Review was undertaken, we published *Working for Health* and *Education for Health*, our initial five-year workforce strategy and development plans. Their objectives are still current and the significant progress made towards them will be recorded in an annual report in April 2009. However, since then the vision for improving health in Yorkshire and the Humber (Y&H) *Healthy Ambitions* has been published which has major implications for our workforce and their educational needs. *Workforce Ambitions* is our first attempt to examine in detail the workforce implications of each clinical pathway. It also examines some of the changing context in which healthcare staff will need to work and learn over the next five years.

Workforce Ambitions is a document which:

- sets the current context and future intentions for strategic workforce planning and education commissioning within Y&H from 2009 to 2014
- sets out what needs to happen within the workforce and in education to deliver *Healthy Ambitions*
- outlines a high level education commissioning plan for 2009-12.

The strategy is built around a number of **key principles**:

- subsidiarity – the commitment to devolve power and decision-making as close to the patient as possible
- clinical leadership – the need to align clinical and managerial priorities, processes and practices

- system alignment – the need to ensure all parts of the system are working together and pulling in the same direction for the mutual benefit of patients
- clear accountabilities – clarity about who is responsible for what in the system.

Throughout 2008 we have worked hard with primary care trusts (PCTs) and providers to establish clarity about ‘who does what’ in strategic workforce planning and education commissioning, and to establish better communication about key workforce issues. The figure opposite outlines system management responsibilities.

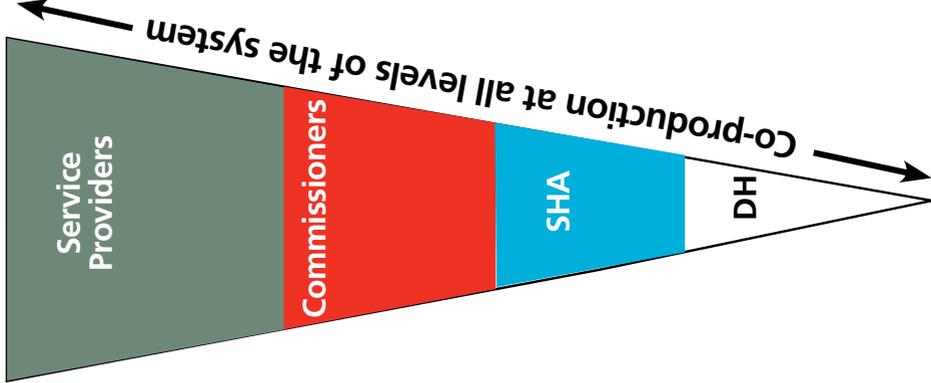
The content of *Workforce Ambitions* is drawn from:

- national and local strategies and policies
- education commissioning networks
- PCT health community and provider workforce risk assessments
- Schedule 3 of the Learning and Development Agreement (from providers)
- health community ‘workforce forums’.

Content includes:

- context – demographics, labour market intelligence and a summary of key national policies
- workforce implications for each clinical pathway of *Healthy Ambitions*, plus additional sections on cancer and primary care
- underpinning themes – e.g. finance, leadership, patient safety and partnerships
- how progress will be monitored
- appendices including the medium term financial strategy, LSC partnership commissions, useful websites and glossary.

System management for workforce planning, workforce development and education commissioning



Key Responsibilities	Example products
<ul style="list-style-type: none"> ● Organisational workforce plan which reflects professional roles and responsibilities, patient pathways and is integrated with service, finance and IT plans ● Best employment practice ● High quality clinical components ● Local employment and widening participation initiatives ● Encourage research and innovation to inform practice ● Investment in CPD and lifelong learning ● Professional feedback into professional advisory mechanisms 	<ul style="list-style-type: none"> ● Integrated 5 year business plans to identify future staff including numbers, skill mix, education and training requirements
<ul style="list-style-type: none"> ● Publication of commissioning intentions – drives local planning processes ● Assessment of the quality, sustainability and deliverability of the summation of provider plans to identify key strategic health and social care risks for the local economy (includes local labour market issues) ● Development of shared workforce improvement goals and the facilitation of cross-boundary working 	<ul style="list-style-type: none"> ● System-wide 5 year workforce strategy and vision for the local health economy
<ul style="list-style-type: none"> ● System leadership driving workforce and education improvement and alignment to service needs ● Sound stewardship of MPET funds and investment in education and training ● Use available levers to ensure provision of high quality placement learning and assessment ● Area-wide talent management and leadership planning 	<ul style="list-style-type: none"> ● Area-wide 5 year workforce strategy and development plan ● Learning and Development Agreements ● Memorandum of understanding
<ul style="list-style-type: none"> ● Setting the national framework for planning and designing the system ● Improvement against national priorities ● Policy and strategy development such as the methodology for patient pathways ● Accountability to taxpayers ● Partner with Professional Bodies and Royal Colleges ● Commission Centre of Excellence ● Support Advisory Bodies 	<ul style="list-style-type: none"> ● High Quality Workforce strategy ● Operating Framework Reports from MEE ● Intelligence and resources from Centre of Excellence

Sources of evidence: SHA assurance process, World Class Commissioning, staff survey, student feedback, etc

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Our strategic priorities 2009–2014 are:

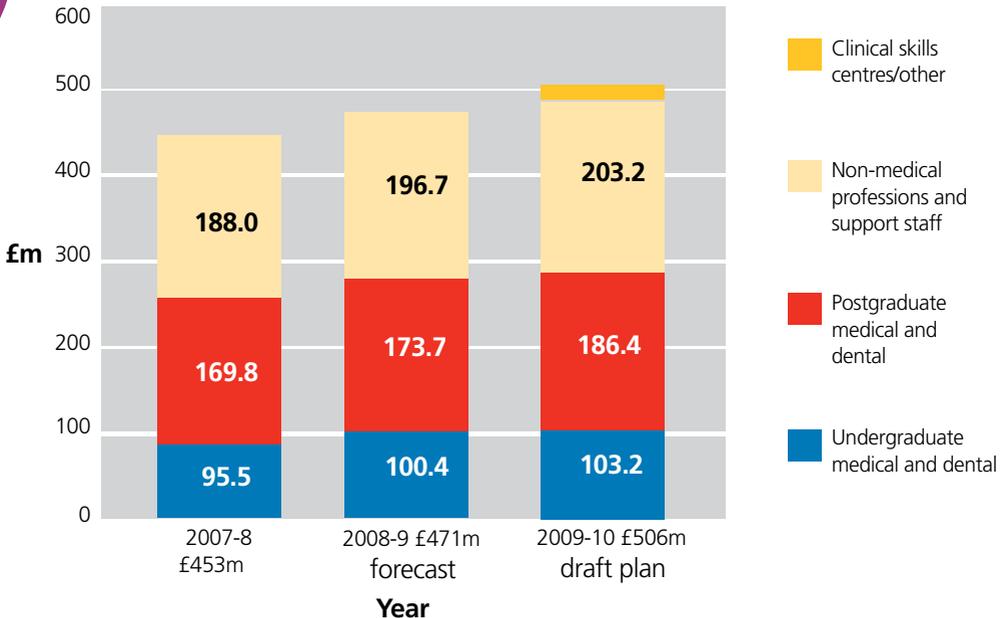
- enabling the delivery of *Healthy Ambitions* through investment in workforce and education
- increasing practice placement training capacity and supporting placement quality
- investing in clinical skills facilities across the region to improve patient safety
- adopting new technologies in education and knowledge management
- the development of excellent leadership and talent management
- better workforce planning to inform education commissions
- closer alignment of strategic workforce planning with service and financial planning
- supporting the development of excellent human resources management

- supporting equality and diversity compliance
- ensuring that
 - Working Time Directive requirements are met
 - *Maternity Matters* is implemented
 - the Children's Strategy *Healthy Lives, Brighter Futures* is implemented
- meeting Operating Framework requirements.

Investment

Funding and spending on Education and Training has increased in recent years as shown below. A medium term financial strategy will support delivery of *Healthy Ambitions* through stable, sustained investment in workforce development, education and leadership.

Spending trends in education and training



In addition, the Learning and Skills Council provided funding as follows: 2007/08 – £4.1m; 2008/09 – £3.8m and 2009/10 (est) £4.4m

Education commissioning intentions 2009/12

Education commissions for the following groups will be increased over the next three years:

- children's nurses
- dental nurses
- diagnostic radiographers, sonographers and mammographers
- healthcare scientists: physiological sciences, medical physics, engineering and genetics
- midwives
- operating department practitioners
- pharmacists
- school nurses
- speech and language therapists
- therapeutic radiographers

Where there is no evidence of growth from workforce plans, commissions for most other groups will be maintained at current levels. Education commissioning plans will, however, reflect local variations.

For **mental health and learning disabilities**, two reviews have begun which will determine education requirements for the whole nursing workforce. The SHA intends to fully implement the findings within its education commissioning plans.

A recent survey of qualifications and skills of the current **support staff** workforce in Y&H has highlighted skill deficits and the budget for support staff development will therefore be increased each year over the next three years.



A dummy at the Hi Fidelity Simulation Centre at the Montague Hospital

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Delivering Healthy Ambitions will have significant implications for the healthcare workforce and their education and training. In addition to many local initiatives, the following will support the delivery of *Healthy Ambitions*:

- PCTs and providers are working with the SHA to identify and address workforce risks and education needs requiring a system-wide approach
- new clinical placements have already been created in diverse settings such as GP practices, occupational health departments, BUPA and Corus
- a project to create multidisciplinary advanced training practices in primary care has started
- the Multi-Professional Education and Training review should enable development of the training and education infrastructure in primary and community care by funding placement costs for staff other than doctors and dentists

- all 10 universities in Y&H are mapping their healthcare provision against *Healthy Ambitions* pathways
- credit-based contracts for continuing professional development (CPD) with each university in Y&H are flexible and designed to accommodate bespoke programmes for individual (or groups of) organisations. Details of all education provision commissioned by the SHA are available in the *Guide to Funding* on the SHA website www.yorksandhumber.nhs.uk/reports_and_publications/#F A CPD search engine to provide direct links to CPD courses supported by the SHA is being developed
- funded apprenticeships and qualifications are available through the SHA/Learning and Skills Council partnership and the Support Staff Learning and Development Fund
- the economic outlook may in the short term present opportunities for additional recruitment or retraining of workers unable to find employment in other sectors.

A number of **key workforce risks** are identified throughout the document, including:

- **Recruitment difficulties** in particular staff groups both now and in the longer term. They include:
 - junior doctors, both training and non-training grades
 - GPs
 - theatre staff (all grades)
 - mental health staff (all grades)
 - health visitors, school nurses, district nurses, midwives
 - sonographers, radiographers, speech and language therapists
 - dentists and dental staff
 - biomedical scientists, pharmacists
 - some consultant groups e.g. anaesthetics, public health and obstetrics.
- **Demographics** In addition to the challenges to health care presented by an ageing population, the NHS workforce is also growing older. In Y&H this is particularly problematic among community nurses of all types, midwives, GPs and estates staff.
- **Inadequate clinical placement capacity**, particularly in primary care
- Lack of **workforce planning** capacity and capability as well as expertise in implementing workforce changes
- Poor quality **workforce information**.

The SHA will set up Pathway Delivery Boards to maintain an overview of the delivery of key issues and priority areas for each pathway in Healthy Ambitions. The Workforce and Education Directorate will

work with these Boards (and/or their individual task groups) to agree and prioritise outstanding workforce issues.

The directorate will also work with Human Resource Directors and other stakeholders to agree how workforce risks will be managed across the system and to develop approaches to improving productivity.

Printed copies of the full *Workforce Ambitions* document are available from the SHA Workforce and Education team on 0113 295 2152 or by email from lucy.proud@yorksandhumber.nhs.uk





Yorkshire and the Humber

CONTACTING THE SHA WORKFORCE AND EDUCATION TEAM

Please phone 0113 295 2152 and we will direct you to the appropriate member of staff.

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