

**AGENDA ITEM**

3.2.5

**PEOPLE & CULTURE COMMITTEE**
**WORKFORCE PLANNING AND EDUCATION  
COMMISSIONING**

<b>Date of meeting</b>	(11/05/2022)
<b>FOI Status</b>	Open/Public
<b>If closed please indicate reason</b>	Choose an item.
<b>Prepared by</b>	Helen Watkins, Deputy Director for People
<b>Presented by</b>	Helen Watkins, Deputy Director for People
<b>Approving Executive Sponsor</b>	Executive Director for People
<b>Report purpose</b>	FOR NOTING

**Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)**

<b>Committee/Group/Individuals</b>	<b>Date</b>	<b>Outcome</b>
Education Commissioning submission – Executive Leadership Group	March 2022	Choose an item.
Nurse Workforce Modelling – Strategic Nursing and Midwifery Workforce Group	April 2022	

**ACRONYMS**

HEIW	Health Education and Improvement Wales
HCSW	Health Care Support Worker
IMTP	Integrated Medium-Term Plan
CTM	Cwm Taf Morgannwg

## **1. SITUATION/BACKGROUND**

- 1.1 Flexible and effective workforce planning has been essential over the past two years given the need to resource a workforce that meet the needs of Covid-19 in addition to business-as-usual requirements.
- 1.2 As CTM moves from Pandemic, the organisation faces an immediate challenge of ensuring appropriately resourced clinical services with the right workforce with the right skills, values, and behaviours in the right place to deliver ambitious recovery plans within a challenging financial envelope while always providing high quality patient care of which CTM can be proud.
- 1.3 At the same time, as the CTM 2030 Clinical Strategy is finalised, the Health Board has an opportunity to consider longer-term future workforce planning solutions through partnerships and multi-agency working across Health and Social Care with Local Authorities and Third Sector and regional working across health to support regional clinical services.
- 1.4 Given this context the purpose of the paper is outline for the People and Culture Committee two areas of work to progress workforce planning across the Health Board; the education commissioning process ensures we are planning for the right skills; and nurse workforce modelling which is enabling a greater understanding of nurse recruitment challenges.
- 1.5 In addition, following a discussion at the Quality and Safety Committee on the 9<sup>th</sup> February 2022, the People and Culture Committee was asked to review Pathology workforce planning in the short and medium term including the links with Health Education and Improvement Wales (HEIW) and skills development for existing staffing with Pathology services and to provide an update.

## **2. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)**

### **Education Commissioning**

- 2.1 The commissioning of education is an essential component of the workforce planning process as the organisation ensures that CTM people are equipped with the appropriate skills and education to be able to deliver modern healthcare services and enabled to contribute at the top of their license and ability.



- 2.2 As part of the annual education commissioning process co-ordinated by HEIW, CTM is required to submit its education commissioning requirements for undergraduate, postgraduate, Health Care support Worker (HCSW) and apprenticeship education. This submission both informs the Health Board's workforce planning element of the Integrated Medium Term Plan (IMTP) and the development of the national HEIW Education and Training Plan.
- 2.3 The remit for the education commissioning is Nursing and Midwifery, Allied Health Professionals, Healthcare Scientists, Pharmacy plus apprenticeship programmes that include education provision for Clinical Coding and Facilities as well as HCSW education. It does not cover Medical and Dental education albeit the ambitions for multi-professional planning will impact Medical and Dental colleagues.
- 2.4 The submission has seen increases in numbers requested across specialisms reflecting turnover in the workforce and the need to succession plan. Of particular note are increases in the commissioning of:
- Nurses at an increased level reflecting forecasted levels of turnover and retirements and an ambition to get to a sustainable position on no nursing vacancies.
  - Psychology education given current national shortages and recruitment challenges and new models of care moving forward.
  - HCSW programmes and places enabling Level 4 education to enable HCSWs to access year 2 of Nurse Education. This supports the principle of the HB growing its own future workforce.
  - Independent prescribing which in part reflects a need for midwives to be independent prescribers.
- 2.5 The education commissioning process also provides opportunities to consider new workforce models including the Physicians Associate role. There is significant enthusiasm for the role and a recognition of the opportunities they provide to quality of patient care; however, work is needed to determine the Health Board strategy in respect of the use, funding model and development of this workforce which will progress during 2022.
- 2.6 The education commissioning process is expanding its remit and this year includes commissions for the education for Facilities staff at Levels 2, 3 and 4 and Health Informatics apprenticeships.
- 2.7 Through the discussions that took place across the Health Board to determine the education required, the feedback has identified opportunities to expand skill sets and work differently across different



staff groups and acute/community pathways and highlights the opportunities for multi professional workforce planning across CTM.

- 2.8 In addition, a number of themes emerged from the feedback. They are: staff development; the need for robust succession planning; improved establishment control to provide improved workforce data; multi-professional workforce planning; further work to understand impact of retire and return and aging workforce; opportunities with advanced practice; development of the support worker role, and the impact of retirements on the loss of specialist skills and leadership skills.
- 2.9 The ambition and enthusiasm for exploring and planning new ways of working was evident throughout this year's education commissioning process. To support CTM build on this, discussions have commenced with Procurement to enable the engagement of external consultancy support as a guide and critical friend to develop a workforce planning approach for CTM that encompasses all elements from establishment control and improved workforce analytics to improved attraction and recruitment approaches to employ the best people from the widest possible pool.

### **Workforce Planning in Pathology**

- 2.10 Following discussion at the Quality and Safety Committee, concerns were raised about the ongoing fragility of staffing within Pathology services, including Haematology and Immunology and a request that the issues are considered at the People and Culture Committee.
- 2.11 To note that the Immunology service has been outsourced and has been provided by Cardiff and Vale and Swansea Bay Health Boards since March 2020.
- 2.12 A significant amount of work has been undertaken across Pathology Services to understand the workforce challenges and an action plan has been developed. The plan involves:
- Demand and capacity service review to inform the workforce need and opportunities for workforce and service redesign. This work has commenced and will be the focus of the Management Graduate who joins the service in May 2022.
  - Development of workforce plans with priority on Cellular pathology, followed by Haematology, to review establishment and skill mix to enable staff to work at the top of their licence. There will be a focus on clinical and non-clinical workforce and work with HEIW to explore opportunities for training Junior Doctors at CTM. This will also consider working patterns to enable cover out of hours and review existing rotas to support the design of flexible job plans to support the retention of staff.



- A review of training and development to ensure staff are appropriately skilled and developed to deliver current and new service developments. This will include a review of the current Training Lead and Trainer posts to focus on the development needs of existing staff as well as students. The service is also engaging with HEIW for their input and advice on a Training Needs Analysis (TNA) model with a view to establishing a training plan.
- A focus on the culture to ensure the Health Board's values and behaviours are lived and evident. A senior team away day has taken place with a further eight engagement sessions planned during May 2022 during which the results of the Pulse Survey will be shared. The focus of these sessions is the future vision for Pathology based on care, compassion, and value.
- Within the Haematology service the roster remains fragile with a reliance on locum use. Haematology Development Group has been established to carry out a complete service review and will address workforce planning elements identified above.

2.13 While there are workforce challenges across Pathology services, through the recent education commissioning process the service also identified opportunities to develop Clinical Scientist roles in Microbiology and progress specialist band 6 colleagues through an extended portfolio. It also outlined opportunity to grow existing staff by developing support workers, using distance learning and apprenticeships to allow them to gain qualifications.

2.14 The workforce planning process will provide the service the opportunity to sure up existing challenges while also considering future opportunities to for new roles or ways of working.

2.15 It is important to note that the challenges experienced by CTM in this area reflect national concerns on the shortages of band 6 Biomedical Scientists. Given this, the Health Board is actively engaged in national pathology workforce discussions through the All-Wales Pathology Workforce and Education Group and aligned to national discussions.

### **Nurse Workforce Modelling**

2.16 The use of workforce data to analyse and forecast future workforce demand and challenges is a key element of workforce planning.

2.17 At the request of the Chief Executive's Group, Trusts and Health Boards have been involved in a nurse workforce modelling exercise building on the modelling undertaken as part of the IMTP. The purpose of the work has been to understand the level of nursing vacancies across Wales and the modelled impact of different

initiatives and interventions to commission, train, recruit and retain the nursing workforce.

- 2.18 Using a tool developed by another HB, the modelling was high-level with the input of recruitment, turnover and vacancy level data to model projections forward.
- 2.19 An initial discussion of the approach took place at the Nurse Workforce Modelling – Strategic Nursing and Midwifery Workforce Group in April 2022 and generated much discussion about the quality of data, the need for establishment control and how this could inform our recruitment focus to enable a greater emphasis on growing our own talent.
- 2.20 Detail of the model and the forecasts will be shared in the accompanying presentation.

### **3. SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)**

- 3.1 The development of a model for workforce planning is a key priority given the challenges and opportunities captured above to enable the development of local operational workforce resource plans that minimise vacancies and optimise the skills of the existing workforce to ensure CTM has plans to grow its own talent and future workforce supply.
- 3.2 It is also important that the Health Board also has a longer-term perspective to ensure an understanding of the skills and capabilities and education required to deliver the future health needs of the CTM population.
- 3.3 Less focused on the workforce numbers required, this strategic approach will drive consideration of the shape of the workforce, seamless workforce models that are multi professional and multi-agency and consider the roles that are needed in a technology driven workplace where robotics and Artificial Intelligence (AI) are commonplace.
- 3.4 Given the ambitions and appetite across the organisation to engage in workforce planning, the HB is seeking to engage external consultancy support to act as expert and critical friend to assess where CTM is in terms of our workforce planning process; an analysis of date to identify potential opportunities for new workforce models; an assessment of digital opportunities for the workforce. The output

of this work would be the construction of a strategic workforce plan for CTM.

#### 4. IMPACT ASSESSMENT

<b>Quality/Safety/Patient Experience implications</b>	Yes (Please see detail below)
<b>Related Health and Care standard(s)</b>	Staff and Resources If more than one Healthcare Standard applies please list below:
<b>Equality Impact Assessment (EIA) completed - Please note EIAs are required for <u>all</u> new, changed or withdrawn policies and services.</b>	No (Include further detail below)  If yes, please provide a hyperlink to the location of the completed EIA or who it would be available from in the box below.  If no, please provide reasons why an EIA was not considered to be required in the box below.
<b>Legal implications / impact</b>	There are no specific legal implications related to the activity outlined in this report.
<b>Resource (Capital/Revenue £/Workforce) implications / Impact</b>	Yes (Include further detail below) The employment of a skilled workforce enables the delivery of high quality services to patients and avoids reliance on temporary workforce or additional hours at premium rates.
<b>Link to Strategic Goals</b>	Sustaining our Future

#### 5. RECOMMENDATION

People and Culture Committee is asked to:

- 5.1 **Note** the work undertaken to inform the Education Commissioning submission to HEIW including the high level themes.
- 5.2 **Note** the specific work happening in Pathology services and progress made to understand future workforce required to deliver sustainable services.



- 5.3 **Note** the emerging modelling work to better forecast nursing and midwifery vacancies to inform the education pipeline and recruitment best practices
- 5.4 **Note and endorse** the engagement of an expert critical friend to provide diagnostic analysis and advise on an approach to workforce planning that delivers our immediate needs and enables us to consider the opportunities for longer-term strategic workforce planning.