

"Transforming the workforce - The challenges facing healthcare in Wales"

HR's role in reconfiguration and the way forward

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Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Transforming the workforce - The challenges facing healthcare in Wales

- Context – the last 10 Years
 - Finance
 - Workforce
- Current Policy Initiatives
- The Workforce and OD Strategy

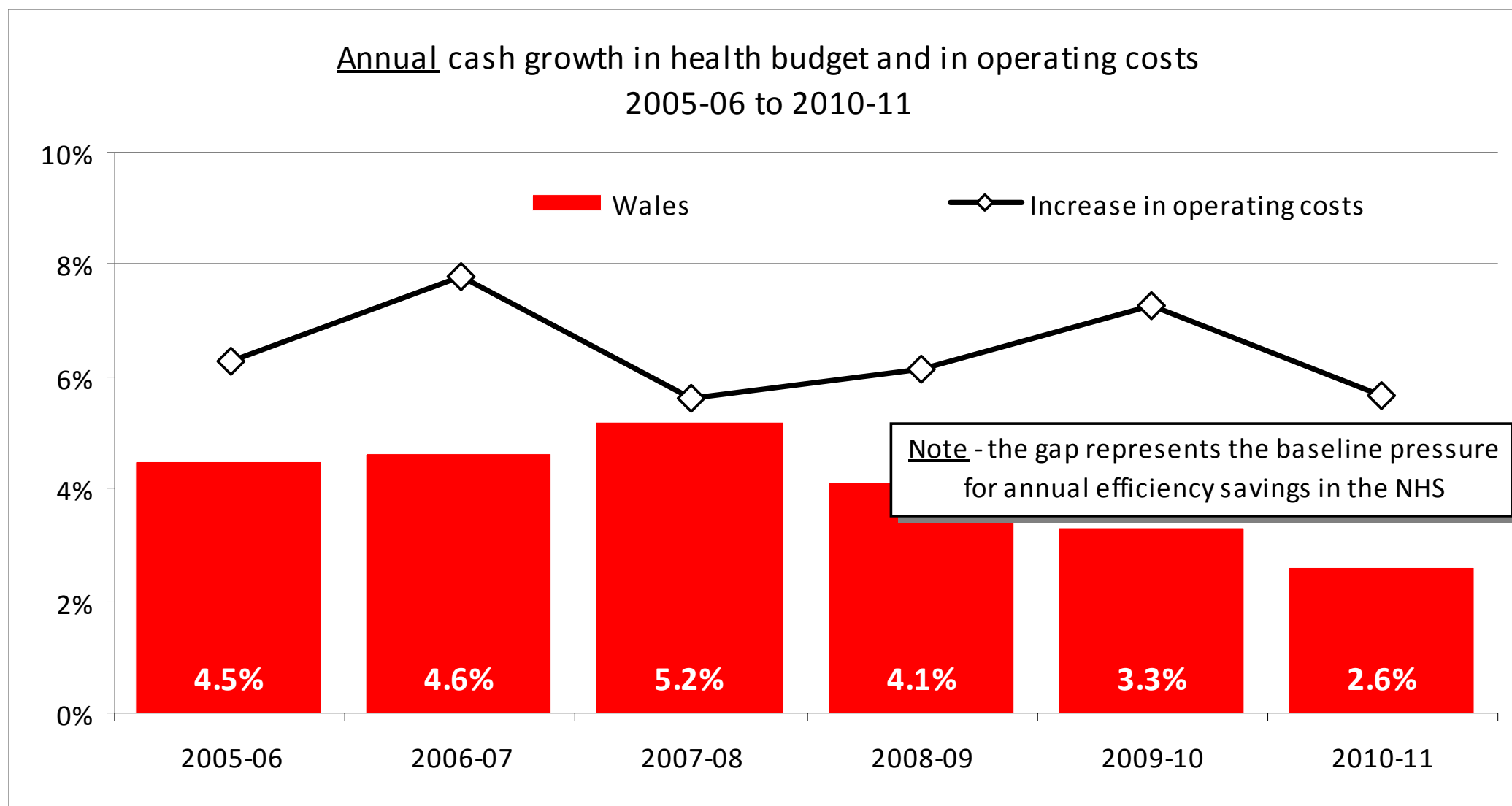
Strategic Outcomes

- To Capture the Opportunity of Integrated Care.
- To Improve Quality & Financial Stability by reducing harm, waste & variation.
- To Empower the Frontline.
- Enable Services to Deliver through Good Government.

High Value Opportunities

- Develop new settings of care and improve long-term care pathways.
- Improve quality of continuing care through health and social care integration.
- Implement cross-system patient information and informatics.
- Develop improved unscheduled care pathways.
- Stop wasteful clinical interventions.
- Improve acute care performance and decrease length of stay.
- Improve primary and community care performance.
- Improve mental health service provision.
- Manage medicines more effectively.
- Improve procurement and supply chain.
- Drive highest-value prevention campaigns.
- Streamline and refocus the centre.
- Establish service line management and patient level costing.
- Modernise the workforce.

Context – Where we have come from...the finances



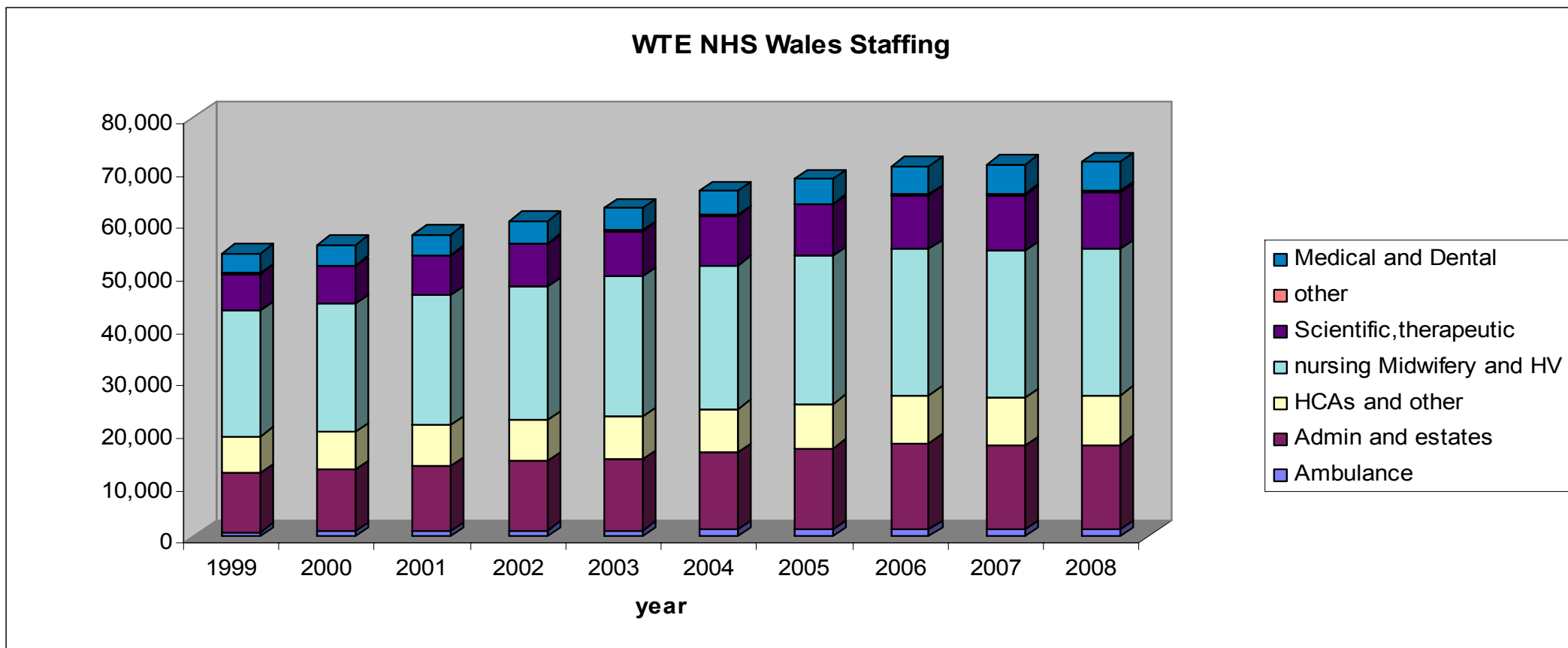
The Economic Outlook

“We need to move away from the NHS being built for growth to being able to sustain itself in a prolonged limitation on resources.”

David Nicholson CBE, June 2009

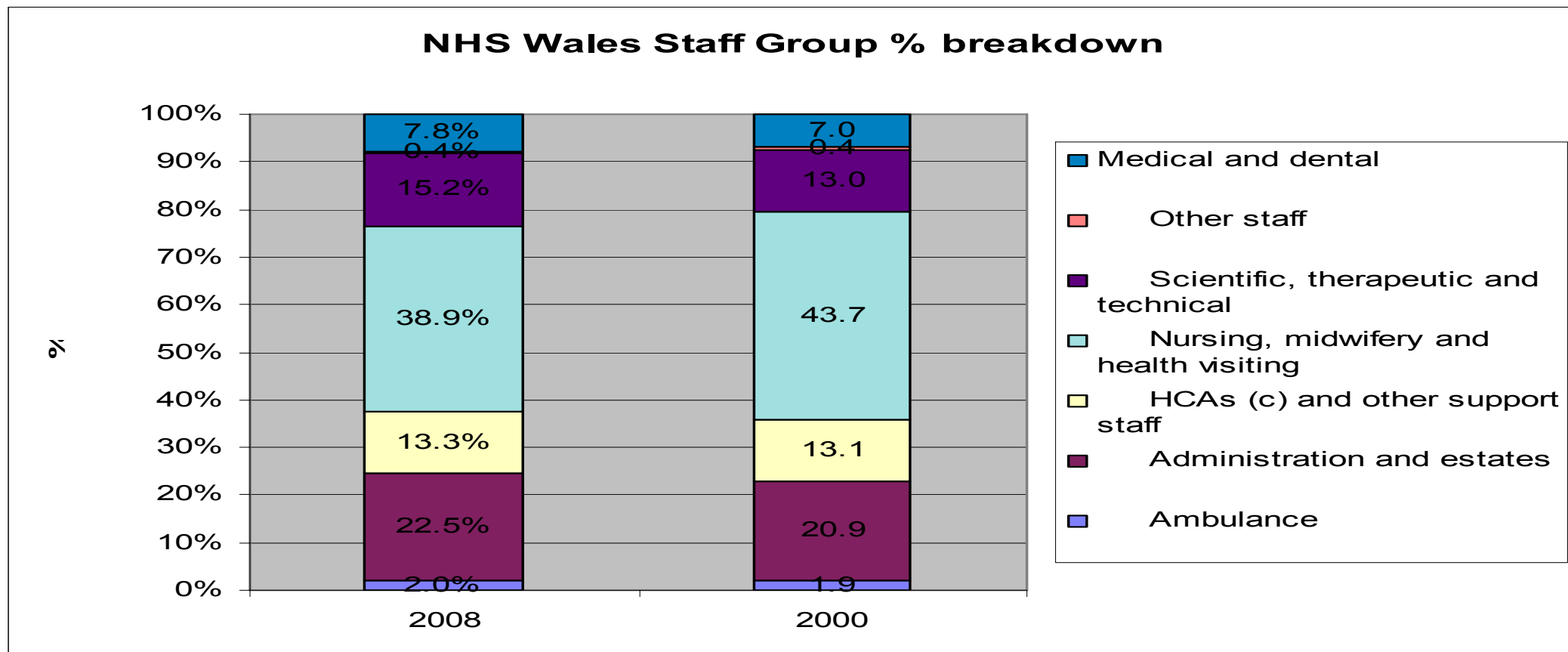


Context – Where we have come from...the workforce



- 10 years of workforce growth
- 54,000 WTE (1999) to 71,000+ WTE (2008)
- An increase of over 17,000 staff
- 32% growth

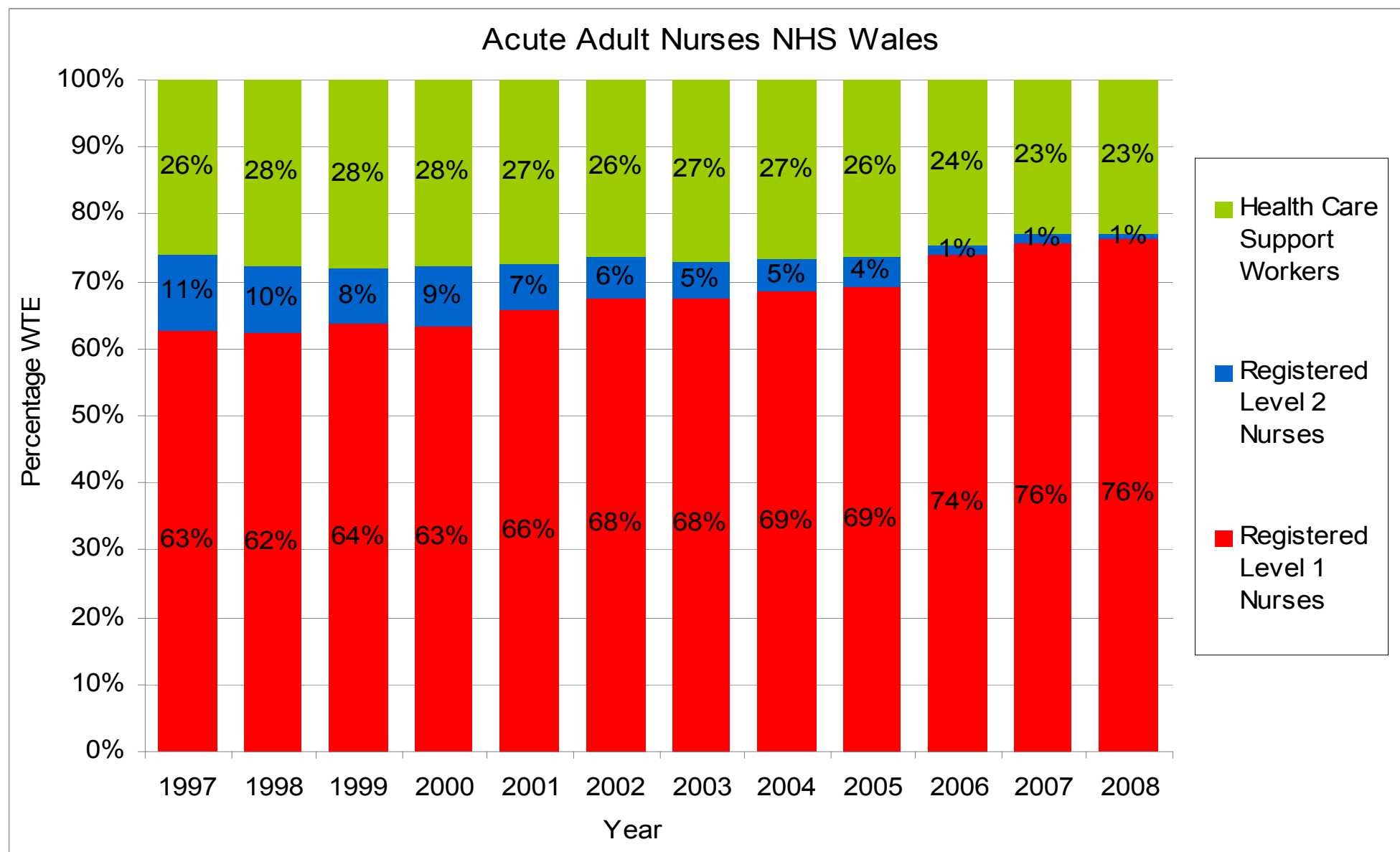
Context – Where we have come from...workforce



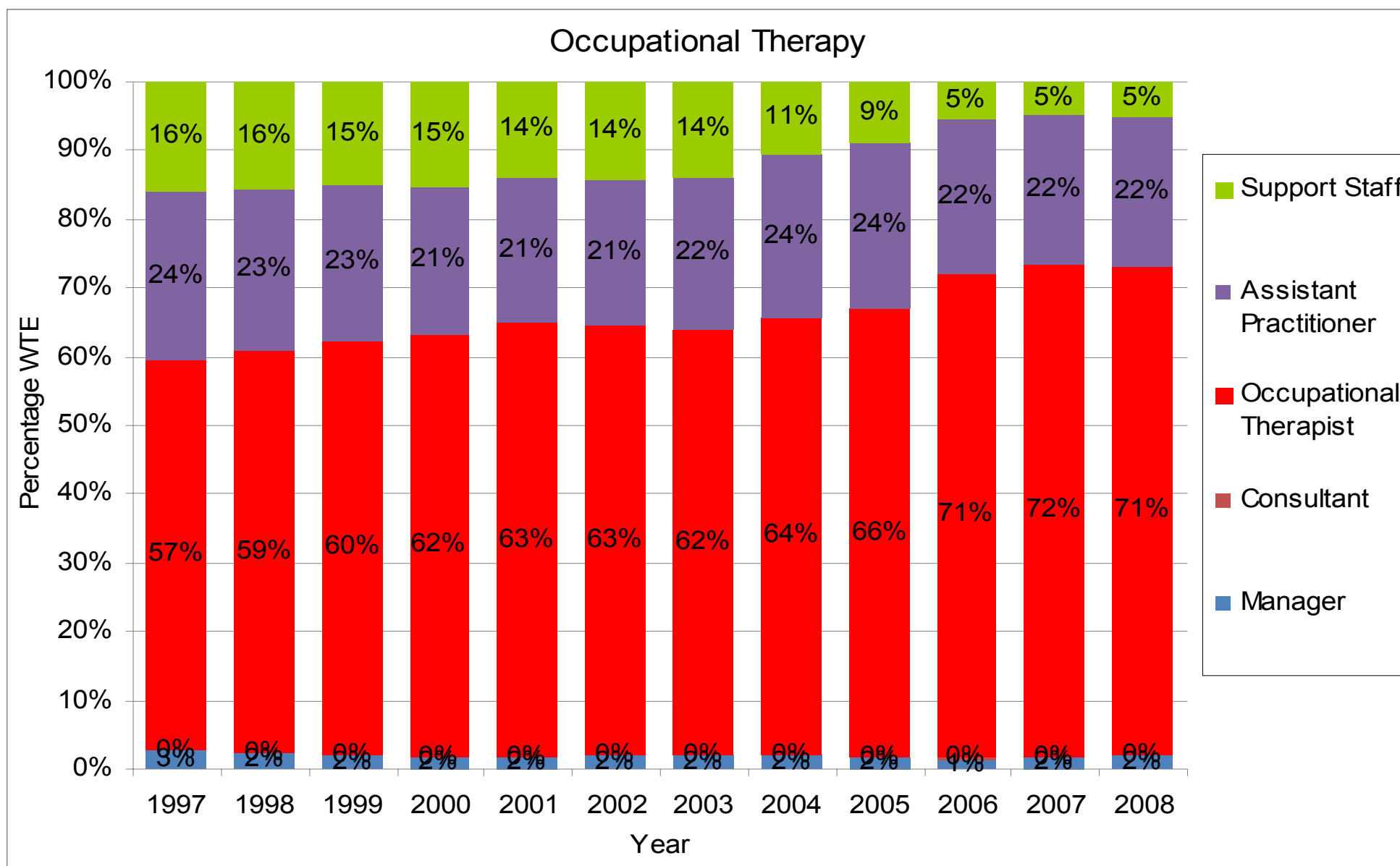
Proportionately:

- more doctors, admin and scientific and therapeutic staff
- Less nursing and midwifery

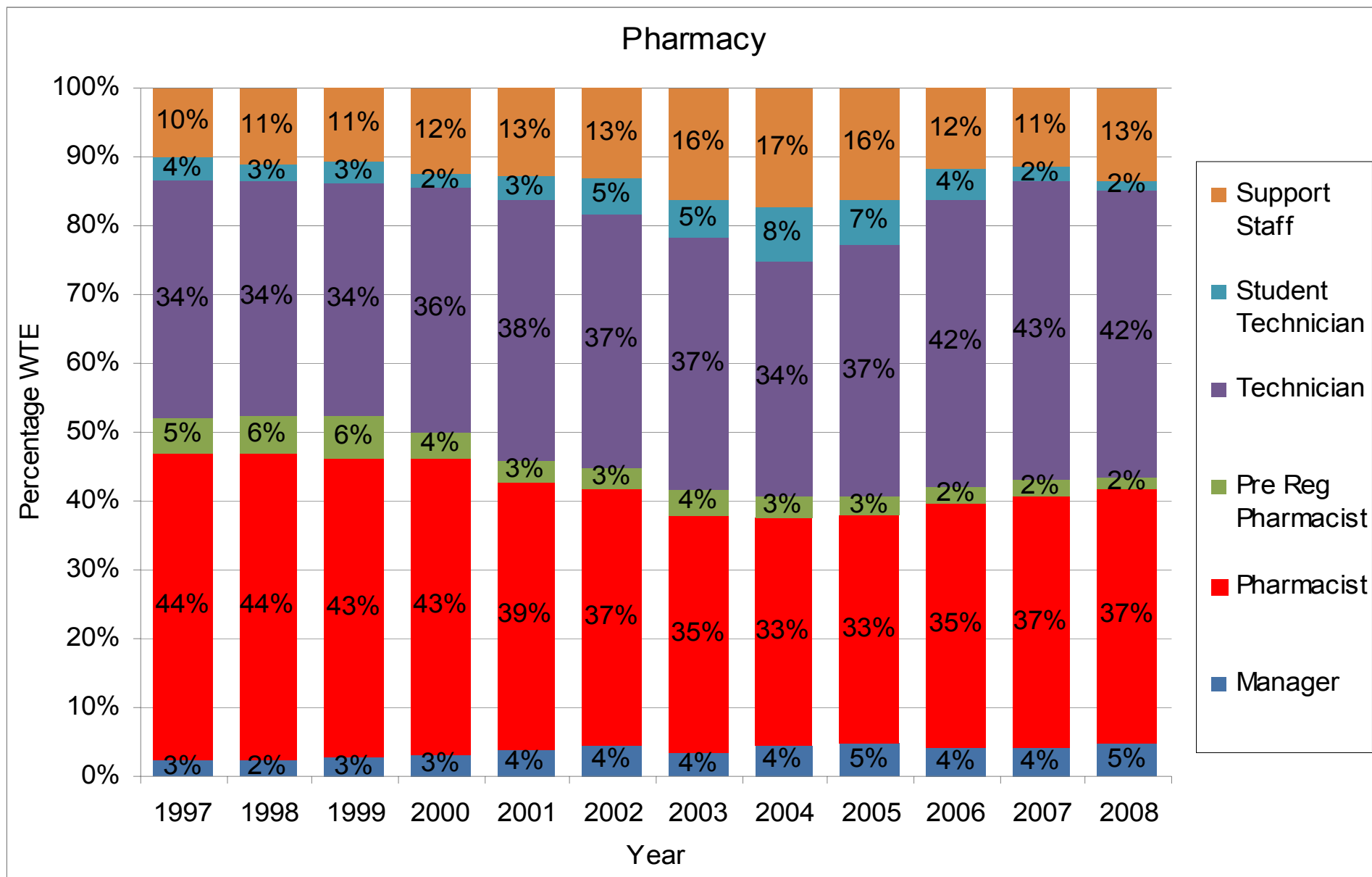
Skill Mix Change - Acute Nursing



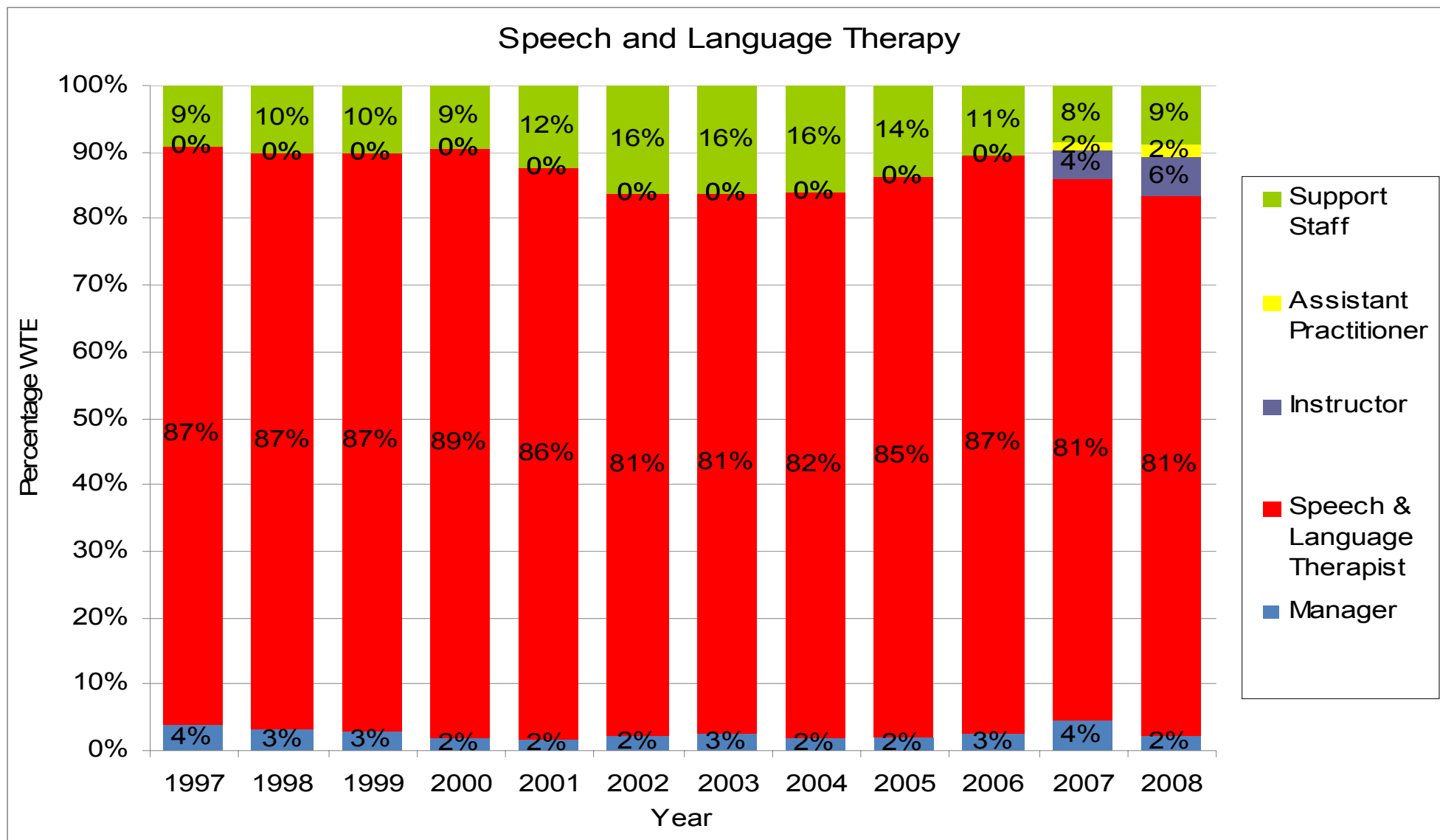
Skill Mix Change-Occupational Therapy



Skill Mix Change - Pharmacy



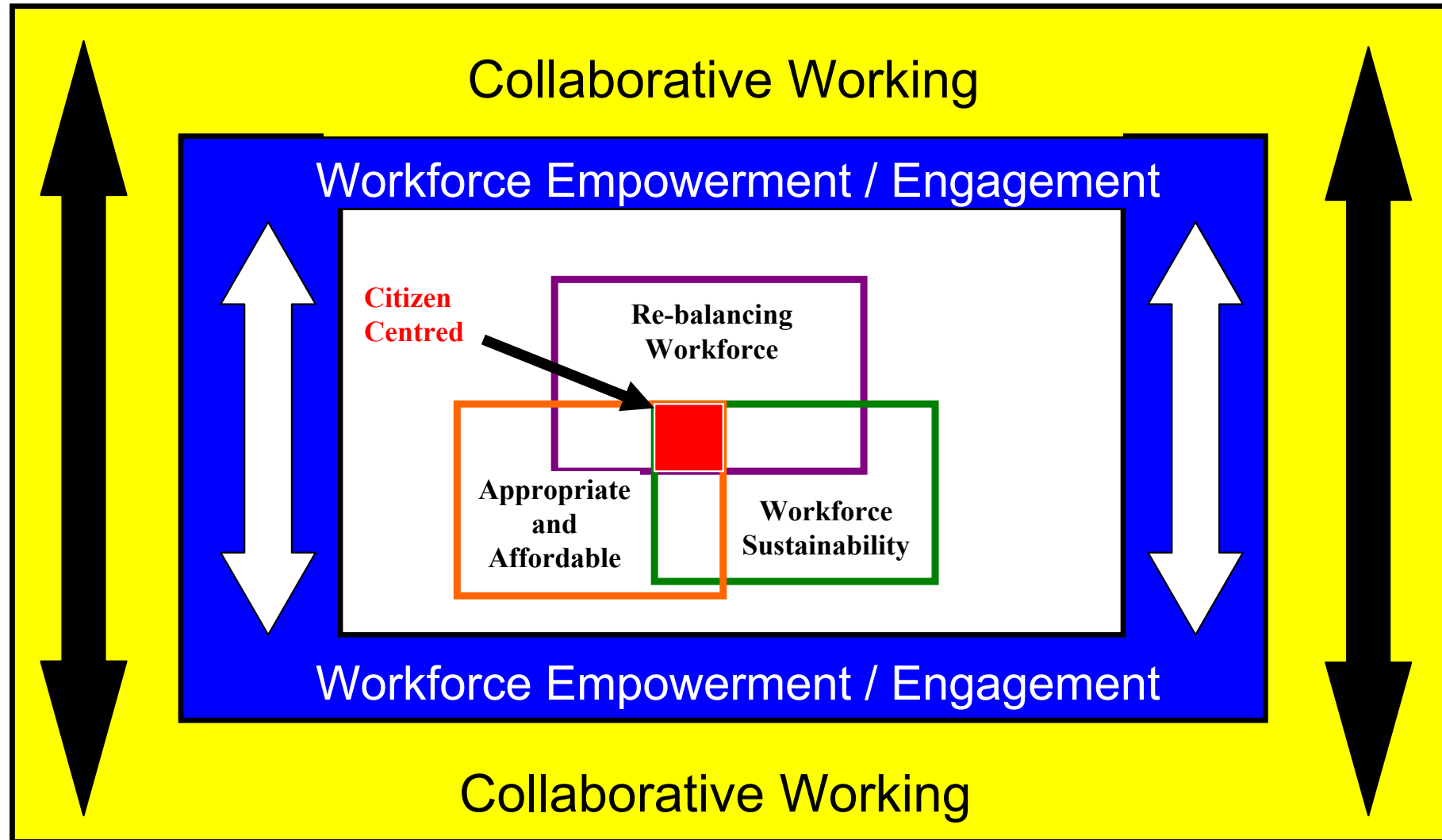
Skill Mix Change - Speech and Language Therapy



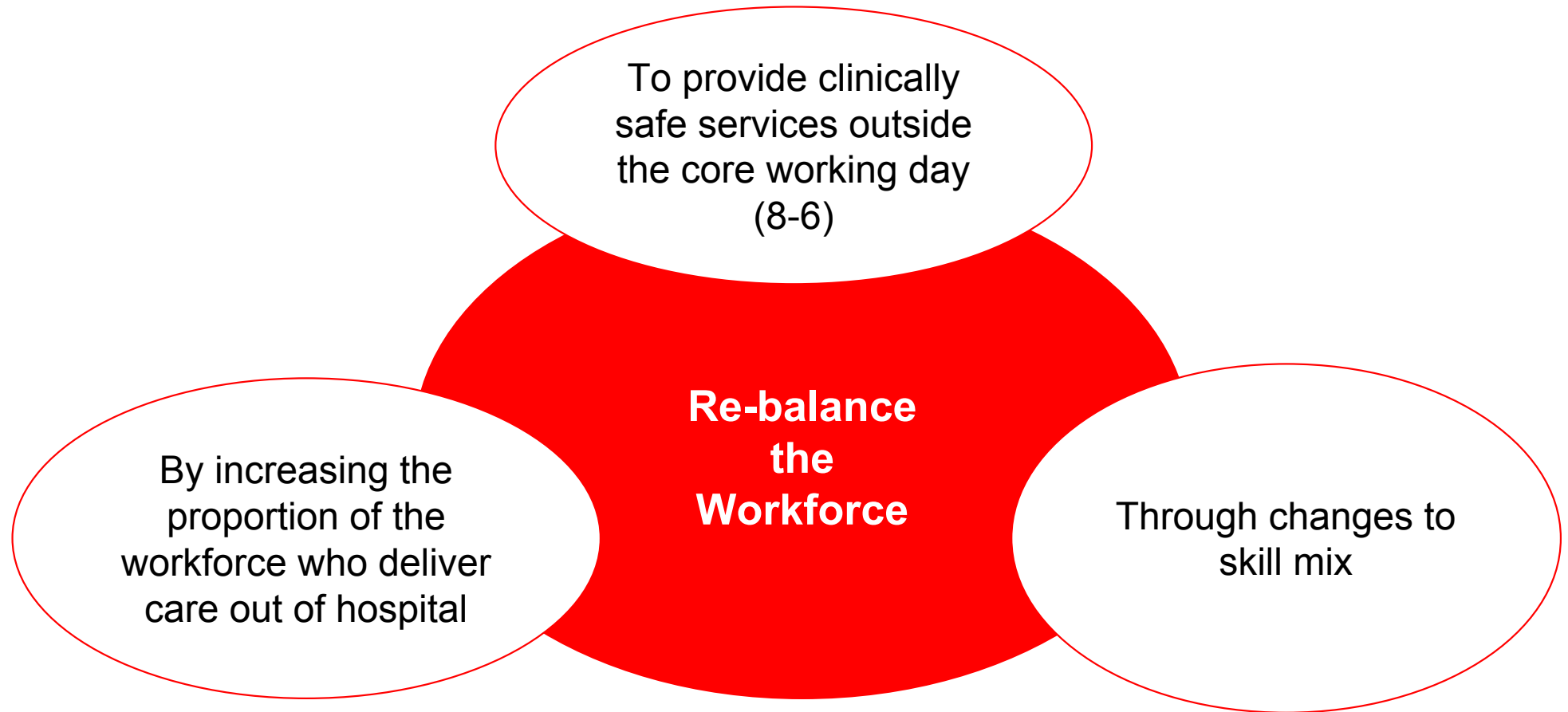
Current Policy Initiatives

- Beyond Boundaries – Beecham Review (2006)
- One Wales (2007)
- NHS Re-organisation
- Setting the Direction – Primary & Community Services Strategic Delivery Programme (Chris Jones 2009)
- 5yr Service, Workforce and Financial Strategic Framework
- Integrated Workforce Planning Process
- Flexible and Sustainable Workforce Framework (Regulation HCSW)
- Workforce KPIs
- Workforce and OD Strategy

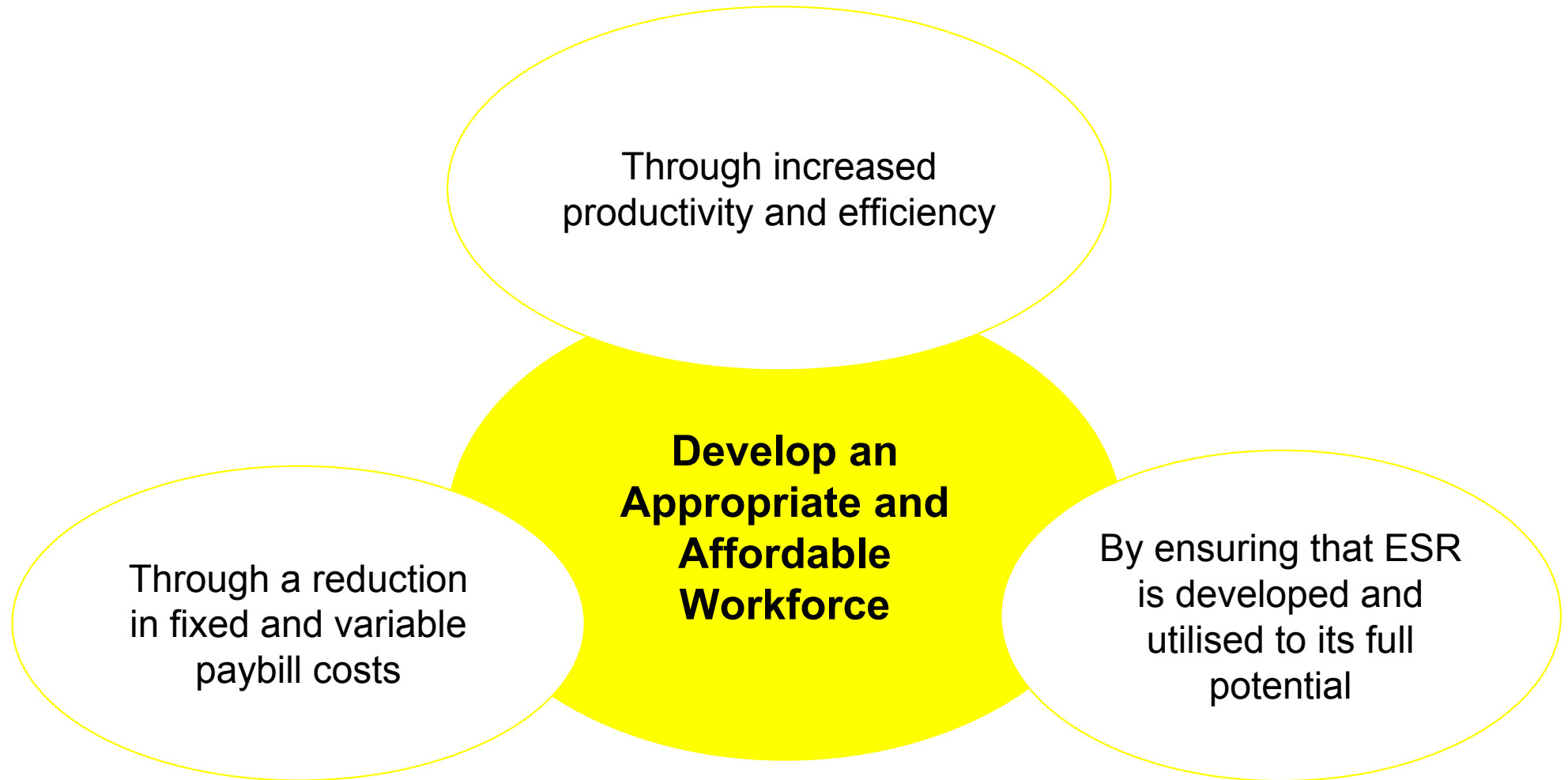
Workforce and OD Strategy for NHS Wales



Workforce Challenges – are you ready?



Workforce Challenges – are you ready?



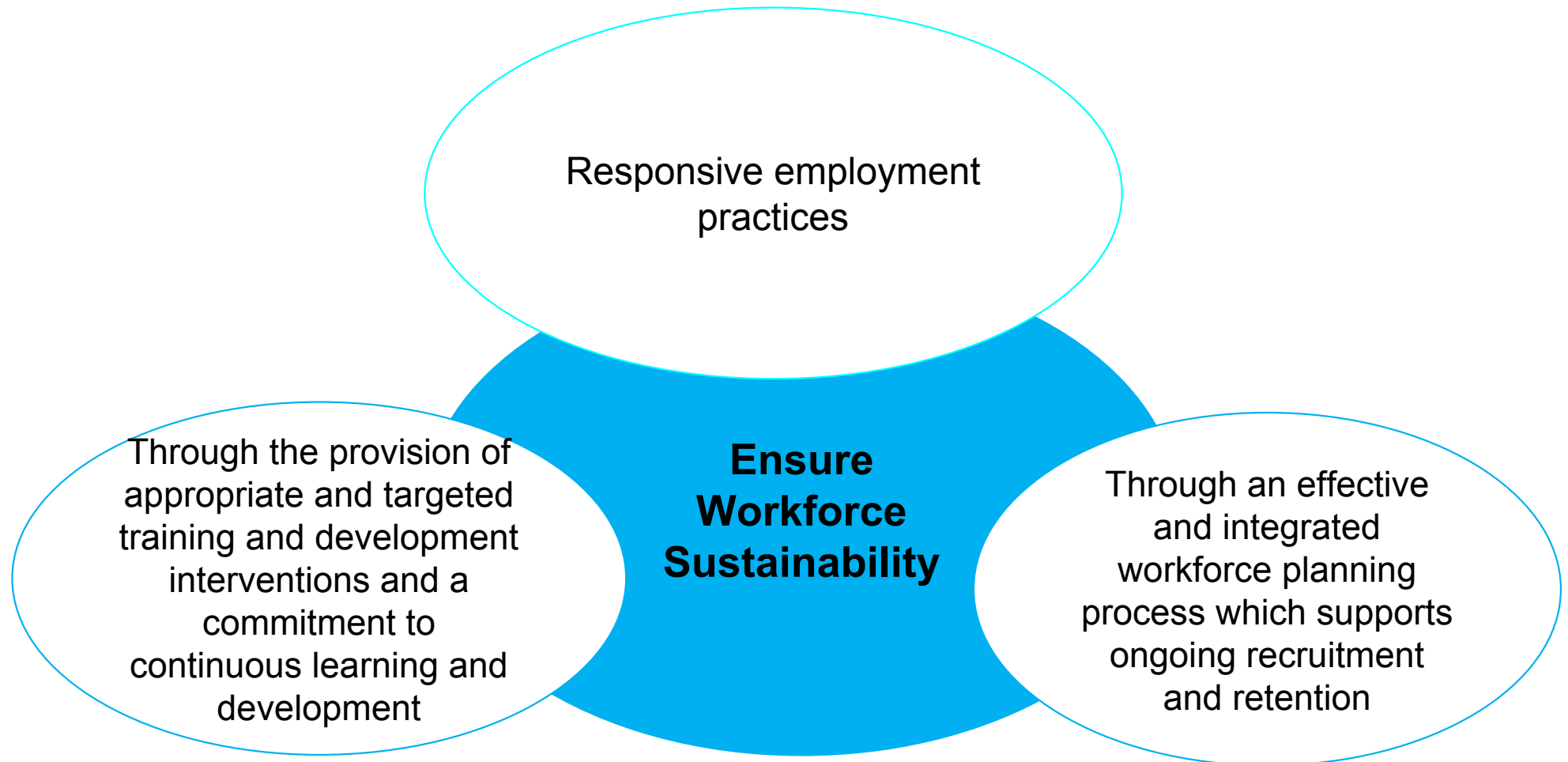
Workforce Challenges – are you ready?



**Ensure
Workforce
Sustainability**

Through an effective
and integrated
workforce planning
process which supports
ongoing workforce
modernisation

Workforce Challenges – are you ready?



Change in Culture

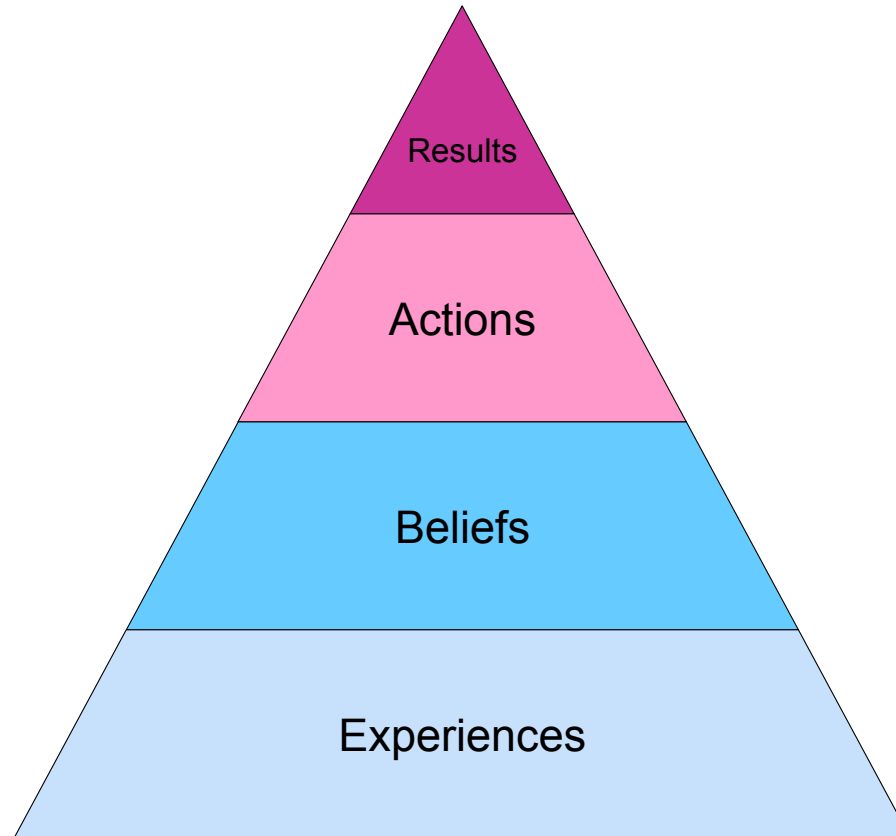
“Culture is like the wind. You can feel the strength of it, you can see the effects of it, but there is nothing tangible for you to describe”

Delridge (2007)

“Only organisations that truly engage and inspire their employees produce world class levels of innovation, productivity and performance. There has never been a more important time to think about employee engagement in Britain.”

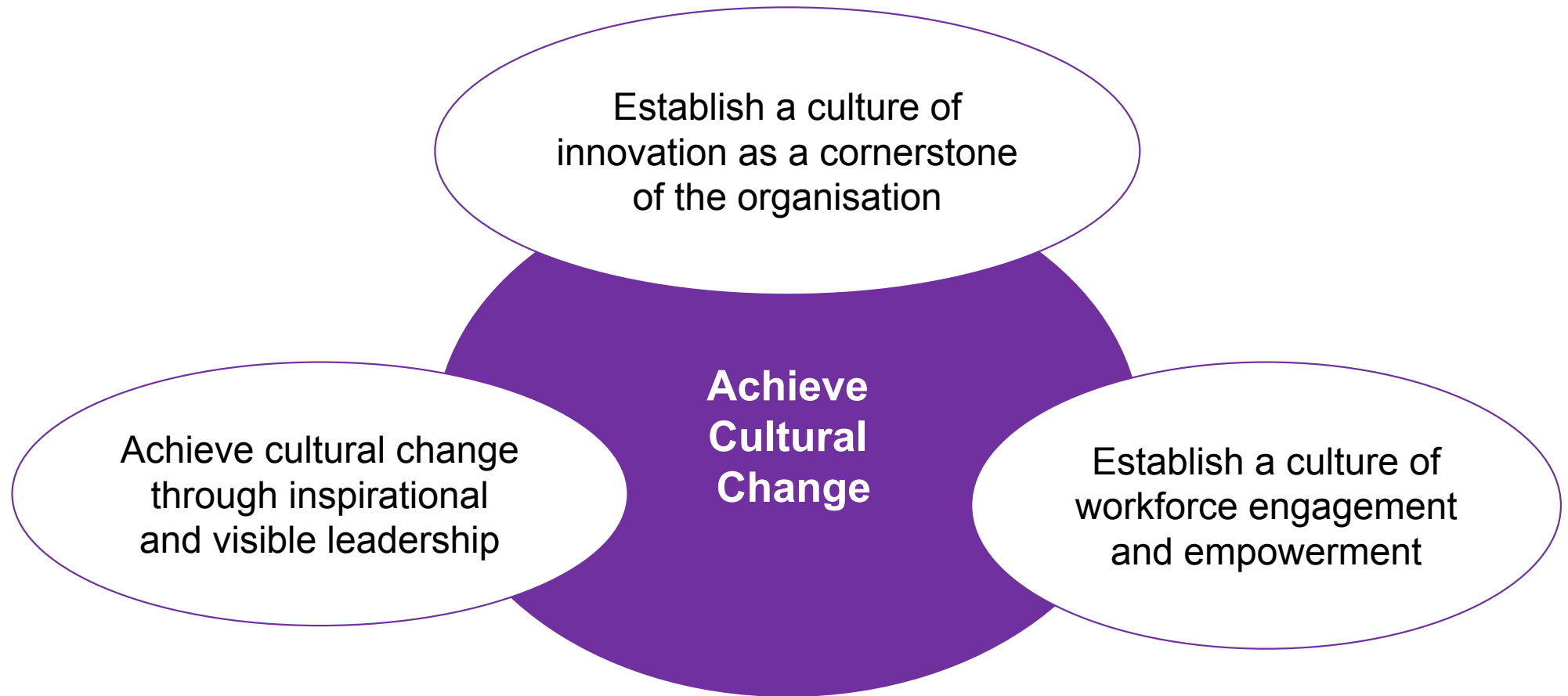
Rt Hon Lord Mandleson (2009)

The Behaviour Triangle



(Conners and Smith 2002) -
Journey to the Emerald City

Workforce Challenges – are you ready?



Partnership Principles

- What is it?
- Trade Unions and management have joint commitment to the success of the organisation
- They recognise the legitimacy of the other partners and their interests
- They share in success and hard times
- They practice open and transparent communication – sharing information widely
- TU's must bring effective representation of the views and interest of the workforce.

Underpinning for Success

- Transparency
- Honesty
- Understanding
- Trust
- Good behaviours
- Robust consultation
- Robust negotiation

5 key steps to employee engagement

1. Bring employees closer to strategic decisions made by senior management
2. Create buy-in to the strategic direction
3. Communication the What, Why and What Else
4. Continued improvement in employee satisfaction and building of trust
5. Create a positive and credible employee voice in a culture where employees want to contribute and be involved in change.

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So ...

HR's role in moving forward...

Are you ready for the Challenge?

HR's role in reconfiguration - the way forward

- Understand your business
- Understand your workforce information
- Understand the changes that are necessary;
 - Economic impact
 - Service impact
- Understand what is happening elsewhere, and
- Understand your role as a catalyst for change

It isn't marginal change

Not just “left a bit... right a bit...”



It's radical change

...we are aiming at a different target

