

The strategic impact of workforce change

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NHS Workforce Facts

- Biggest employer in the UK – 1.4 million staff
- Based in approx 435 different NHS organisations
- Working in over 64 specialties and sub specialties
- Workforce costs account for 60% of NHS budget
- The performance of the NHS has always been a key political issue and workforce issues are now key to the delivery agenda



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The workforce environment:

- Globalisation
- IT revolution
- Societal shifts
- Demographic change
- Increasing consumer demand
- Governmental policy/controls
- Financial instability
- Recruitment and Retention

Skills for
Health

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The Policy Context

- Our Health Our Care Our Say
- Independence Well- being and Choice
- NHS next stage review (Darzi)
- NHS Operating Framework
- Leitch Review
- EWTD
- Agenda for Change/KSF
- Modernising Health Care Careers

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The Workforce Context

- Changing workforce profile
- Emphasis on workforce redesign/planning
- Consistently high standards of care across locations and practitioners/professionals
- Multi- disciplinary/agency working
- Redesign of service delivery
- Challenging targets
- Meets patient need/public expectation



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The Skills Context

- Increased flexibility
- changing skill mix
- Multi-directional career development
- New roles
- Extended roles
- CPD
- Work based learning




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The outcome model for skills development

- Workforce flexibility rather than entrenched approaches
- Education and learning focussed on workplace needs
- Assessment against criteria expected in the workplace
- Consistency in practice across locations and practitioner groups



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- Workforce planning
 - Competence based design
 - Learning design principles
 - Career frameworks
 - Sector Qualification strategies
 - Performance metrics



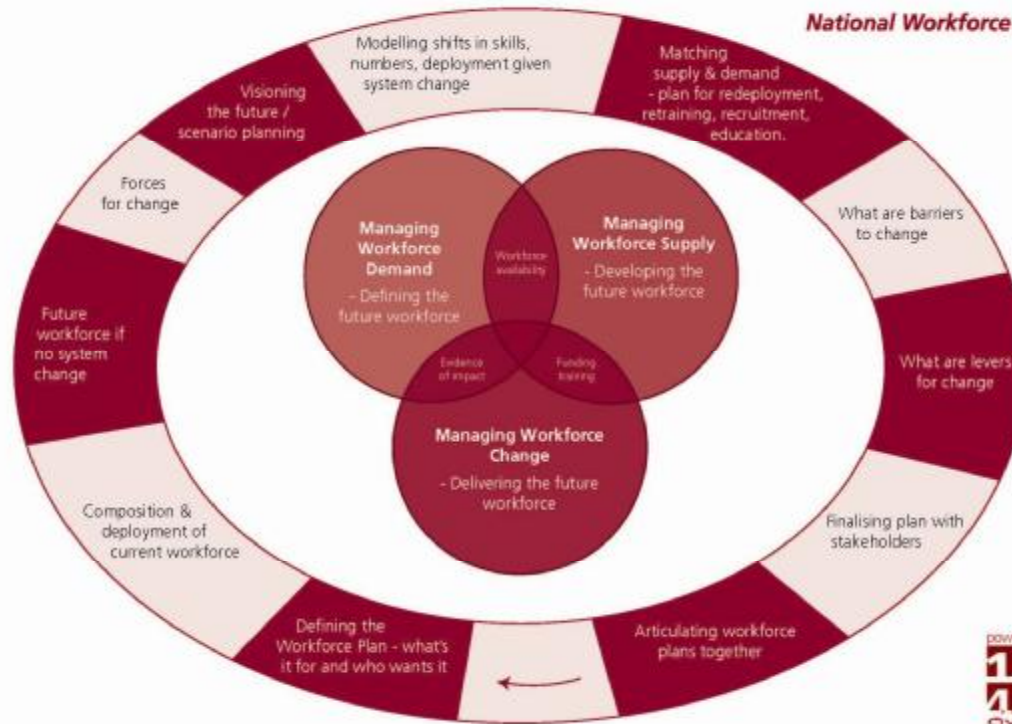
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Workforce Planning Cycle

Workforce Planning Cycle



National Workforce Projects



Skills for Health

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Integrated 6 step methodology

- Step 1 – Defining the plan
- Step 2 – Visioning the future/Mapping service change
- Step 3 – Defining the required workforce
- Step 4 – Understanding workforce availability
- Step 5 - Developing an action plan
- Step 6 – Implement, monitor and refresh



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National Workforce Competences

- The knowledge, understanding and skills required to perform a specific function
- Patient-centred
- About the function being performed
- Statements which define observable behaviour
- Can be assessed objectively
- Not personal qualities/attributes
- Transferable and transparent
- Linked to Knowledge and Skills Framework



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Learning Design Principles

MONITORING AND ENHANCEMENT OF QUALITY

Measuring of attainment. Quality Assurance

DESIGN PROCESSES

Packages of Learning: Units/modules/Awards/Qualifications

Alignments: Level and credit transferability

Progression: Horizontal & vertical. Entry to employment

NATIONAL OCCUPATION STANDARDS/ Competences

Workforce design. Role Design. Learning needs identified

FIT FOR PURPOSE

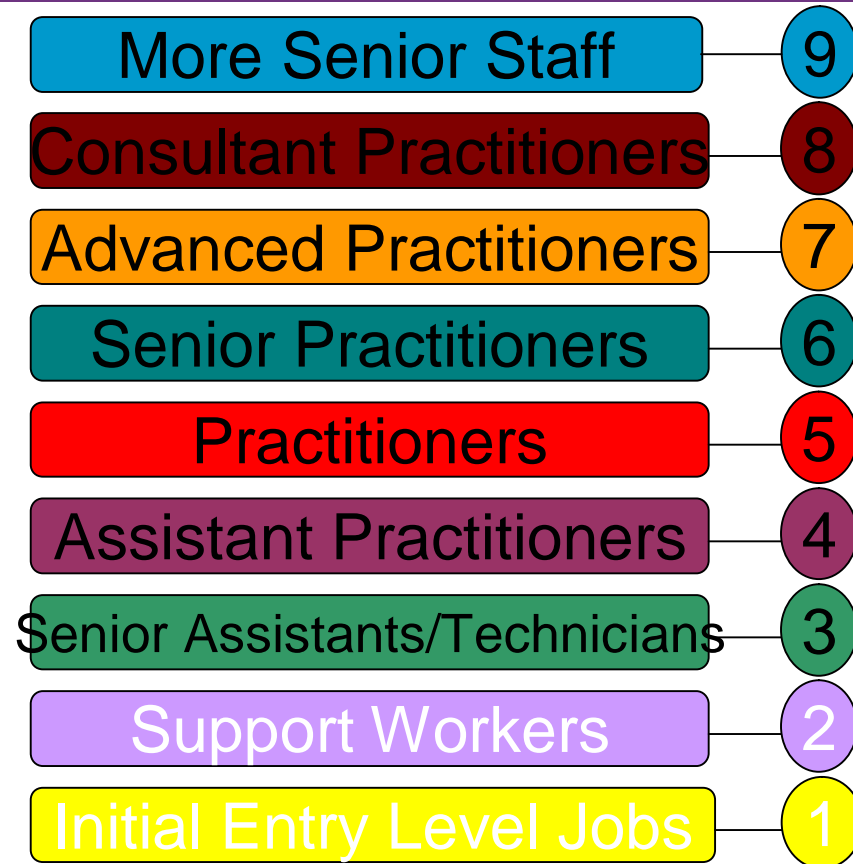
Learning packages need to be developed in response to need. DO NOT START WITH QUALIFICATION

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Career framework

The Career Framework provides guidance for NHS and partner organisations on the implementation of the flexible career and skills escalator concept, enabling an individual member of staff with transferable competency based skills to progress in a direction which meets workforce service and individual need



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Career Framework

Common language and currency offering:

Consistency – provides an structure that is easy to understand

Progression- means of articulating achievements and identify options available for progression

Flexibility- national consistency with flexibility for local health organisations



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The SfH SQS

- Focussed on those qualifications currently on the National Qualifications Framework (NQF), SCQF and CQFW
- Did not review provision of qualifications for 14-19 year olds or provision with Higher Education, although the routes out of and into these areas of learning provision will be considered. (Oct 07)
- Current drives from UKCES expect greater integration of 14-19 work – ongoing (Oct 08)
- SfH has developed alongside the SQS a separate but linked HE strategy



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The SQS Action Plans

- Devise 'criteria' for prioritisation of qualifications development -
- Incremental review of NOS & review structure of Health & H&SC S/NVQs now moved to transferring these to QCF
- Wider issues re future "presentation" of NVQs
- Ongoing development of new competence based qualifications – Pathology Support Worker, Complementary Therapies, Sexual health etc
- Review Modern Apprenticeships



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