

Keeping workforce in Mind

HEE Star: A tool to support workforce transformation

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Developing people
for health and
healthcare

www.hee.nhs.uk

Workforce – ‘The’ Challenge

- Future in Mind – Set the scene
- FYFV – expansion ambitions and training targets
- LTP – further expansion and more transformation

Transformation and Expansion

Interim People Plan

‘more of the same will not be enough to deliver the promise of the *NHS Long Term Plan*’

‘We also need to transform the way our entire workforce, including doctors, nurses, allied health professionals (AHPs), pharmacists, healthcare scientists, dentists, non-clinical professions, social workers in the NHS, commissioners, non-executives and volunteers, work together’

Workforce – response to challenge

1. National HEE MH funding:

training
projects

2. Regional:

Support
Plans – STP, LTP, LTP

3. National HEE transformation:

The STAR workforce transformation Model

What do we mean by transformation?

Transformation is a process of profound and radical change, with little or no resemblance to the past

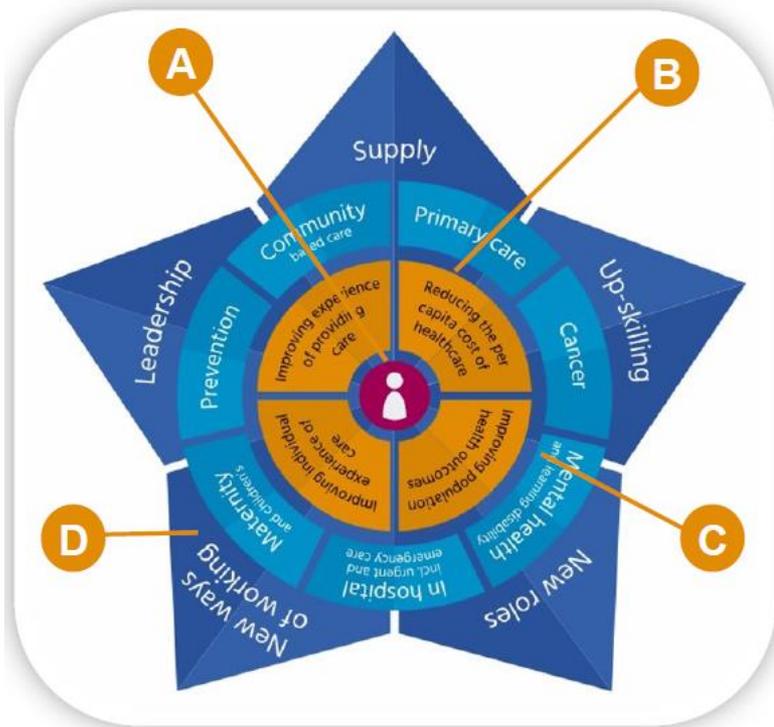
Agility, curiosity and a commitment to continuous learning are key

What is the HEE Star?

Two functions:

1. To provide a **simple, coherent framework** to facilitate and guide local conversations with provider systems to better understand and define their workforce transformation requirements; and
2. To create a **single 'go to' directory** for providers and systems to access and explore the range of workforce transformation solutions available to help address the workforce requirements identified - including tools, training materials, case studies and other interventions, realising the potential of workforce transformation investments.

What does the Star look like?



A

At the centre is the overarching goal to deliver **patient-centred care**, i.e. care that is tailored to the needs, circumstances and preferences of the individual receiving care.

B

The orange segments symbolise the **quadruple aim of the NHS Five Year Forward View**. Every entry included in the tool contributes towards meeting one of four aims:

- Improving the individual experience of care
- Improving the health of populations
- Reducing the per capita cost of healthcare
- Improving the experience of providing care.

C

Content can be viewed by **clinical area**: Primary care, Cancer, Mental health and learning disability, In hospital (including urgent and emergency care), Maternity and children's, Prevention, and Community based care.

D

Content is framed around the **five key enablers** of workforce transformation, or the **domains**: Supply, Up-skilling, New roles, New ways of working, and Leadership.

Access the Star at www.hee.nhs.uk/transformation

Key enablers of workforce transformation

Supply

Identifying current and future workforce availability in terms of skills, capabilities and numbers, in order to identify the appropriate workforce interventions.

Up-skilling

To improve the aptitude for work of (a person) by additional training *
the aim of which is to create:

- A competent workforce working to its maximum potential
- An agile workforce that may be flexibly deployed
- A capable workforce with future-facing knowledge and skills

*Collins English Dictionary, 2014

New roles

Health and care roles designed to meet a defined workforce requirement, warranting a new job title; the likely ingredients including additionality to the workforce, a formal education and training requirement (whether that be vocational or academic), an agreed scope within the established Career Framework, and national recognition (although not necessarily regulatory) by clinical governing bodies.

New ways of working

Emphasis on developing an integrated workforce culture that empowers it to break through system barriers to deliver a practical response, resonating with STP needs, to person-centred care.

Leadership

The support of individuals, organisations and systems in their leadership development – ranging from individual behaviours and skills, to organisational development of systems through partnerships.

National transformation MH

New Roles to MH

- 8 'Kick start' task and finish groups led by HEE's Head of Workforce Transformation.

- 3 high level themes were identified:

- I. Escalating the spread and adoption of a role in Mental Health
- II. Maximising the potential of the workforce in Mental Health
- III. Addressing the shortage of supply.

1. Nursing Associates

2. Psychological Therapies (including IAPT)

3. Pharmacy and Pharmacy Technicians

4. Peer Support Workers

5. Physicians Associate

6. Allied Health Professionals

7. Nursing

8. Social Workers

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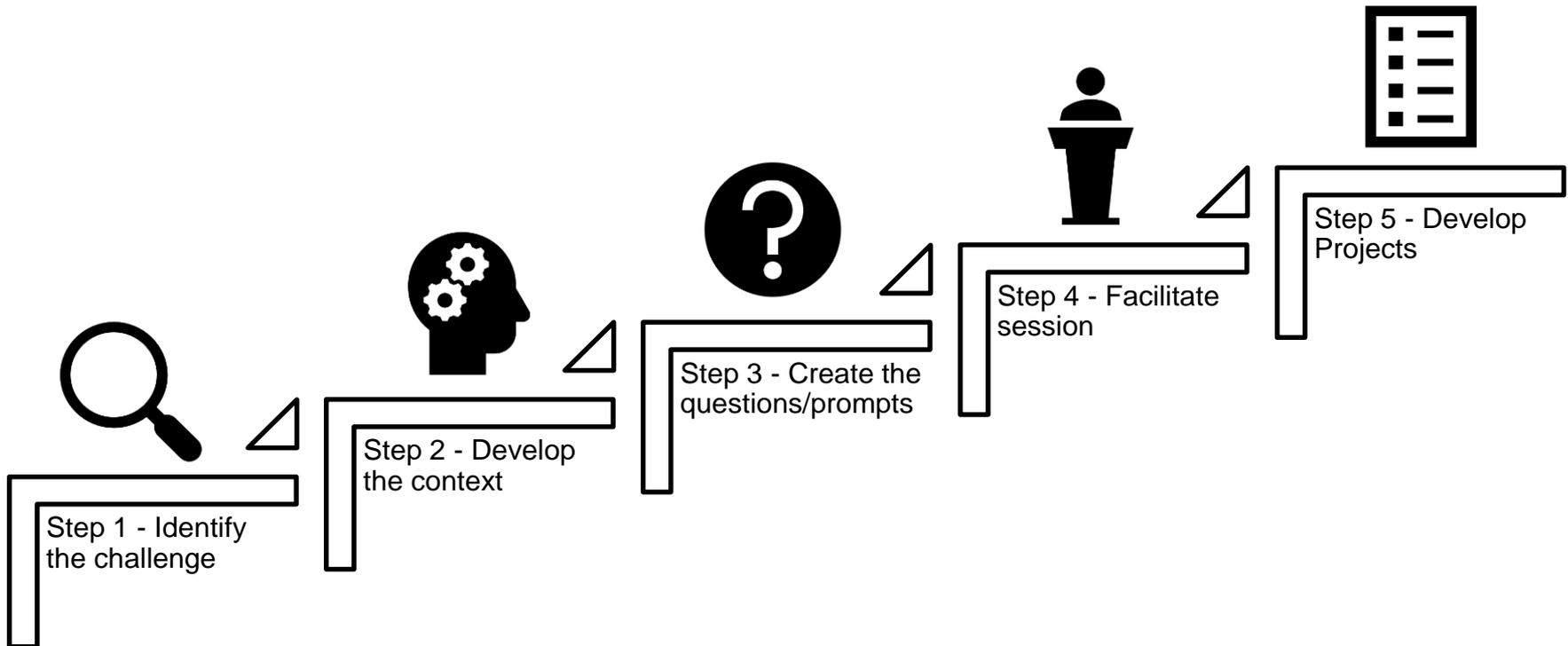
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The Star as an OD Framework

- To equip provider systems, STP's and LWAB's with a single framework to **define** key workforce requirements, **determine** responsive solutions and **deliver** the best care to service users
- Supported locally, regionally & nationally
- Workforce challenges – Shortage; Optimising and Maximising; Spreading and adopting

The 5 steps of a Star workshop



HEE Star Workshop

- **Structured framework** – creates clarity & focus, simplifying complex workforce issues
- Time in to consider the **future of service** and thinking beyond traditional workforce boundaries
- A **Chair** – quantify challenge, identify 12 leaders with knowledge and influence across different departments – HR, service, commissioners etc
- **A facilitator and scribe** - objective/neutral; robust in keeping the conversations on track and agree on projects
- **Opportunity to reflect** and discuss the workforce challenge with expert or experienced colleagues and service users

What people said.....

“Simple but effective. .. A logical way of approaching how you might fill your gaps” Ian Stanley, Dep Med Director East Lancs NHS Trust

“Extremely helpful in focussing our attention on specific issues and moving the debate on....It is solution focussed and identifies ways in how we can all work together to embed the Nursing Associate role into nursing practice”. Estephanie Dunn, RCN Regional Director

“Useful as a workforce planning tool at locality level with support from HEE”. Andrew Foster, CEO and Chair GM Strategic Workforce Board

“Applies new thinking to an old problem” Dean Royles, HRD Leeds Training Hospital

HEE Star TV

- Monthly 3 minute interviews with senior leaders
- Available on HEE's YouTube.

https://youtu.be/enR_4tnDFIk

Offer:

We can work with your organisation using the Star to devise responses to your identified workforce challenges

**Currently working with Gloucestershire CAMHs
Perinatal Infant and Mental Health Network**

Mental Health and Data!!!!

Plethora of workforce data sets:

- Eworkforce
- MH eworkforce
- STP MH HEE workforce plans
- Mental Health Services Dataset

Specifically for CYP MH

- Benchmarking CAMHS
- Local Transformation Plans

Contact Details

Workforce Transformation Lead

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HEE STAR: www.hee.nhs.uk/transformation

STAR TV: Youtube – Health Education England STAR TV

<https://www.youtube.com/playlist?list=PLrVQaAxyJE3fN1FYGbR3d6l8PXUSEmaln>