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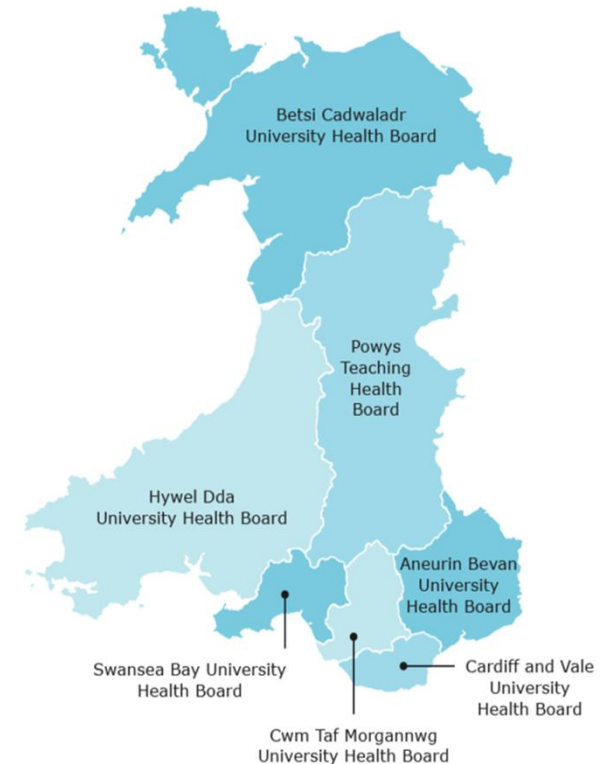
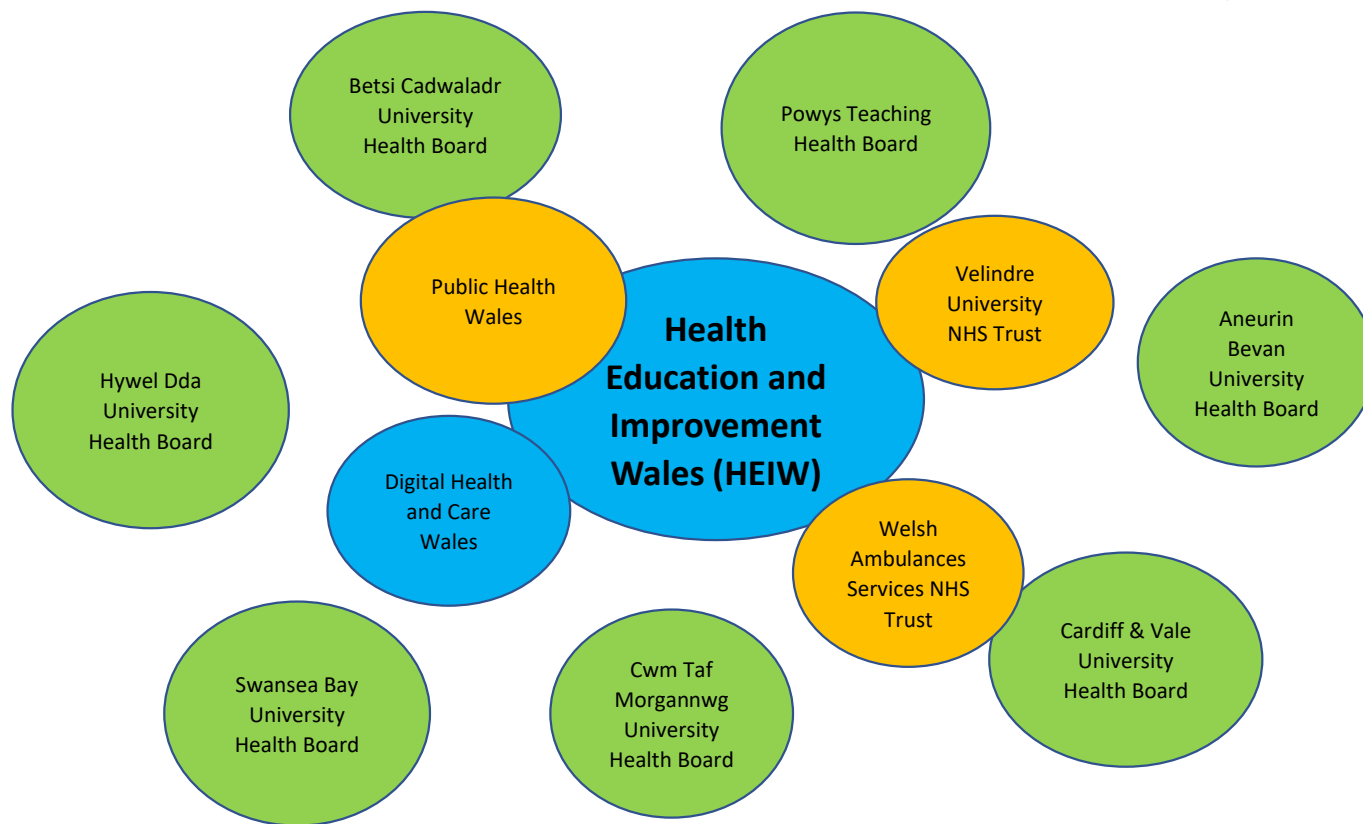
Addysg a Gwella Iechyd
Cymru (AaGIC)
Health Education and
Improvement Wales (HEIW)

Workforce Planning for Covid & the Workforce Strategy for Health and Care, Wales

Julie Rogers

NHS Wales Health Boards, Trusts & SHAs

“Our NHS Wales Family”





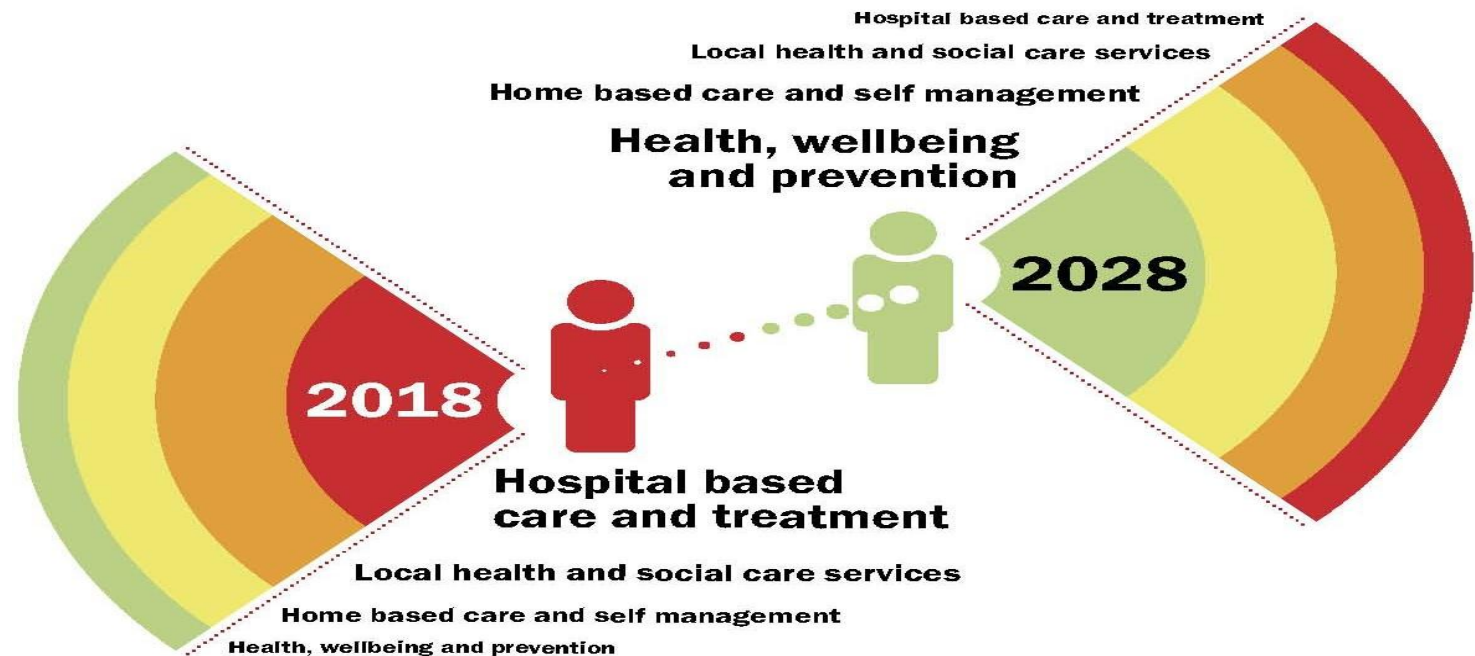
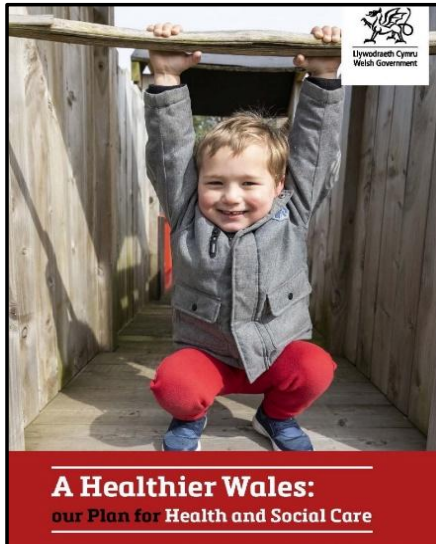
Context for workforce planning in NHS Wales Cydestun ar gyfer cynllunio gweithlu yn GIG Cymru

Health Education and Improvement Wales (HEIW) has a leading role in the education, training, development and shaping of the healthcare workforce in Wales and a specific statutory function in respect of workforce planning and intelligence.





Political & Policy Context



“The delivery of health and social care to the population of Wales is completely dependent on our workforce, without them, high quality health services, care and support could not be provided”.

A Healthier Wales ~ Workforce Strategy for Health & Social Care (2020)



Workforce Strategy for Health and Care Strategaeth y Gweithlu ar gyfer Iechyd a Gofal

1. An Engaged, Motivated and Healthy Workforce

- By 2030, the health and social care workforce will feel valued, fairly rewarded and supported wherever they work.

2. Attraction and Recruitment

- By 2030, health and social care will be well established as a strong, recognisable brand and the sector of choice for our future workforce

3. Seamless Workforce Models

- By 2030, multi-professional and multi-agency workforce models will be the norm

4. Building a Digitally Ready Workforce

- By 2030, the digital and technological capabilities of the workforce will be well developed and in widespread use to optimise the way we work, to help us deliver the best possible care for people

5. Excellent Education and

- By 2030, the investment in education and learning for health and social care professionals will deliver the skills and capabilities needed to meet the future needs of people in Wales.

6. Leadership and Succession

- By 2030, leaders in the health and social care system will display collective and compassionate leadership.

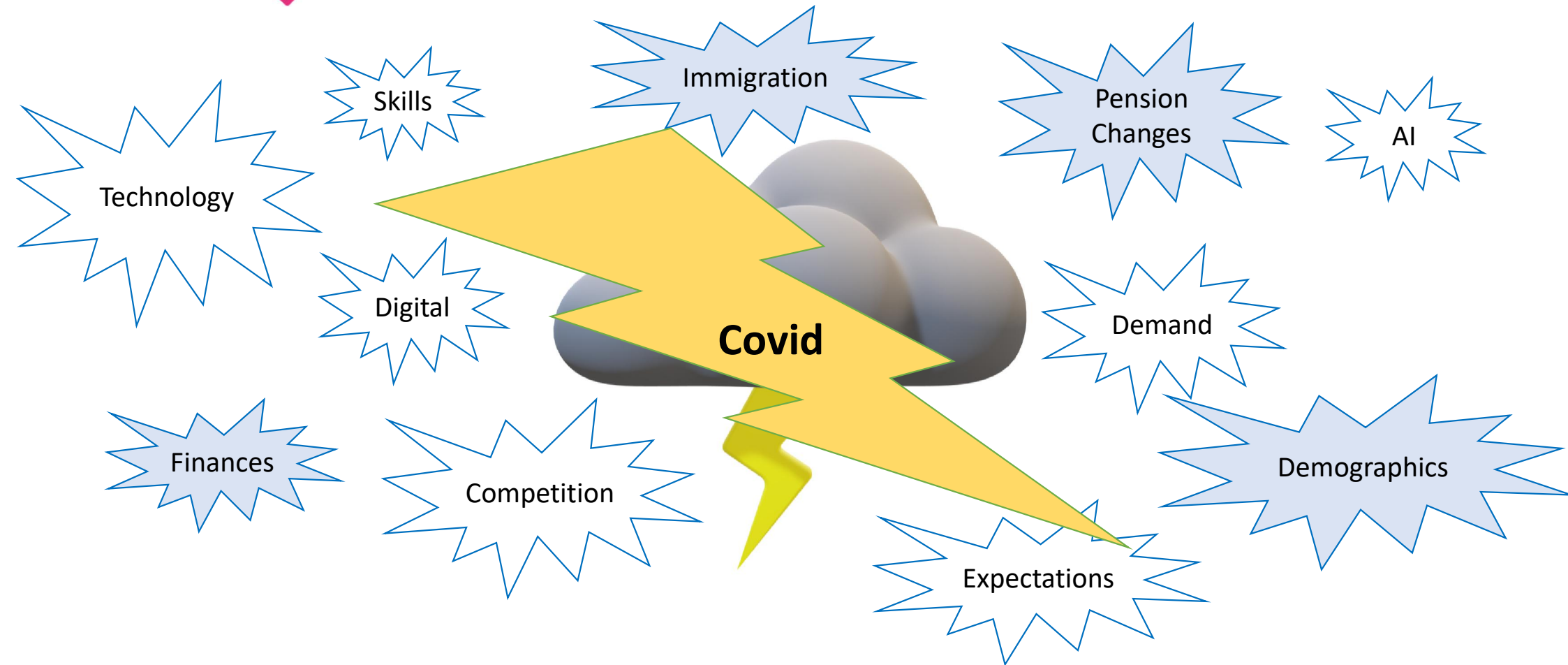
7. Workforce Supply and Shape

- By 2030, we will have a sustainable workforce in sufficient numbers to meet the health and social care needs of our population





Perfect Storm?





Workforce Issues - Yesterday

'On 5 July we start together, the new National Health Service. It has not had an altogether trouble-free gestation. There have been understandable anxieties, inevitable in so great and novel an undertaking. Nor will there be overnight any miraculous removal of our more serious shortages of nurses and others and of modern replanned buildings and equipment. But the sooner we start, the sooner we can try to see these things and to secure the improvements we all want. My job is to give you all the facilities, resources and help I can, and then to leave you alone as professional men and women to use your skills and judgement without hindrance. Let us try to develop that partnership from now on.'

- Aneurin Bevan, The Lancet, 1948

In 1948 it was estimated there was a shortage of 48,000 nurses. By 1952 the situation improved, figures show there were 245,000 whole time equivalent nurses.



Workforce Issues - Today



News

Labour shortages could last for up to two years, CBI warns

Experts suggest the government takes a more flexible approach to filling gaps, while firms should use skills training and apprenticeships to solve the problem in the short term



News

Vacancies top one million for the first time, official figures show

But businesses are urged to 'bite the bullet' and hire more staff on permanent contracts in order to start filling roles

News

Businesses failing to plan for future staffing needs, CIPD warns

21 Sep 2021 By Jessica Brown



1 in 16 posts vacant in hospital and community services

W News ▶ Health ▶ NHS

The huge amount of money spent on agency staff in Wales to fill gaps in the NHS workforce

Unsurprisingly, the figure has risen over the last year

Staffing shortfall of almost 250,000 by 2030 is major risk to NHS Long Term Plan, experts warn

15/11/2018



Working in partnership to support covid workforce planning across NHS Wales





Workforce Planning to support Covid



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Principles for Workforce Planning During the Coronavirus Pandemic

1. The coronavirus pandemic will require the health and social care workforce to work in ways and in new care settings and sectors and to utilise opportunities offered by digital and other healthcare technologies.
2. Workforce change required as a result of the Coronavirus pandemic will be undertaken in consultation and in partnership.
3. Workforce planning will develop workforce solutions that deliver the services required for both Covid-19 patients, across the whole system and whole patient pathway, from community care through to early detection, pre-admission, admission, discharge and rehabilitation, whilst still maintaining services for patients and service users who are non Covid-19 positive.
4. Workforce models will be based on a multi-disciplinary team approach, recognising the transferability of skills and capabilities of the different professional groups that enable the development of expanded and different roles required to meet the needs of Covid-19 patients.
5. The workforce will be required to work flexibly and across traditional professional, physical and psychological boundaries.
6. Accelerated, flexible education packages will be available to clinically upskill the workforce both at employment and re-deployment of the multidisciplinary team along the COVID-19 pathway.
7. Workforce planning will take into consideration the changing manifestation of the pandemic. Plans will be reviewed regularly and as service needs determine to ensure that;
 - a. plans are resilient and workforce availability is maintained
 - b. the workforce continues to be deployed appropriately and for the time required
 - c. plans are in place for all phases of the pandemic which allow workforce models to flex to meet any further surges and to integrate the care of Covid-19 patients into day to day business
 - d. longer term workforce models reflect and retain the best models, innovations and workforce changes brought about as a result of the pandemic
 - e. plans support the whole workforce to adopt an enabling approach across all care settings and sectors.
8. Workforce planning will focus on the health and wellbeing of the workforce during the pandemic and ensuring that staff are only required to work within their level of competence.
9. Workforce planning will take account of interruptions to education programmes including the ability of academic education institutions to secure ongoing placements for students which may impact on the supply of healthcare professionals. |





Workforce planning contribution to date



Developed and implemented principles to underpin Workforce Planning for NHS Wales, initially in response to COVID but extended beyond



Secured agreement to a standardised and consistent approach to workforce planning based around the Six Step Methodology, with clear line of sight to the vision and themes as set out within the Workforce Strategy for Health and Social Care



Developed and curated a suite of interactive accessible resources (secondary & primary care)



Variety of Training: Blended learning, learning resources, training packs etc



Invested (ongoing) in WFP Network and series of learning events



Launched Workforce planning capability matrix



Where next?



2022-25 current thoughts

- ☐ Increase HEIW WFP capability to support NHS organisations
- ☐ With partners, develop a 3-year plan for improving WFP capability across NHS Wales
- ☐ Align WFP career pathway to Education Career Pathway(s) Scope the development of academic/accredited training;
- ☐ Lead the scoping and engagement on a Centre of Excellence for workforce intelligence
- ☐ Refine and develop further web based and digital resources.
- ☐ Develop and build blended approach to capability building across NHS Wales and Social Care where appropriate.



Covid Workforce Impact

- Impacts of Covid on workforce stability are unclear at present – increased retirements?
- Pandemic highlighted inequities in healthcare provision and across workforce
- Highlighted where workforce was already stretched/not right shape
- Showed we need better wellbeing and OD interventions
- [NHS-Wales-COVID-19-innovation-transformation-study-annex_1.pdf](#)
[\(nhsconfed.org\)](#)
- Reset & Recovery – impact on workforce currently



Thank you for listening