

A Draft Health and Care Workforce Strategy for consultation



What is it?

- First system-wide workforce strategy for 25 years
- Covers health and carers, self-care and volunteers
- Includes social care facts and figures, recognising important relationships. Separate DHSC consultation underway
- Includes what has been done since 2012, what we are doing now and ask what we should do next
- Timeframe from 2012 to now, from present to 2022 and beyond to 2027 to reflect HEE's Framework 15
- Produced by HEE, with NHSE, NHSI, PHE and DH but also chief professional officers, regulators, unions and others in key sectors
- A consultation with a final strategy to be published in June/July 2018 to coincide with NHS 70

A Health and Care Workforce Strategy which...

- ... tells the story of recent years and where we have already made a difference
- ... recognises change can be difficult and complicated but we can succeed together
- ... outlines the key interventions we will make now to deal with current issues
- ... analyses the transformation the NHS workforce needs for the future
- ... and sets out the actions that will start that journey

A workforce strategy for the whole NHS to improve the quality of care for patients now and in the future by ensuring a workforce in the right numbers, with the right skills, values and behaviours in the right place at the right time.

Since 2012



The NHS spends 65% of budget on staff

Nurse education commissions up 15% in 3 years

Adult nurses have grown 9% (14.5k) since 2012.

Almost every clinical profession has grown since 2012

Emergency Medicine Consultants have grown 37.5% since 2012

There are 40k more NHS clinicians than in 2012

Nurse/occupied bed ratio has grown from 1.86 to 2.02

The NHS paybill is £3.7bn larger in real terms

Current workforce...



The social care workforce is larger than the NHS workforce

4m, 13.5% of all employed people work health or social care

With over 350 roles, the NHS has greatest range in world, inc: non clinical

The population has grown 2.1m (4%) since 2012, and aged

There are 40k NHS clinical vacancies, 92% covered by Agency/Bank

Nurses leaving the NHS grew from 7.1% to 8.7%

5k more nurses left the NHS other than for retirement in 2017 than 2012

If retention had stayed the same there would 16k more nurses today

What's next...



Turnover rates
between NHS
trusts range
vary by 3:1

25% more
clinical
placements
funded for future
new nurses

Medical
student
places to
grow by
25%

8k health
support workers
applied for 2k
nursing
associate posts

4k people on
clinical return
to practice
courses

Without
change the
NHS will need
190k new staff
by 2027

At 2012/17 rates,
with no change,
the NHS will
grow by 72k by
2027

Of 45k nursing
associates by
2027, 17k
expected to
become RNs

Developing a workforce strategy

- NHS history of fragmented, unaligned planning and subject to demand spikes
- The NHS faces many workforce challenges in service delivery and in making the Five Year Forward View (FYFV) real
- In many areas action has already been taken since 2012
- All organisations at different levels have some workforce responsibilities making it a complex landscape
- Current and future trends offer workforce challenges and opportunities
- We propose six principles to make better workforce planning and policy decisions



The six system-wide principles



- Securing the supply of staff the health and care system needs to deliver high quality care in the future
- Training, educating and investing in the workforce to give new and current staff flexibility and adaptability
- Providing broad pathways for staff so they have careers, not just jobs
- Widening participation in NHS jobs
- Ensuring that the NHS, and other employers in the system, are model modern employers
- Ensuring that in future service, financial and workforce planning are properly joined up

Facing the facts, The NHS workforce in 2017



- There are 40,000 (wte) more clinical staff substantively employed in the NHS now than in 2012
- Growth rates differ between professions and regions, but almost all professions and all regions have seen growth
- The NHS needs to do more to attract newly qualified staff and retain current staff because the current rate of growth is not as fast as it could be
- Despite growth there are around 45,000 (wte) clinical vacancies, mostly covered by bank and agency staff
- We need to increase clinical training placements and make the NHS the employer of choice.



Growing our workforce



- Growth comes from three areas: new graduates, return to practice and recruitment from outside the NHS, alongside retention of current staff
- The NHS has turned on all these supply taps
- Education will grow to deliver nurse, AHP and medical graduates over the coming years
- New roles will grow the NHS and improve skill mix, but retention of current staff has the most immediate impact on growth and quality of care
- We need to move towards self sufficiency for staff but also play our part in the wider world as a world-class provider of education and training

The workforce responses to the FYFV



- FYFV Next Steps outlined priority areas to deliver overall vision
- Integrating care will be vital to the delivery of nearly all these priorities and the vision overall
- HEE has produced workforce responses to each of these priority areas:
 - Cancer
 - Mental health
 - Urgent and emergency care
 - Maternity
 - Primary care
- Learning disability is another area where workforce change is needed.



Workforce requirements beyond 2021/22



- Workforce, finance and service planning must be better aligned to deliver the future we want and patients need
- If we do not reduce demand, change services or increase productivity the NHS will need 190,000 more staff by 2027
- On historic rates the NHS will only grow by 72,000 over that period, but a number of initiatives are in place to accelerate this
- Trusts will require further support to manage retention and productivity

Shaping the future



- The NHS needs better data and intelligence to deliver better planning
- A greater focus on public health will require development of public health workforce and support for the rest of the health and care workforce
- Only an engaged and valued workforce can reduce variation and really deliver productivity that lasts
- Regulation, upskilling and advanced clinical practice vital to improving skill mix
- Reviews announced into improving the mental health of NHS staff, how technology will impact on education and training and greater support for carers, volunteers and self-carers through healthcare training



Developing the NHS workforce

- Strategy applies to all our workforce – 350 different roles
- The workforce groups addressed here are: medicine, nursing and midwifery, dental, AHPs, healthcare science, pharmacy and the wider workforce
- Seven workforce groups each have own characteristics, issues and responsibilities as well as a number of cross-cutting issues
- Multi-disciplinary working requires professions to be confident and developed around what they bring to the team; each unique and important
- Advances in technology, innovation, care and treatment will transform some professions and healthcare
- Leadership development programmes are required across the system

Five major reviews

- How technological & other developments are likely to change roles/functions of clinical staff and education and training
- Mental health & wellbeing of staff, students & those training in the NHS
- Promoting high impact volunteering across the NHS
- Education and training to patients on self care
- Training and education needs for unpaid carers



Questions for consultation

- Do you support the six principles proposed to support better workforce planning; and in particular aligning financial, policy, best practice and service planning in the future?
- What measures are needed to secure the staff the system needs for the future; and how can actions already under way be made more effective?
- How can we ensure the system more effectively trains, educates and invests in the new and current workforce?
- What more can be done to ensure all staff, starting from the lowest paid, see a valid and attractive career in the NHS, with identifiable paths and multiple points of entry and choice



Questions for consultation



- How can we better ensure the health system meets the needs and aspirations of all communities in England?
- What does being a modern, model employer mean to you and how can we ensure the NHS meets those ambitions?
- Do you have any comments on how we can ensure that our NHS staff make the greatest possible difference to delivering excellent care for people in England?
- What policy options could most effectively address the current and future challenges for the adult social care workforce?



Have your say



- We want to hear views from across the country to inform the Workforce Strategy that will be published in July 2018 to coincide with the NHS's 70th birthday. We will, for example:
- Hold at least one stakeholder event in each region, in partnership with ALBs
- Hold webinars/online discussions on specific topics
- Consult at LETB meetings in this period
- Take advantage of already scheduled stakeholder events and meetings across ALBs
- Create a web-based mechanism for final responses and ongoing Q&As
- Use social media to promote the consultation.
- **The consultation is open until 5pm, Friday 23 March 2018**

What can you do to help?

- Please share it with your stakeholders;
- Engage with HEE about the content; and
- Respond to the consultation

Link to the workforce strategy

www.hee.nhs.uk/our-work/planning-commissioning/workforce-strategy

Link to the consultation portal

<https://consultation.hee.nhs.uk/>