

Digital Supply and Capacity: December 13th Workshop Report and Next Steps for 2020 Delivery: Summary Report

This document provides a summary of the outputs of the Appreciative Inquiry workshop hosted on 13 December 2019 - Understanding the Digital and Health Informatics Supply and Capacity Landscape - and a summary of the priorities and next steps for delivery.

Background

On December 13th, 2019, Health Education England (HEE) in partnership with the national institute for health data research – HDRUK – hosted a workshop to bring together and seek opinion from approximately 80 stakeholders across the system from professional bodies, NHS organisations, industry partners, staff networks, Academic Health Science Networks (AHSNs), NHS Arm's Length Bodies (ALBs) and Social Care to discuss and begin to work together to tackle the complex and challenging task of providing a digital and data ready workforce. We published a Position Paper ([Link to this on the website](#)) which offers a summary of the current policy, evidence and challenges that the health and care system face in developing people with digital skills and provides the necessary background.

Workshop Summary and Aims

The aim of the Appreciative Inquiry workshop was to bring together a diverse set of stakeholders who have interest and responsibility for supplying and planning the health informatics and digital workforce for us to develop a consensus on what the needs of the system are to inform programme projects, activities and delivery plans for the workstream in 2020. Our workstream supply and capacity logic provides us with the theory of how the interventions proposed so far aim to produce improvements. The proposals from this workshop were reviewed within the context of the logic model, to ensure there is fit to this model and with the purpose to provide the intended outcomes. From the information synthesised through the Appreciative Inquiry workshop, we were able to identify key messages from the wider system, map them to our existing logic model and suggest next steps for a unified delivery to meet the demand in the field.

To be able to identify what we wanted to improve we followed a process that enabled all workshop participants to input on the following questions.

What is it about the current informatics workforce terminology and workforce planning that you think works well and is of value?

What do we need to change and improve to enable us to plan, invest and attract people into digital and informatics career?

A small group of facilitators distilled the outputs from the tables into common themes and then devised the questions which formed the focus for the next stages of the Appreciative Inquiry process.

The three main questions that emerged to inform the next stages of the Appreciative Inquiry were identified as:

- 1) Terminology:** What should we call our workforce? Together, and individually.
- 2)** How do we **count and measure** this need? Numbers and roles.
- 3)** How do we meet this need? How do we **attract and retain the right people**?

For Action: We invite you to review the themes captured below and prioritise these, via [this survey](#).

Summary of the key themes and messages that emerged from the workshop

The main themes and messages that emerged within the context of the three questions are below in **Table 1**. They have also been mapped to the proposed outcomes within the logic model of the workstream.

Table 1

Questions	Themes	Results in terms of <u>Learning</u>	Results in terms of changing <u>Action</u>	Results in terms of change to the <u>Conditions</u>
1) Terminology: What should we call our workforce? Together, and individually.	<ol style="list-style-type: none"> 1. A need to define the health informatics and digital workforce terminology and create appropriate job architecture to describe skill levels, through either agreeing and establishing a modernised capability framework or adopting and adapting a pre-existing framework into NHS and Social Care. 2. Identifying and assigning the necessary system leadership to a national and visible chief professional officer, commencing with Data, who will own the health informatics professional improvement agenda and will establish the necessary governance and infrastructure to influence the 	<p>Increased recognition, by health and social care leaders of the requirements to include and prioritise informaticians and data and digital professionals at all levels of the organization.</p> <p>Understanding of the factors required to improve recruitment and retention of professionals with digital and</p>	<p><i>Behaviour</i> Employ accredited, skilled informaticians who are valued because their presence and knowledge influences improvements in health and care. <i>'A collaboration of equals.'</i></p> <p><i>Decision-making</i> Decision-making around education and training to improve service delivery includes priority planning for the digital and</p>	<p>The health and care system can more effectively, efficiently and compassionately deliver services and care due to increased data analytics capacity.</p> <p>A professional informatics workforce with the right skills, capabilities, values, attitudes and behaviours.</p> <p>The right numbers of the right informatics</p>

<p>2) How do we count and measure this need? Numbers and roles.</p>	<p>necessary improvements to deliver change at pace and scale.</p> <p>3. Establish workforce planning models and mechanisms to understand demand for skills and the supply routes that can be applied flexibly - nationally, regionally or locally - to better inform investment planning for scarce roles and emerging occupational areas in digital health, such as Product Owners and Data Scientists, and the skill levels required in the data domain to enhance the data ecosystem and the roles that comprise the 21st century data team (e.g. data scientists, data engineers and data analysts).</p> <p>4. Develop and establish appropriate performance metrics to measure the impact and improvement for workforce planning, supply and capacity e.g. numbers of digital apprentices invested in Trusts, numbers of commissioned bioinformatics programmes, dashboard tools for assessing equality and diversity of the workforce in digital and informatics.</p>	<p>informatics expertise</p>	<p>informatics workforce.</p> <p>Strategies/ Policies An improvement in the workforce's use of data, information, knowledge and technology to inform evidence-based improvements and innovation at scale in healthcare.</p>	<p>workforce in the right place, at the right time.</p> <p>Greater access and understanding of application of digital tools and improved use of health data will improve patient outcomes, encourage greater patient participation in their health and improve healthcare within populations and at a much larger scale</p>
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<p>3) How do we meet this need? How do we attract and retain the right people?</p>	<p>5. A need to articulate and communicate career pathways for the health informatics and digital workforce professionals through a marketing campaign and to commission education and training programmes that will attract school leavers and graduates into digital roles in organisations.</p> <p>6. Map the themes that emerged from this workshop to the recommendations in the wider policy documents, such as the Topol Review and the People Plan to develop a gap analysis.</p> <p>7. A need to review the existing Agenda for Change (AfC) pay band system's appropriateness for the non-clinical data, digital, technology and knowledge workforce and benchmark pay and roles to the wider system to better understand risks in recruitment and retention.</p>			
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Notes:

1)The *Professionalism agenda needs to consider the Continuing Professional Development (CPD) needs of the workforce and map accredited supply routes e.g. developing communities of practice, developing informatics skills development networks (*ongoing separate workstream to Digital Supply and Capacity).

Next Steps

Table 2

Step	Who and how?	Timeline
1. Distribute the document to the attendees of the workshop and the BDRW and HDRUK governance process.	Steering Group – email. Advisory Group and BDRW ODG – email. Workshop attendees, inviting them to attend.	February 20th, 2020.
2. Ask, via a survey, if stakeholders agree with the workshop outputs and themes and ask them to prioritise.	Steering Group with advice from HEE Knowledge Management Team – BOS Survey.	February 20 th , 2020.
3. Convene small meeting to agree on outputs and priorities.	Steering Group – BDRW Programme and HDRUK Training Strategy Board.	February 18th, 2020.
4. Convene larger stakeholder meeting to develop a delivery plan for 2020.	Invite original stakeholder attendees back to deliver a follow up workshop.	March 30th, 2020.

Nicola Calder, Digital Supply and Capacity Lead, Building a Digital Ready Workforce, HEE.

Appendix 1: List of Stakeholders invited and in attendance

Organisation	Category	Organisation	Category
NHS Central, South and West CSU	NHS Staff	NHS Horizons	ALB
AHSN (Overall Rep for Digital)	NHS Staff	NHS X	ALB
AHSN South London	NHS Staff	NHSE/I	ALB
ApHa	Professional body	NICE	ALB
Barclays	Industry	Nuffield Trust	Think Tank
FEDIP, BCS Representative	NHS Staff	NWISDN (Network)	NHS Staff
BDRW Programme Team David Farrell	BDRW	Public Health England	ALB
Chief Pharmaceutical Officer	CPO NHSE I	Scottish Government Digital Health and Care Agenda	Government
Chief Scientific Officer (CSO)	CPO NHSE I	The Society for the Study of AI and Simulation of Behaviour	Professional body
CILIP	Professional body	Wales, NHS Wales Informatics Service	NHS Staff
CIO / CCIO	NHS Staff	Topol Fellow	NHS Staff
DHSC	Government	BDRW Professionalism Advisory Group and STP Bioinformatics	NHS Staff
Digital Academy	Education	NHSBSA	ALB
FCI	SPEAKER	Association of British HealthTech Industries APBHTI	Industry
Future Advocacy	Think Tank	AHP London Region	ALB
GDS (DDAT)	Government	Google DeepMind	Industry
Shuri Network	NHS Staff	NHS Employers	ALB
HDRUK	Think Tank	Deloitte	Think Tank
Health Foundation	Think Tank	Medical Research Council	National Institute
HEE LKS Team	HEE	NHS Wales Shared Services Partnership	NHS Staff
HEE Patient Advisory Forum	Patients	NHS Digital (Social Care)	ALB
IHRM	Professional body	Digital Academy	Education
Institute of Coding	Education	NHS South West and Central CSU	NHS Staff

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National School of Healthcare Science	Education	Skills for Health	Charity
NHS Digital	ALB	Leeds Teaching Hospitals Trust	NHS Staff
NHS Education Scotland	NHS Staff	IBM	Industry
IBM	Industry	Skills for Care	Social Care

Appendix 2: List of Presentations and Stakeholders delivering Lightning Rounds

Presentation	Organisation and Presenter
The Faculty of Clinical Informatics and the Supply and Capacity Landscape	The Faculty of Clinical Informatics (FCI), Dr John Williams, FCI Chair
Health Informatics Career Pathways Project Report	South Central and West CSU, Mrs Aasha Cowey, Programme Manager
Untapped Potential: Investing in Health and Care Data Analytics	The Health Foundation, Dr Martin Bardsley
Graduate Informatics and Technology Fast Track Scheme: Introducing tomorrow's talent to the NHS today	The South London Health Innovation Network (HIN), Ms Louise Brennan, Programme Manager
HDR UK Learning, Development and Training	HDR UK, Professor Georgina Moulton, Associate Director of Training
North West Informatics Skills Development Network (NW ISDN)	(NW ISDN) Mrs Christine Banks, Informatics Skills Development Manager