Health workforce policies and the Pandemic

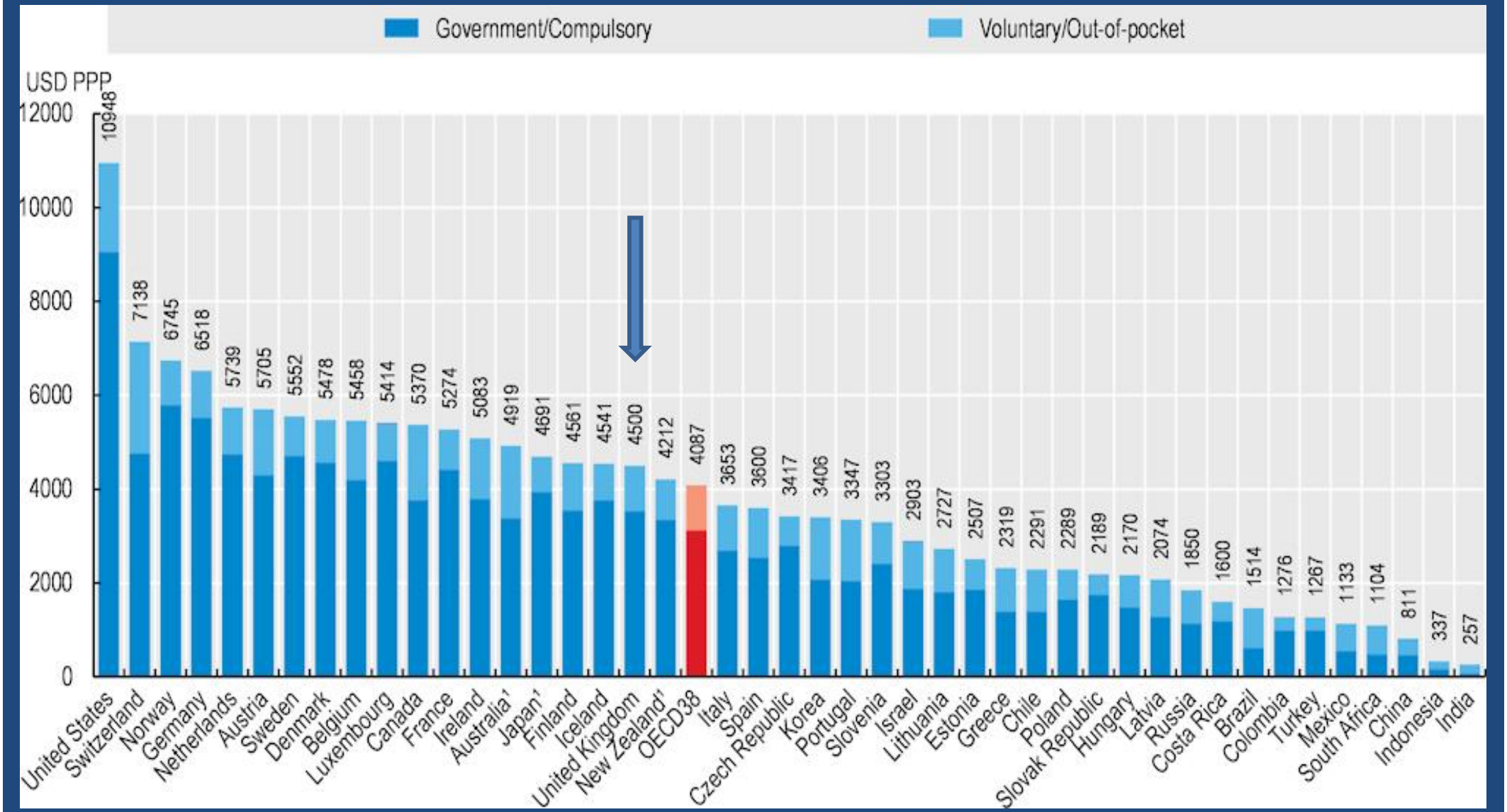
Health workforce policies and the pandemic

- Metrics - How does the UK compare?
- 4 Nations Covid-19 workforce responses
- Governance
- Overview of workforce planning in Scotland

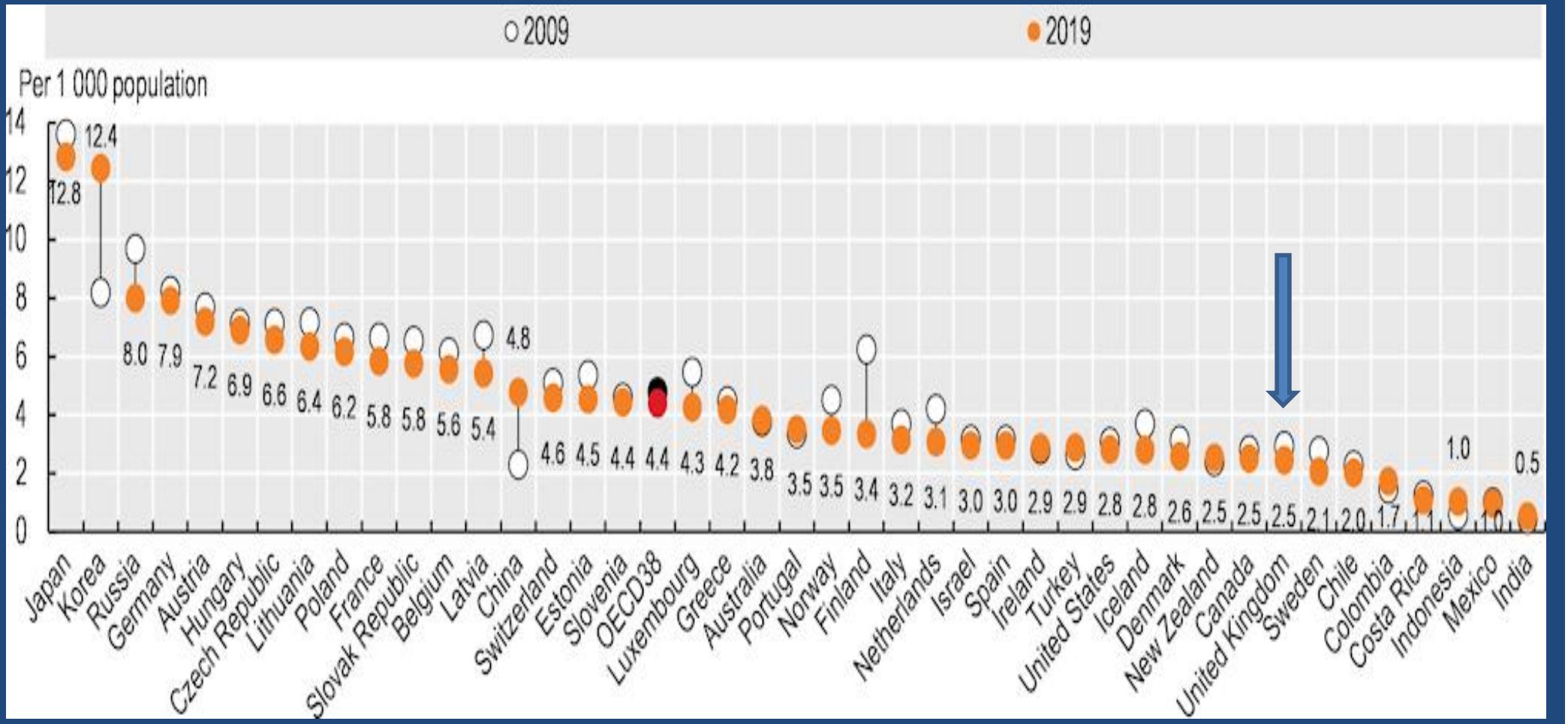
OECD

- “The first wave of the COVID 19 pandemic made pre-existing shortages of doctors and nurses more visible and acute in many countries. Some countries, such as Norway, Switzerland and Germany, had a relatively high number of doctors and nurses per capita prior to the start of the pandemic relative to other countries. This provided them with a greater potential to respond to the steep rise in demand for care…….”

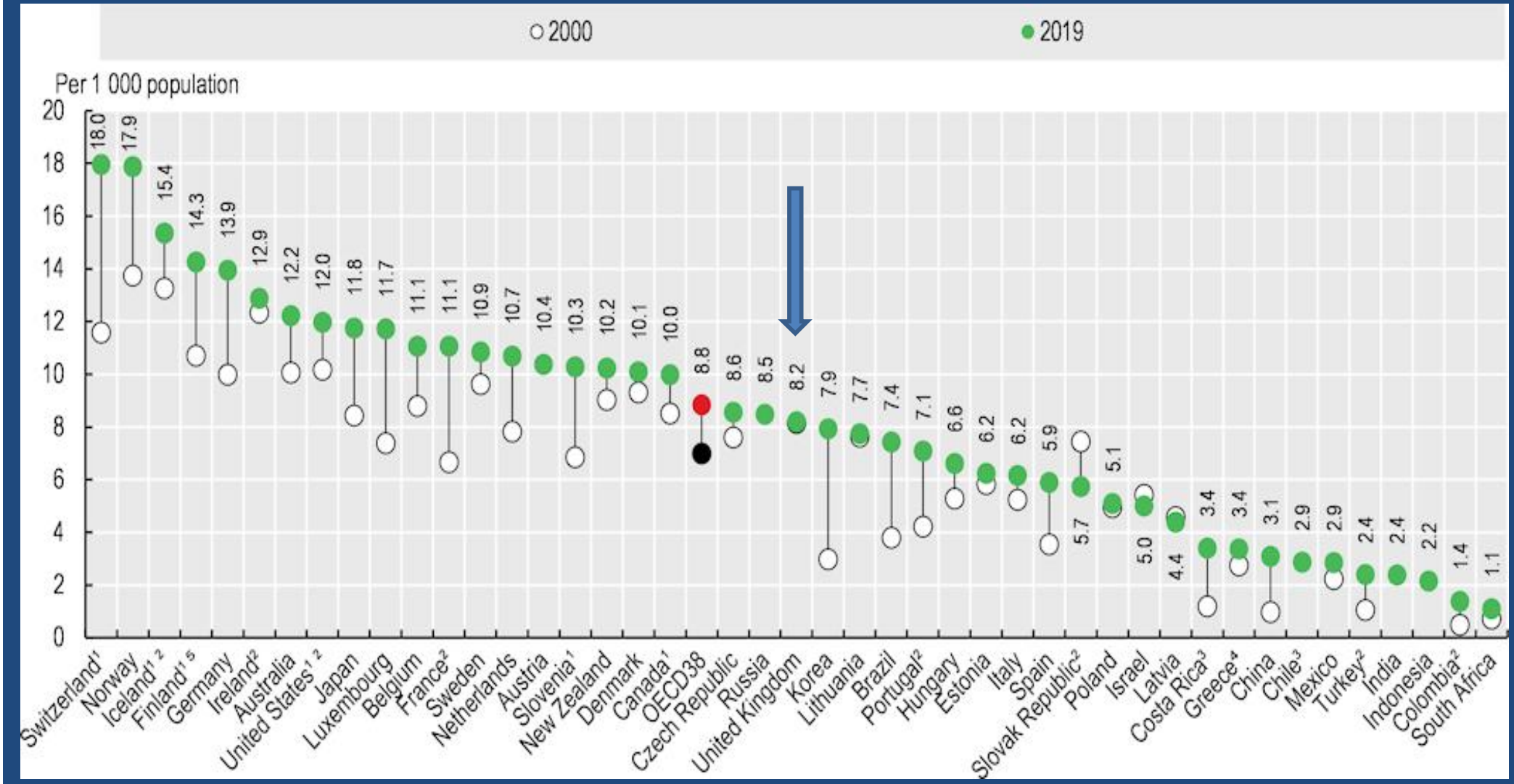
OECD: Health expenditure per capita, 2019 (or nearest year)



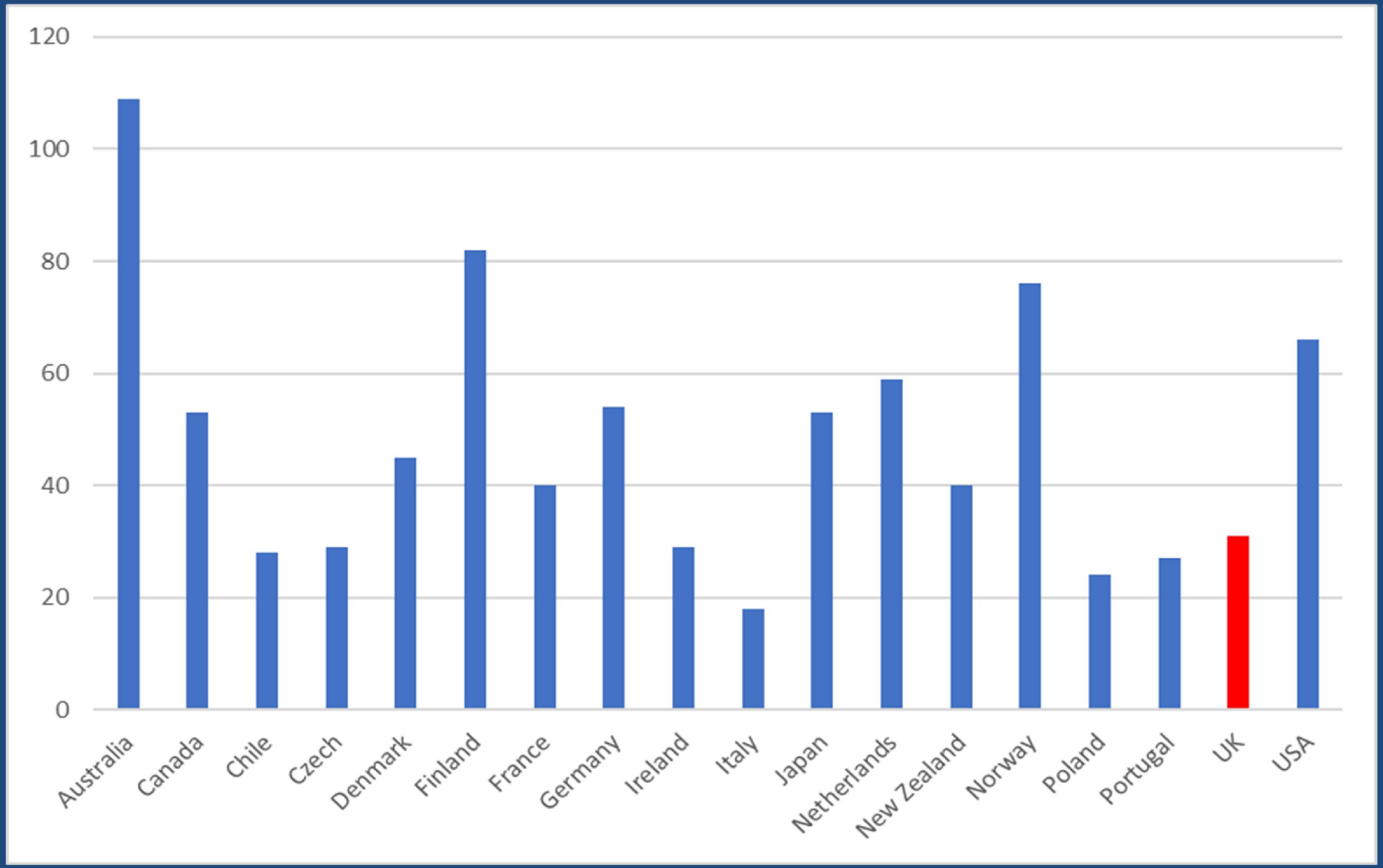
OECD: Hospital beds, 2009 and 2019



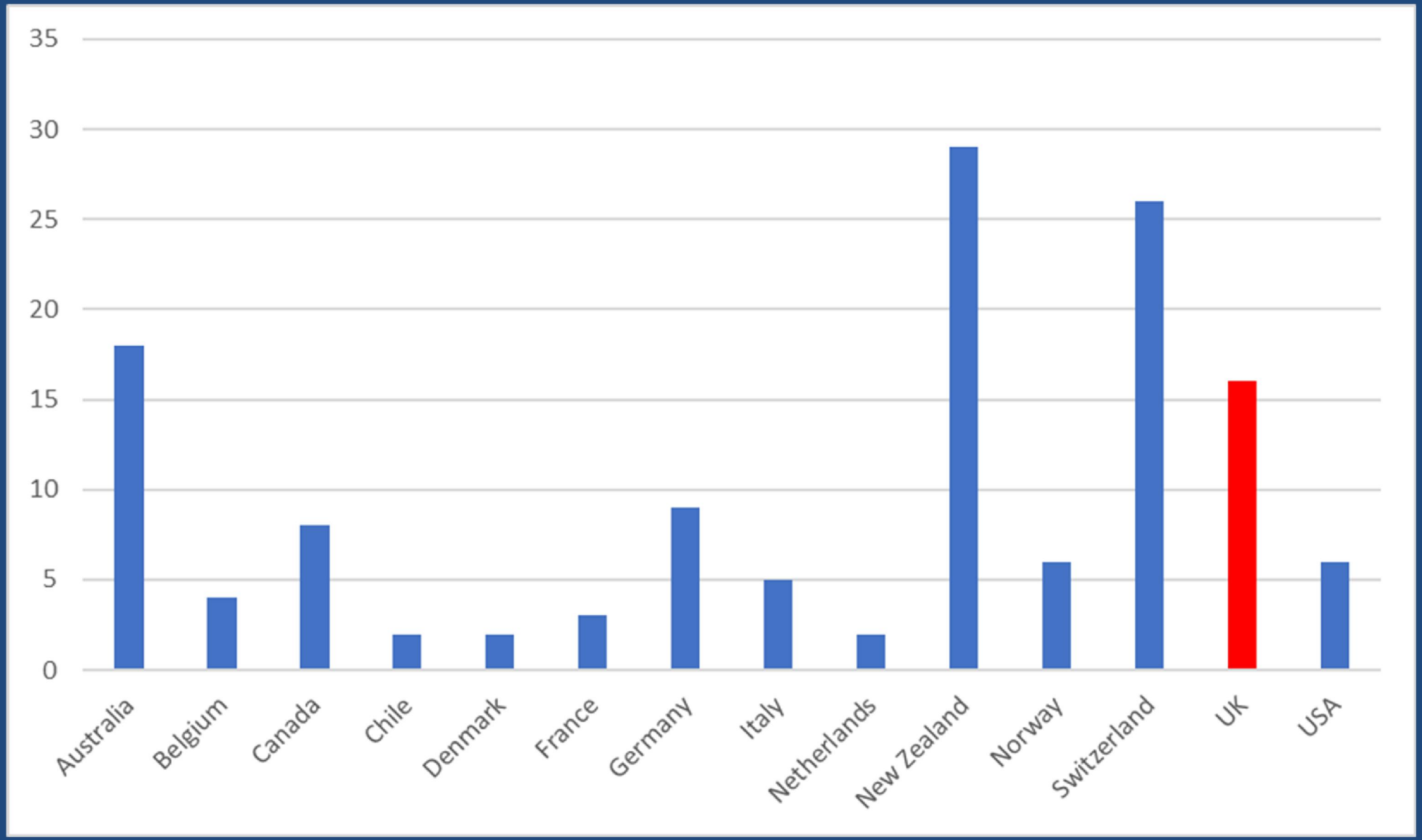
OECD Countries: nurse:population, 2000 and c 2019



Selected OECD countries, annual nurse graduates per 100,000 population



Selected OECD countries: % of foreign trained nurses



Pandemic:
4 Countries Health workforce priorities

- creating capacity to meet new and rapidly growing health and care demand;
- protecting workforce health and wellbeing;
- rolling out the vaccination programme;
- recovery (and preparedness)

COVID 19-workforce "surge"……..

- increasing the contribution of the current workforce [additional hours, new shift patterns, redeployment etc]
- co-opting medical and nursing students into the workforce
- bringing retired healthcare workers back into the workforce
- bring inactive healthcare workers back into the workforce
- "fast tracking" foreign trained health professionals
- volunteers into the workforce

Governance and health workforce policy responses:

- **Different regional government policies** (e.g. policies on health care, education, employment);
- **Legislation** (e.g. legislation covering working hours, prescribing);
- **Regulation** (e.g. professional councils, defining roles and standards);
- **the role and remit of employers and management** (e.g. determining pay levels, working patterns).

Recovery [and preparedness]

- Workforce governance is at the core of any recovery efforts
- Pandemic responses have exposed/challenged existing governance barriers to workforce effectiveness
- Embed governance changes that are proven enablers
  - digital/health enabled technology;
  - scope of practice;
  - prescriptive authority,
  - rapid training
- Protecting the workforce to protect the wider system.

Key response points

- Readiness/ responsiveness/ regulatory enablers
- [data/ analysis/action- e.g. absence rates]
- Rapid/ accurate communications= workforce, media, population
- Use of technology-service support/ education
- Respite time for workers=flexible/agile
- Targeted incentives
- Sustainability: investing in todays workforce; planning/education for tomorrows…….

OECD 2021

- “Still, a lack of health personnel has been more of a binding constraint than hospital beds, reflecting the fact that training skilled health workers is more time-consuming than creating temporary facilities. Staff have also faced extreme pressures in many countries. These factors suggest that countries will need to invest more in their health (and social care*) workforce”

Approaches to Workforce Planning in Scotland

- First Integrated Health and Social Care Workforce Plan
- Health and Care (Staffing)(Scotland Act)
- Future developments
  - "Whole Systems" Modelling
  - A "National Care Service"

Integrated Health and Social Care Workforce Plan for Scotland

- A first attempt to look at workforce planning across an wider health and social care system in a single document
- Introduced the use of “scenario planning” into assessment of workforce need
- Longer term workforce planning cycles
- Workforce Planning Capacity and Capability
- Plan published December 2019

Health and Care (Staffing)(Scotland) Act

- Enshrines the use of workload tools in statute

Adult Inpatient Tool (AIT)

Clinical Nurse Specialist (CNS) Tool

Community Children's & Specialist Nurse (CCSN) Tool

Community Nursing (CN) Tool

Emergency Department / Emergency Medicine (EDEM) Tool

Maternity Tool

Mental Health & Learning Disability (MHLD) Tool

Neonatal Tool

Professional Judgement Tool (PJ)

Quality Assurance Checklist

Quality Tool

Scottish Children's Acuity Measurement in Paediatric Settings (SCAMPS) Tool

Small Wards Tool

Health and Care (Staffing)(Scotland) Act

- Enshrines the use of all available workload tools in statute
- Duty on NHS Boards to produce annual report on the output of workload tools
- Ministerial Statement to Scottish Parliament
- Development of more workload tools
  - Other NHS Job Families
  - Care Home Staffing

The Future

- Development of a “whole systems modelling” approach to linking workforce demand with clinical activity and resource (financial) availability

- Development of a National Care Service for Scotland
  - With responsibility for workforce planning