



Department of
**Health, Social Services
and Public Safety**

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Regional HSC Workforce Planning Framework

March 2015

**Skills for
Health**

better **skills** better **jobs** better **health**

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Section 1

Introduction

- Effective workforce planning is complex and challenging but is essential in order to contribute to ensuring services across Northern Ireland are both sustainable and delivered to the appropriate standard. The range of challenges faced by the health and social care system has reinforced the need to ensure that the workforce is balanced correctly in terms of numbers and skills.

- There are many **drivers** for workforce planning, such as:
 - a. The recognition of the changing nature of health and social care needs and the link to demographic changes in local populations; (greater emphasis on preventative approach and supporting people)

 - b. The need for revised service delivery models to meet the needs of patients and clients and health and social care staff and in meeting the career needs of the health and social care workforce in the wide ranging geography of Northern Ireland;

 - c. Patient safety and quality of care;

 - d. Affordability of services given the challenging financial context for all organisations; and

 - e. The need to connect workforce issues with the overall strategic direction as set out in documents e.g. Programme for Government Transforming Your Care, , Making Life Better, HSC Quality Strategy 2020 and the annual Commissioning Plan Direction.

- This Framework aims to support the following **outcomes** for the workforce planning process:
 - a. An adaptive Health and Social Care workforce of the right size with the right skills deployed in the right way.

- b. Developing a shared understanding of the core elements of effective workforce planning;
- c. Providing greater clarity of roles and responsibilities, process, structures and governance;
- d. Providing an understanding of how organisations and individuals can contribute effectively in a mixed economy; and
- e. Encouraging partnership working both within and between organisations;
- f. Better informed education commissioning decisions.

Section 2

Workforce Planning: A Working Definition

- At its simplest, effective workforce planning ensures a workforce of the right size, with the right skills, organised in the right way, delivering services to provide the best possible care for patients and clients within available resources

- The approach to workforce planning as set out in this Framework Document is designed to:
 - a. *Be centred around the needs of patients and clients;*
 - b. *Embrace complexity;*
 - c. *Recognise uncertainty;*
 - d. *Be open and transparent;*
 - e. *Be flexible and responsive to change;*
 - f. *Whole system approach to workforce planning taking into account impact on changes to one part of the system on another (taking a Programme of Care approach where possible);*
 - g. *Recognise that workforce planning is not just about the numbers but also the competence and deployment of the workforce;*
 - h. *Enable the HSC to anticipate where possible, and respond to, Departmental and Ministerial directions and policies;*
 - i. *Set out the NHS Six Step Model and its underlying principles as the primary model for workforce planning (Annex A), which can be complemented by other regionally agreed methodologies where appropriate;*
 - j. *Make a clear linkage between workforce data, intelligence and projections with decisions on the commissioning of education and training;*
 - k. *Engage with key stakeholders including employers and staff;*
 - l. *Ensure timely, robust and accurate workforce information and analysis is available.*

Section 3

Organisational Roles and Responsibilities

- Effective workforce planning demands a collaborative, consistent, integrated and proactive approach across multiple stakeholders. No individual, group or organisation can undertake the process unilaterally and as a result, there is a range of responsibilities that lie within and between organisations that contribute to effective workforce planning.
- This section sets out the core roles and responsibilities involved in the HSC workforce planning process. Not every organisation with a role in workforce planning is included in this overview however key stakeholders will be included in the process as appropriate.
- The Framework focuses on the core elements deemed necessary to support effective workforce planning.

Department of Health, Social Services and Public Safety (DHSSPS)

- The DHSSPS has a range of statutory responsibilities regarding the effective functioning of health and social care service provision across Northern Ireland. As part of these responsibilities, the DHSSPS should ensure that key core responsibilities regarding workforce planning are delivered both in terms of leadership and ensuring effective functioning of the process. It is responsible for:
 - a. setting the strategic vision;
 - b. securing commitment to a high level workforce strategy which will underpin the Department's wider policy objectives;
 - c. providing regional workforce information and trends;
 - d. ensuring a regional approach is taken to workforce planning;
 - e. facilitating of capacity building within the HSC Trusts; and

- f. making decisions on the commissioning of pre- and post-registration education and training across the HSC.

Health and Social Care Board/Public Health Agency

- The commissioning of health and social care services is a crucial function within the wider health and social care economy. The Health and Social Care Board, through Local Commissioning Groups, and the Public Health Agency have a duty to ensure, through the commissioning process, that they are able to:
 - meet the current and future health and social care needs of the population of Northern Ireland;
 - secure value for money and ensure the appropriate quality of service provision; and
 - utilise appropriate processes to develop and reform services.

- In relation to workforce, the commissioners' role is to:
 - a. agree the models of service delivery;
 - b. be assured that HSC Trusts and independent practitioners have considered and identified the workforce needed for service delivery, through for example demand/capacity analysis;
 - c. exercise a challenge function where appropriate;
 - d. identify to the Department areas where intervention is required; and
 - e. lead or contribute to workforce reviews as required.

The Public Health Agency has an additional specific role in providing professional advice across the HSC and to the Department

Health and Social Care Trusts

- HSC Trusts are responsible for:
 - a. ensuring that they have an appropriate and skilled workforce to deliver the services commissioned from them;
 - b. utilising both qualitative and quantitative information to inform operational Workforce Plans (to include information projection and risk) which are reviewed annually;
 - c. regularly liaise with other stakeholders (including local commissioners) to determine priorities and overcome challenges; and
 - d. agree courses of action and implementation of workforce change.

Regional Workforce Planning Group

- The Regional Workforce Planning Group, chaired by the Director of Human Resources, DHSSPS, will:
 - a. act as the hub for all workforce planning activity within Health and Social Care;
 - b. provide expert advice to the Department regarding workforce planning matters;
 - c. inform the overall strategic direction for workforce planning;
 - d. agree a programme of workforce reviews; and
 - e. receive, comment on and endorse commissioned Workforce Reviews.

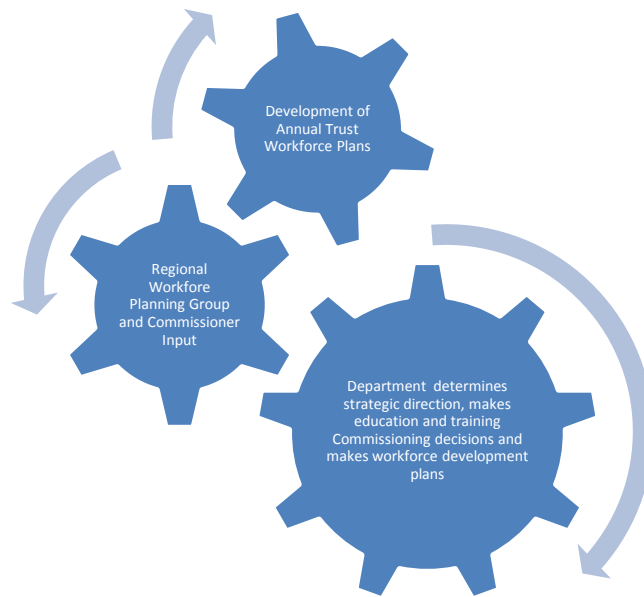
- The Table below describes the key roles and responsibilities in relation to regional workforce planning:

DHSSPS	HSCB/ PHA	Trusts	Regional Workforce Planning Group
Set the strategic vision	Agree models of service delivery	Ensure Trusts have an appropriate and skilled workforce to deliver the services commissioned from them	Act as hub for HSC workforce planning activity
Secure commitment to a high level workforce strategy which will underpin the Department's wider policy objectives	Be assured that HSC Trusts have considered and identified the workforce needed for service delivery, through demand/capacity analysis	Utilise both qualitative and quantitative information to inform operational Workforce Plans, which are reviewed annually	Inform overall strategic direction
Ensure a regional approach is taken to workforce planning	Exercise a challenge function where appropriate	Regularly liaise with other stakeholders to determine priorities and overcome challenges	Agree a programme of workforce reviews
Facilitate capacity-building within HSC Trusts	Identify to the Department areas where intervention is required	Agree courses of action and implementation of workforce change	Receive comment on and endorse commissioned workforce reviews

Take decisions on the commissioning of pre- and post-registration education and training across the HSC

Lead and contribute to workforce reviews as required

Diagram to Illustrate Workforce Planning process



Governance Arrangements

- This Framework Document has been developed under the aegis of the Regional Workforce Planning Group (RWPG). This Group will be re-purposed to oversee the next phase of workforce planning within Health and Social Care. It will have a revised Terms of Reference (including membership), which will be formally submitted by the Chair of the RWPG for approval by DHSSPS.
- Membership of the RWPG will include core representation from the DHSSPS, HSCB, PHA and HSC Trusts, at Senior Executive level as well as other key stakeholders. A list of the members is attached at the Annex B.
- Additional members will be co-opted on an agenda-specific basis or as the work programme dictates.
- Processes will be put in place to ensure that wider stakeholder engagement is facilitated.

Section 5

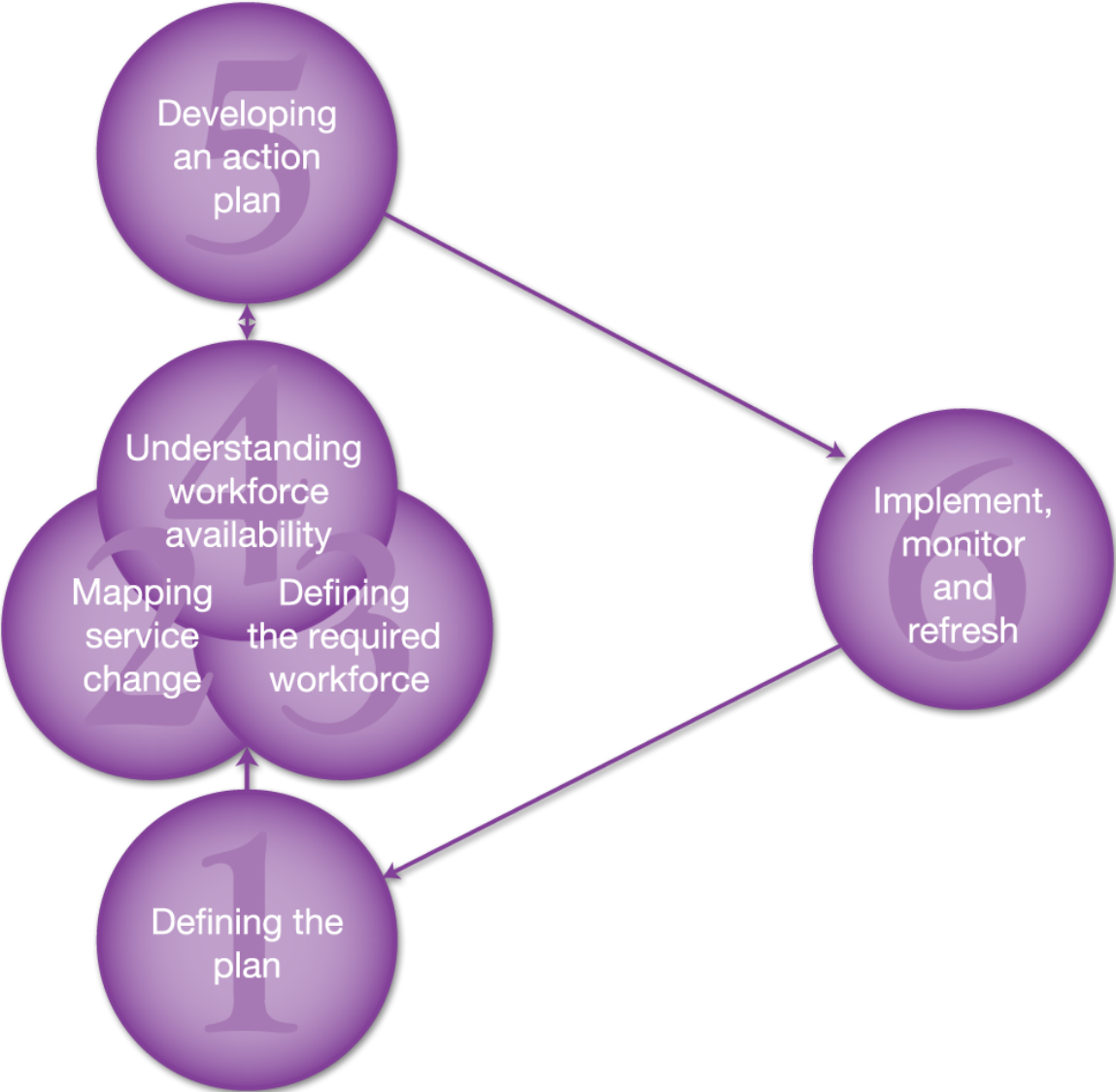
Next Steps

- This version of the Framework articulates the regional roles and responsibilities envisaged for HSC workforce planning; however it is recognised that this is an evolving process. In view of this, the Framework will be subject to ongoing review and refinement as appropriate.

- Implementation of the framework will be led by the DHSSPS, and primarily taken forward through the RWPG. The primary implementation steps shall be:
 - a. Development of revised Terms of Reference for the RWPG for approval by DHSSPS;
 - b. Reconstitution of the membership of RWPG to fulfill the Terms of Reference;
 - c. To pilot a service area review within a Programme of Care (POC) approach;
 - d. Further development of workforce planning capability and capacity across the region.

For further information regarding this Framework please contact wpu@dhsspsni.gov.uk.

Adapted from the Six Step Model to Integrated Workforce Planning



Step 1 – Defining the Plan

Identify why a workforce plan is needed and for whom it is intended:

- Purpose;
- Scope;
- Ownership.

This is the critical first step in the planning process. It is important to be clear why a workforce plan is required and what it will be used for. The scope of the plan should be determined, for example, whether it will cover a single service area, a particular patient pathway or a whole health economy; responsibility for ensuring the plan is delivered and other parties who will need to be involved in the planning process should be clearly stated.

Step 2 – Mapping Service Change

Identify the purpose and shape of any proposed service change that will impact upon future workforce requirements:

- Goals / benefits of change;
- Current baseline;
- Drivers/constraints;
- Option appraisal;
- Working models.

This is the first of three interrelated steps. It is the process of service redesign in response to service user choice, changes in modes of delivery, advances in care or financial constraints. It is important to be very clear about current costs and outcomes and to identify the intended benefits from service change. Those factors that support the change or may hamper it, should be identified. There must be a clear statement about whether the preferred model better delivers the desired benefits or is more likely to be achievable, given anticipated constraints.

Step 3 - Defining the Required Workforce

Identify the skills required and the type / number of staff to deliver the new service model (workforce demand):

- Activity analysis;
- Types / numbers;
- Productivity / New ways of working.

This step involves mapping the new service activities and identifying the skills needed to undertake them and the types and numbers of staff required. This will involve consideration of which types of staff could best carry out particular activities in order to reduce costs and improve the service user experience even where this leads to new roles and new ways of working.

Step 4 - Understanding Workforce Availability

Identify current and future staff availability based on current profile and deployment (workforce supply):

- Understanding the current workforce;
- Workforce forecasting;
- Demographics;
- Supply options.

This step involves describing the existing workforce in the areas under consideration, its existing skills and deployment, plus assessing any particularly challenging areas arising from its age profile or turnover. It may be the case that the availability of staff with particular skills, or, alternatively, the shortage of such staff itself contributes to service redesign and steps 2 and 3 will need to be revisited. Consideration should be given to the practicalities and cost of any retraining, redeployment and / or recruitment activities that could increase or change workforce supply.

Step 5 - Developing an Action Plan

Plan to deliver the required workforce (new skills in new locations) and manage the change:

- Gap analysis;
- Priority planning;
- Action planning;
- Managing change.

This step involves reflecting on the previous three steps and determining the most effective way of ensuring the availability of staff to deliver redesigned services, even if this means some further service redesign. A plan for delivering the right staff, with the right skills in the right place needs to be developed with milestones and timescales. An assessment of any anticipated challenges and how the momentum for change will be created, including staff engagement should be included in the plan.

Step 6 - Implement, Monitor and Refresh

Implement the plan, monitor progress and refresh the plan as required.

- Implementation;
- Measuring progress;
- Revisiting Six Steps.

As the plan is being implemented, it should undergo periodic review and adjustment as appropriate. This should be done by monitoring the agreed indicators of success and by identifying any unintended consequences of the changes.