

CTM 2030
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CTM 2030
**Our Health
Our Future**

BUILDING HEALTHIER
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**People and Culture Committee
11th May 2022**

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Workforce Planning and Education Commissioning



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Education Commissioning - Background

- Annual education commissioning process is co-ordinated by HEIW (Health Education and Improvement Wales) and covers:
 - undergraduate, postgraduate and apprenticeship education
 - Nursing and Midwifery, Allied Health Professionals, Healthcare Scientists, Pharmacy staff groups 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.
- It is an essential component of the workforce planning process:
 - to ensure that CTM people are equipped with the appropriate skills and education to be able to deliver modern healthcare services
 - to enable colleagues to contribute at the top of their license and ability.
- The submission both informs the Health Board's workforce planning element of the IMTP (Integrated Medium-Term Plan) and the development of the national HEIW Education and Training Plan.

The submission to HEIW

- The numbers submitted this year will inform undergraduates starting their education in 2023 and graduating in 2026.
- The submission has seen increases in numbers requested across specialisms reflecting turnover across the workforce and the need to succession plan.

Of particular note are increases in the commissioning of:

- Adult Nurses at an increased level of 550 places - reflecting 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 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.
- Physicians Associates

Emerging Themes

- Staff development;
- 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 careers escalator from Apprenticeships to Registration;
- Impact of retirements on the loss of specialist skills and leadership skills;
- Development of the Physicians Associates role.

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Pathology Workforce Planning



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Workforce Planning in Pathology

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.
- 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.
 - focus on clinical and non-clinical workforce and
 - work with HEIW to explore opportunities for training Junior Doctors at CTM.
 - 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.

Pathology workforce planning – supporting activity.

- A review of training and development to ensure staff are appropriately skilled to deliver current and new service developments including:
 - a review of the current Training Lead and Trainer posts to focus on the development needs of existing staff as well as students, and
 - engagement with HEIW for their input and advice on a Training Needs Analysis (TNA) model to establish a training plan.
- A focus on the culture to ensure the HB's values and behaviours are lived and evident.
 - A programme of Away days / team engagement
 - Pulse Survey
 - Future vision for Pathology based on care, compassion, and value.
- Haematology Development Group has been established to carry out a complete service review and will address workforce planning and fragile roster.

Education Commissioning in Pathology

- The 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.
 - grow existing staff by developing support workers, using distance learning and apprenticeships to allow them to gain qualifications.
- 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.
- To note: the challenges experienced by CTM in this area reflect national concerns on the shortages of band 6 Biomedical Scientists.
- CTMHB is actively engaged in national pathology workforce discussions through the All-Wales Pathology Workforce and Education Group and aligned to national discussions.

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Nursing Workforce Modelling



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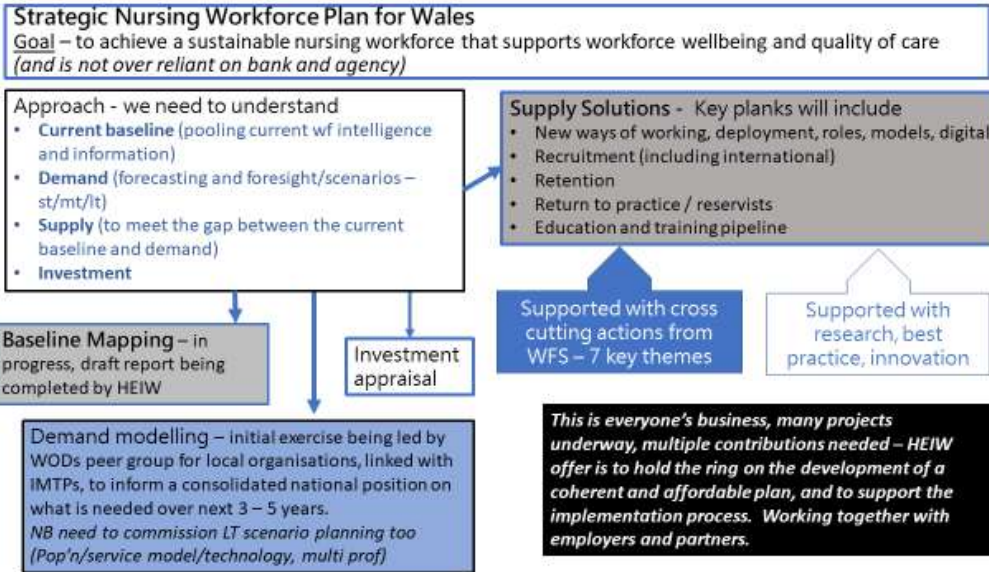


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National Context

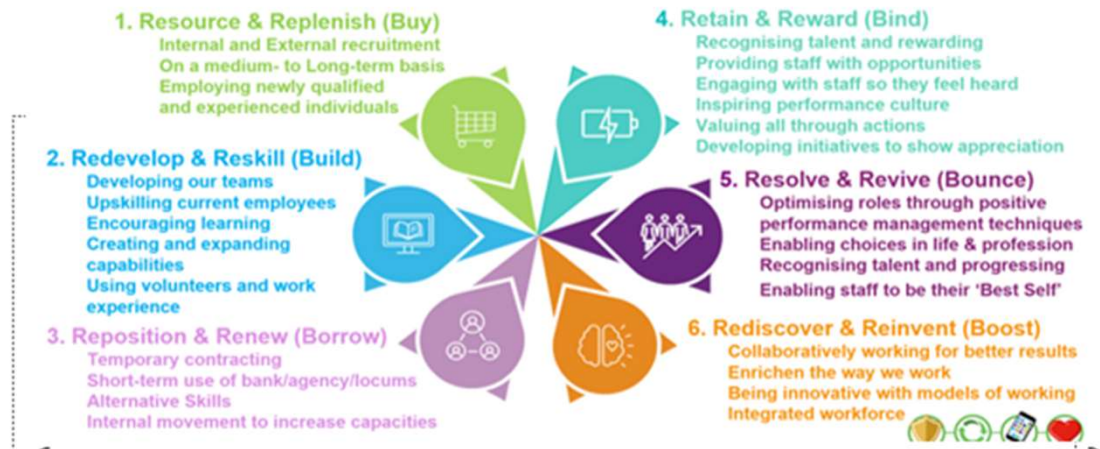


Development of a Plan on a Page by HEIW

Looking at the Demand Modelling

Prototype model developed by another HB based on model of planning used in Australian Health care

Regenerating our workforce – framework for future planning



Nursing and Midwifery Vacancy Position

	Establishment *	In Post **	Vacancies ***	Vacancy %
CTMUHB	3802	3593	209	5.5

Caveats

* Establishment figure is from the financial ledger

** In post is from ESR

*** Vacancies is the difference

Lowest percentage of vacancies was reported at 4.9%

Highest percentage of vacancies was 15.4%

Figures include all Nursing and Midwifery positions



Modelling Assumptions

Dimension	Assumption
Buy	Decreased BAU recruitment in 22/3 compared to 2021 – 2021 will still have included Covid recruitment Overseas recruitment continues for at least 2 years beyond the current project – if annual numbers are reduced, time to break even will be extended
Buy	Education commissioning requests are from the 2018 submissions i.e. the numbers requested for 2022 graduates
Buy	The commissioning numbers shown in grey in the model are the 'ask' for nursing and therefore are only included for reference and not part of the calculation. <u>It is only the Streamlining numbers that will be included in the calculation</u> Student figures – estimated at taking 37% of commissioned numbers based on previous data
Bind	Increased turnover for current year compared to previous – expecting retirements to increase as those who returned from retirement or postponed retirement to support the pandemic response. May also see some leave as fixed term contracts come to an end (although likely to be dependent on what we have to offer at the time i.e. nurses not looking for acute areas/12 hr shifts etc) Post 22/3 turnover remaining higher than 2020 and 2021 as there was a drop in turnover during the pandemic.
	Age profile and potential retirements not included separately – work needed on a) retirement profile based on average age of retirement and b) when and how the new pension scheme impacts the profile
Build	Increase of flexible route to nursing places
Borrow	For future development
Bounce	For future development

Nursing Workforce Modelling - conclusions

- To get to a balanced position will take a combination of the recruitment of:
 - Overseas nursing
 - Increased numbers through streamlining processes
 - Grow our own HCSW through part time route.
- At the same time understand our leavers:
 - Reasons for leaving
 - Review age profile and retirements to inform projections
 - Retention
- Understand hotspot areas
 - Geographical
 - Nursing branch
 - Banding



Next Steps for Workforce Planning at CTM

- Exciting time for workforce planning at CTM to make a difference
- Significant appetite across the HB for change – new ways of working and new roles
- Challenges with vacancies - Pace is key.
- Engage with experts as “critical friend” to the HB
- Provide a diagnostic and advise on an approach to workforce planning that delivers:
 - our immediate tactical needs and
 - opportunities for longer term strategic workforce planning.

Any Questions?