Transforming Care
An approach and tools for workforce planning
Agenda

• An introduction to HEE LaSE Intellectual disabilities workforce programme & TCP workforce partners
• Workforce planning; a rational for the offer of 4 bite sized workforce workshops to Kent & Medway TCP
• Why the Population Centric Model?
• Part I: Establishing the Change management approach
• What will be next? Part II
• Sign posting: Resources, evaluation, support
House keeping

- Fire alarms
- Toilets
- Respect
- Question (car park)
- Catering (Light lunch on arrival)
- Start and finish times (1230hrs – 1700hrs)
Health Education England working across London & the South East
Intellectual Disability Programme & TCP workforce partners

Rhona Westrip
George Matuska
What is HEE?

- In 2013 we took over functions of Strategic Health Authorities (SHAs) and their Deaneries for workforce planning, education commissioning and education provision.

- We operate a single system of dispersed leadership, working through 12 local teams.

- HEE Mandate with deliverables - Delivering high quality, effective, compassionate care: Developing the right people with the right skills and the right values. A mandate from the Government to Health Education England: April 2016 to March 2017.
The Mandate

Annex A 1.10: “lead the health and care system to transform the workforce and ensure it is available in sufficient numbers and possesses the right skills, values and behaviours to deliver care in the community and support for people with learning disabilities, autism, mental health problems and multiple and complex needs. As part of this, HEE will work with Skills for Health and Skills for Care to develop a Learning Disability Core Education, Training and Skills Framework, which will set out expected learning outcomes and minimum standards for delivery of education and training on core skills and knowledge which can be used across different services. The Framework will be published in July 2016”
The are many more Mandate Objectives related to this workforce covering areas such as:

- Leadership
- Pre-registration placements
- Preventing avoidable ill health and premature mortality
- Nurse associate roles including primary, secondary and social care
- Developing plans to promote parity of esteem between the health and social care workforce

*This list is not exclusive and just includes a few of the many themes*
Three Tiered Delivery Approach

**National Level**
- New Role Development
- Enabler development
- Forum facilitation
- Cross agency co-ordination
- National workforce planning
- PBS accreditation
- Workforce Modelling
- Workforce Intelligence

**Regional Level: North/ South/ Mid & East/ London & KSS**
- Workforce planning workshops
- Facilitation with and support for local office leads
- Sharing good practice between regions
- Supporting enabler development
- Workforce Intelligence

**Local/ Partnership Level**
- Workforce planning workshops
- Workforce workstream support (Membership & ToR
- Competency Framework
- Facilitation with support for LETB leads and Skill for Care Leads
- Learning Needs Analysis
- Market Intelligence
- PBS funding
- PBS training with people and families
- Learning Disability Awareness
- Autism Awareness resources
- Leadership for commissioners and system leaders
- Education Commissioning
The offer of support

Transforming Care Workforce Support

Drawing on our experience of supporting the fast track sites, we would like to help you with the development of your workforce plan by suggesting potential next steps, advising on tools and approaches that may be helpful to use, and signposting you to people in your area that can support you with this. We would also like to invite you to join a transforming care Forum for anyone implementing Building the right support. We hope that this forum will, where ever possible, prevent a new wheel invention industry and encourage collaboration. If you would like to join the forum please send a request to HEE.LDworkforce@nhs.net and we will send you the details.

<table>
<thead>
<tr>
<th>Function</th>
<th>Description</th>
<th>Resource</th>
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<tr>
<td>Workforce work stream</td>
<td>Your work stream will deliver a programme to ensure that all staff, regardless of their employer, are equipped and available to work effectively with this client group. In those fast track areas where stakeholders have been involved in a workforce work stream group from an early stage, progress has been significantly quicker. Bringing those with expert knowledge together will facilitate the gathering of workforce intelligence and enable the creation of a robust and collaborative workforce plan.</td>
<td>Example Workforce Easy Read Example Download Workforce Work Stream Local Workforce intelligence reports are available from Regional HEE and Skills for Care Contacts</td>
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| Understanding the existing and available workforce | Articulating the current providers, services, activities and roles HEE and skills for care will be able to offer assistance in accessing information on current and potential workforce in your area and labour market intelligence. Understanding workforce development needs is just as much in steady state as it is in times of transformation. A Learning Needs Analysis linked to Generic Learning Disability functions can help service providers and commissioners alike to understand the current state of the workforce and inform.

- Workforce work stream
- Planning and meeting needs
- Understanding the existing and available workforce
- Understanding future workforce needs
- A link to more resources as they come online
An example of outcome

- During 2013 HEE KSS commissioned a report to scope out the LD nursing workforce
- The report detail population data of PWLD, and the workforce also highlighting areas provider felt there where workforce gaps
- The report made 10 recommendations
- In 2015 HEE KSS employed a full time programme manager to run its intellectual disability workforce project and realise the 10 recommendations

Working across Kent, Surrey and Sussex
An Update

Since the publication of the initial scoping report, the ID workforce project has developed into three areas:

1. Supporting the local TCP’s to plan transform there existing workforces or develop new models of practice

2. An offer of support to all ID stakeholder across KSS

3. To support the development of the KSS Learning disability Community of Practice
Understanding the current workforce
Individuals with an intellectual disability

ID Workforce: registered/unregistered

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<th>NHS Employed</th>
<th>Non-NHS Employed</th>
<th>Total</th>
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<tr>
<td>Registered</td>
<td>223 (0.4%)</td>
<td>1700 (2.9%)</td>
<td>1923 (3.3%)</td>
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<tr>
<td>Un-registered</td>
<td>380 (0.6%)</td>
<td>56800 (96.1%)</td>
<td>57180 (96.7%)</td>
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Making an offer of support to the ID workforce
What we supported

• Staff Retention and Recruitment Coaching Programme
• Employing People with Learning Disabilities
• Learning Disability Workshops for non-LD clinical staff
• PECS Training
• Health Equalities Framework Intelligence Review
• Implementation of the Anticipatory Care Calendar
• PBS Workforce Training
• Working with Deaf and Blind Clients
• Epilepsy and Medication Administration Train the Trainer
• Springwell – Supporting People with Learning Disabilities and Complex Needs to have a Voice in their Care Planning Process
• Workforce Development Perspective from Service Users Report
Supporting the development of a platform for the workforce to share and develop
Workforce planning

A rational for the offer of 4 bite sized workforce workshops to Kent & Medway TCP
Multi agency workforce group

- Mapping service change
- Defining the required workforce
- Developing an action plan(s)
- Implementing, monitoring and refreshing
- Defining the plan
- Understanding workforce availability

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Why the Population Centric Model?

Population Centric™ Integrated Planning for Workforce Transformation

Carol Brooks
Business Psychologist
Gold Consulting

carol@wearegold.co.uk
Population Centric Model

Stage 06: Gap, Analysis, Reality Check, Planning for Implementation
Stage 05: Defining Roles and Future Workforce
Stage 04: Defining Skills, Knowledge and Competence Levels
Stage 03: Design and Commissioning of Services
Stage 02: Population Definition / Strategic Environment
Stage 01: Establishing the Change Management Approach

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Exemplar workforce plan

“An example of what a plan could look like has been developed by HEE and SfH”

Stage One: aims

- Scope and parameters of project; locality based? location based? diagnosis based?
- Who needs to be involved?
- What are the timescales?
- Any expert input?
- Where’s top level support?
- Project lead?
- Givens?
Stage One: outcomes

What’s the Programmes……

• Definition?
• Scope?
• Timelines?
• Connectivity?
Stakeholders

Community Mapping

Proximity = Reliance on support to deliver objectives

Size = Relative power and influence on objectives

(ref Aston Organisation Development )
Stakeholder mapping

Concern
Importance
(or power)

High

Low

Low

High

Interest

Keep satisfied

Manage closely

Monitor (minimum effort)

Keep informed

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Your “Population” – Who are they?

Get others involved...it matters
Example of “Proxy” for the People You Care For

**Tony**

- **37 years old**
- Lived in hospital setting 21 – 37 years old
- Enjoys and is very adept at PlayStation and x-box games
- Evidence of some Self-harm
- Lives with mother and father, younger twin siblings away at college
- Early signs of mental ill health
- Becomes very tired when with more than two people for any length of time
- Becomes frustrated and will lash out, sometimes biting and scratching

**autism**
What's next

- You can download these slides, the example ToR (inc. easy read), Multi agency workforce group diagram, from: [www.idhekss.wordpress.com](http://www.idhekss.wordpress.com) click on “Resources > TCP Workshops”

- By using the information identified in the stakeholder mapping exercise you can identify who needs to be part of this process and when

- It would be useful if your proxies could be typed up and circulated as they will be the key to the next 5 stages

Part II will cover:

- [Stage 03](#) Design and Commissioning of Services
- [Stage 02](#) Population Definition / Strategic Environment

**Part I: 1 minute evaluation**
Useful details

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www.idhekss.wordpress.com
www.ldcop.org.uk
www.hee.nhs.uk “Learning disability”