Transforming Care
An approach and tools for workforce planning
Agenda

• An introduction to HEE LKSS Intellectual disabilities workforce programme & TCP workforce partners
• Workforce planning; a rationale for the offer of 4 bite sized workforce action learning workshops to South West London’s 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 (?)
- Start and finish times (0930hrs – 1230hrs)
Health Education England working across London, Kent, Surrey and Sussex Intellectual Disability Programme & TCP workforce partners

Rhona Westrip
Josie Turner
George Matuska
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 2017 to March 2018.
The Mandate

Annex A Objective 1: "Through 2017-18, support Transforming Care Partnerships.... to create a workforce that will meet the aims of 'Building the Right Support'; develop TCP capability to access and utilise adult workforce intelligence data through signposting and advising on existing and potential data sources to support commissioners to be equipped with the skills, competencies and knowledge to sustain new models of care; map the skills and competencies required across specialist mental health and learning disability workforce to support children, young people and adults with autism and associated health conditions, and how well these are supported by existing training resources."

"Overall goal 2020: Lead the health system to transform the workforce and ensure it is available in sufficient numbers and possesses the right skills, values and behaviours to deliver outcomes and support for people with learning disabilities, autism, mental health problems and multiple, and complex needs"
There are 6 overarching objective within the mandate for the whole workforce:

1) Develop the workforce to improve out of hospital care
2) Create the safest, highest quality health and care services
3) Deliver value for money
4) Prevent ill health and support people to live healthier lives
5) Build the workforce for the future
6) Improve services through the use of digital technology, information and transparency
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](mailto: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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<tbody>
<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></td>
</tr>
<tr>
<td>Understanding the existing and available workforce</td>
<td>Articulating the current provider, service, activity 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 essential 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...</td>
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<tr>
<td>Understanding future</td>
<td>The new model of care will inform the workforce strategy in which more efficient and effective system of care providers are provided with tools necessary to the work place</td>
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- 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
Where we started

- Leadership Workshops
- Offers of support to TCPs
- Workforce data
- The London ID Workforce network
- ID stakeholder events
- Funded BILD to support the London workforce develop a sustainable community of practice
Understanding the current workforce
Individuals with an intellectual disability


**Whole London population**

- Estimated ID population (1.6%)
- Known ID population (21%)
- Estimated Unknown ID population (79%)
Whole ID Adult Workforce

- NHS employed 0.6%
- Local authority 12%
- Independent 87%
## ID Workforce: registered/unregistered

<table>
<thead>
<tr>
<th></th>
<th>AHP</th>
<th>Nursing</th>
<th>Non-reg</th>
<th>Other</th>
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<tbody>
<tr>
<td><strong>NHS Employed</strong></td>
<td>13%</td>
<td>10%</td>
<td>&gt;0%</td>
<td>1%</td>
</tr>
<tr>
<td><strong>LA</strong></td>
<td>11%</td>
<td>11%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Independent</strong></td>
<td>77%</td>
<td>79%</td>
<td>88%</td>
<td>87%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>681</td>
<td>1765</td>
<td>54361</td>
<td>11368</td>
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Making an offer of support to the ID workforce
Examples of what we have supported so far within Kent, Surrey and Sussex.…

- 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
Building a Community: a consultation event for the new Greater London Learning Disability Practitioner Community

#glcop18
Workforce planning

A rationale for the offer of 4 bite sized workforce workshops to South West London TCP
Multi agency workforce group

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

Workforce Strategy

Gold
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

Interest

Low

High

Keep satisfied

Manage closely

Monitor (minimum effort)

Keep informed
Your “Population” – Who are they?

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

Tony

37 years old

Early signs of mental ill health

Lived in hospital setting 21 – 37 years old

Becomes very tired when with more than two people for any length of time

Enjoys and is very adept at PlayStation and x-box games

Becomes frustrated and will lash out, sometimes biting and scratching

Evidence of some Self-harm

Lives with mother and father, younger twin siblings away at college

autism

@HEE_LKSSID  #LKSSID
What's next

- You can download these slides, the example ToR (inc. easy read), Multi agency workforce group diagram, from: 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 by typed up and circulated as they will be the key to the next 5 stages

Part II will cover:

- Stage 02 Population Definition / Strategic Environment
- Stage 03 Design and Commissioning of Services
Useful details

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www.hee.nhs.uk “Learning disability”