

# Centre for Workforce Intelligence

## Big picture challenges for workforce planning, education, training and development



### Challenges

#### Demographic and social

Approximately **72% of social care users** are over the age of 65

The UK population is ageing. By 2033... **almost 25%** ... will be over 65

- planning to meet the needs of an ageing population with an ageing workforce
- managing changing demand resulting from an increasing prevalence of complex long-term conditions and co-morbidities
- managing changing public expectations about care they receive

#### Health and social care system design

**62% of the public** surveyed feel that health and social care workers need to improve their understanding of dementia

Public feelings about making a decision on which hospital to go to...

- 62% in partnership
- 15% by myself
- 23% by a professional

- achieving better integration between health, social care and support organisations
- shifting the focus of the system towards prevention and well-being
- delivering the personalisation agenda and providing person-centred care within financial constraints

#### Quality and productivity

There were common themes in the experiences of patients of a lack of dignity and respect in...

- 10% NHS hospitals
- 15% nursing homes

**27% of services** that the Care Quality Commission inspected were not meeting at least one quality standard

- ensuring the system delivers high quality services within financial constraints
- developing effective measures for quality of care and productivity and ensuring high quality data is collected
- preparing for changes resulting from innovation and technology

#### Financial and economic

Annual percentage change in real-term NHS expenditure is **decreasing**

The Government and charities spend over **£2 billion** on healthcare research each year

- planning service delivery given the uncertainty about level of funding in the future and how this will affect future demand for and supply of care services
- uncertainty about how investment in life science, health and care will support the UK economy

Education and training are commissioned and provided to the highest standard, ensuring learners have an excellent experience and that all elements of education and training are delivered in a safe environment for patients, staff and learners.

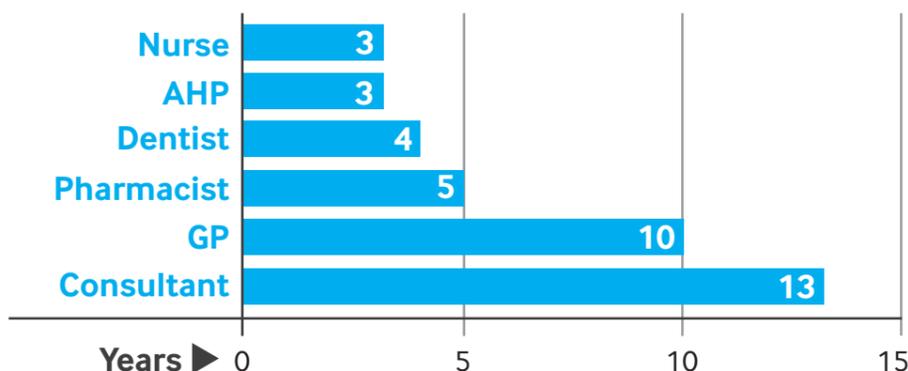
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### Length of training

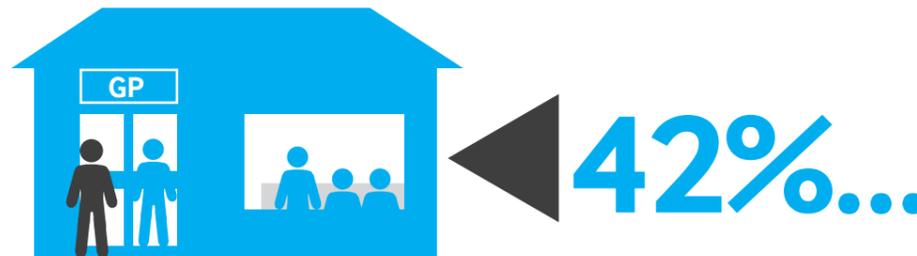
The length of training could impact on the effectiveness of cross-professional training.

Average minimum duration of training for UK health professionals under new system (years)



### Not enough community placements

Foundation for Excellence recommends that all foundation doctors should undertake a community placement.

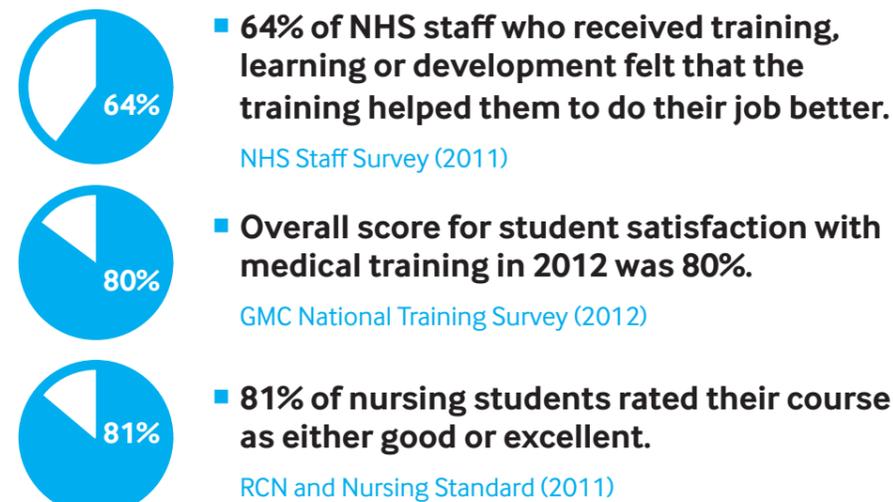


... of foundation students currently undertake a general practice rotation, mostly in F2.

The Foundation Programme (2011)

### Different measures of quality...

... give different views:



### Education costs

Education has a productivity cost as well as a financial cost.



18% productivity loss occurs in teaching hospitals as a result of education-providing activities.

*NHS London (2008)*

82% productivity gain occurs in teaching hospitals as a result of education-providing activities.

*Health and Social Care Policy (2007)*

### Key questions

- How can training support care being delivered in the community?
- How do different service models affect productivity and quality?
- How do we manage the drive for continuous improvement?
- How do we measure the quality of education?
- How do we incorporate cross-professional working into training programmes?

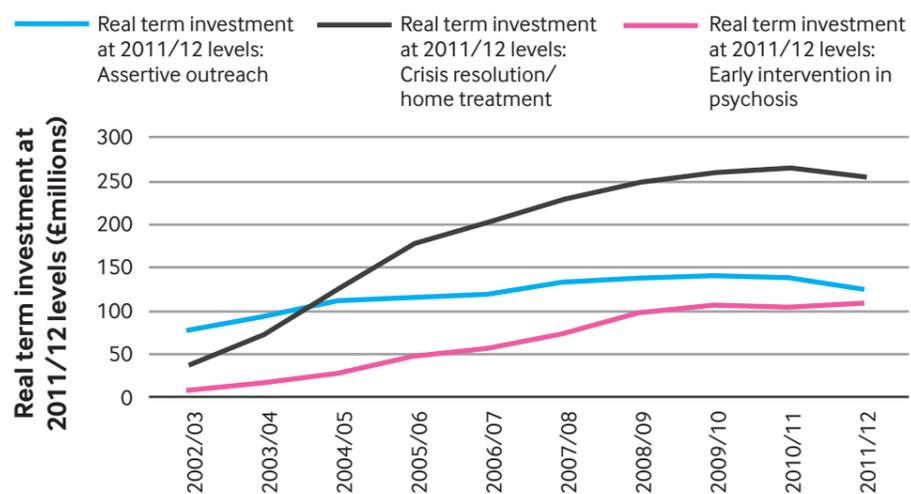
There are sufficient numbers of health staff educated and trained, aligned to service and changing care needs, to ensure that people are cared for by staff who are properly inducted, trained and qualified, who have the required knowledge and skills to do the jobs the service needs, whilst working effectively in a team.

### Big picture challenges

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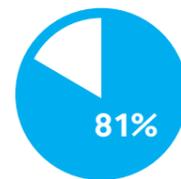
### Changing skills mix

#### Changing skills mix in adult mental health (2002–12)



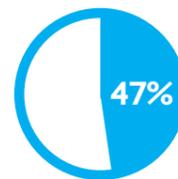
Department of Health (2012)

### By 2030 there will be...



81% more obese adults

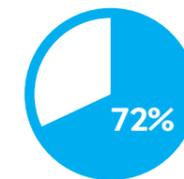
Universities UK (2012)



47% more adults with diabetes

62% of the public surveyed believe that health and social care workers need to improve their understanding of dementia.

Alzheimer's Society (2012)

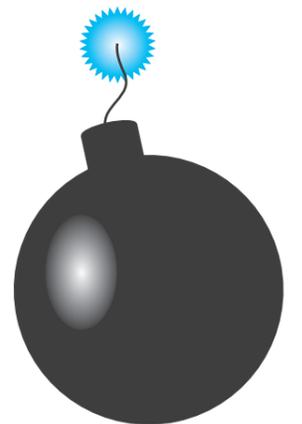


72% more over 65s with dementia

### Unless action is taken...

A 2012 CfWI report found that unless action is taken to alter the current trajectories, by 2020 there would be:

- a 60% increase in the fully trained hospital doctor headcount.
- additional estimated £2.2 billion spend on total consultant salary costs compared to 2010.

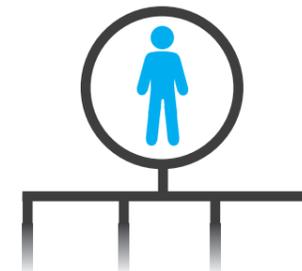


CfWI (2012)

### Did you know...

EXIT  
700

- ... that the average NHS Chief Executive spends only 700 days in post?



- ... that managers make up 15.4% of the UK workforce, but only 4.8% of the NHS in 2010?

The King's Fund (2011)

### Key questions

- How do we ensure security of future workforce supply?
- If society is ageing, what skills will the workforce need?
- How do we ensure a good and affordable skills mix?
- How can we ensure effective leadership at all levels of health and social care?

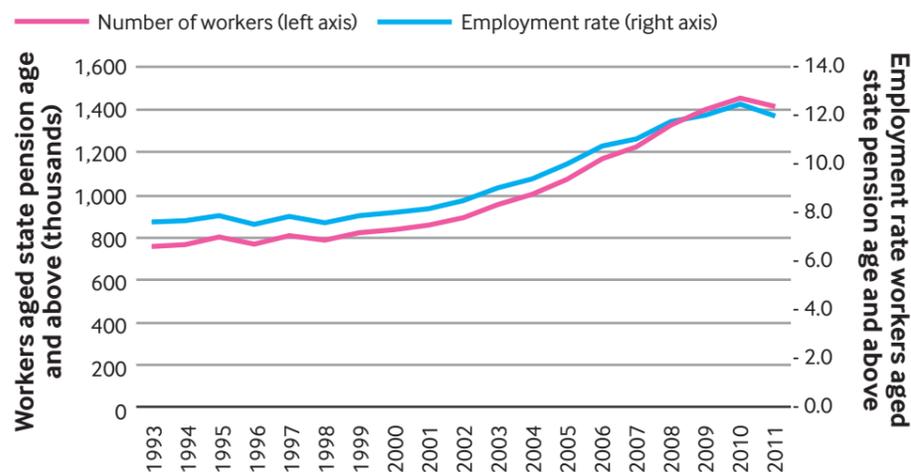
The workforce is educated to be responsive to innovation and new technologies with knowledge about best practice, research and innovation, that promotes the adoption and dissemination of better-quality service delivery to reduce variability and poor performance.

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### Increase in older workers

Employment levels and rates for older workers (in all sectors) 1993–2011



Office for National Statistics (2012)

### High impact innovations

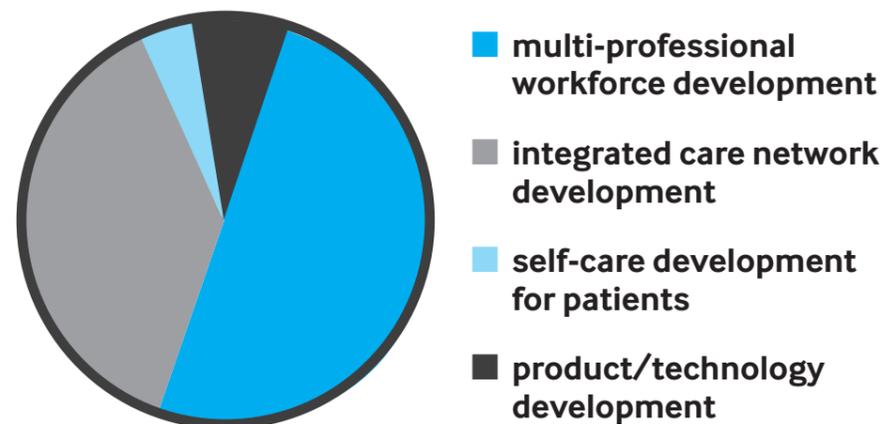
#### Innovation, health and wealth

(2013 Commissioning for Quality and Innovation payments requirements)

- telehealth and telecare rapidly to accelerate the use of assistive technologies in the NHS
- fluid management monitoring technology in the NHS to become widely implemented
- the 'child in a chair' in a day programme to transform wheelchair services
- NHS organisations to explore opportunities to increase national and international activity
- switching to high-quality and lower-cost alternatives to reduce inappropriate face-to-face contacts in health and social care
- dementia services to be commissioned in accordance with National Institute of Clinical Excellence and Social Care Institute of Excellence guidance

### Innovation and education projects

Breakdown of national health innovation and education projects by theme:



NHS Confederation (2012)

### Working together

'We will work with ... HEE, NHS Employers and the academic sector to hard wire innovation into managerial curricula and CPD.'

Department of Health (2012)  
*Innovation Health and Wealth: Accelerating adoption and diffusion in the NHS*

### Key questions

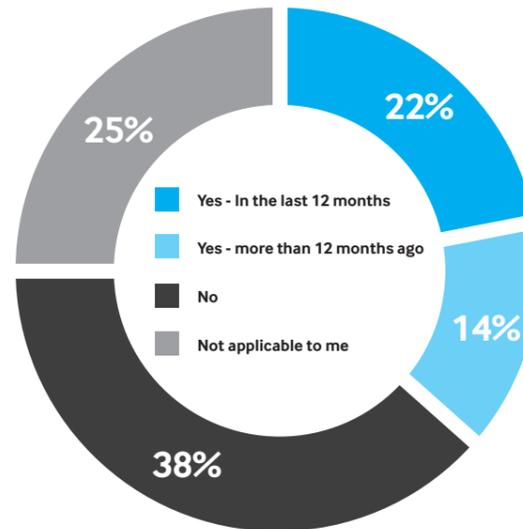
- How do we 'hard wire innovation into managerial and clinical curricula and CPD' to help create an innovative culture which assists in driving growth?
- How will the ageing workforce affect the adaptability and flexibility of the formal workforce?
- How can we better understand people's long-term career plans and objectives?

Healthcare staff have the necessary compassion, values and behaviours to provide person-centred care and enhance the quality of the patient experience through education, training, and regular continuing personal and professional development (CPPD), that instils respect for patients.

## Big picture challenges

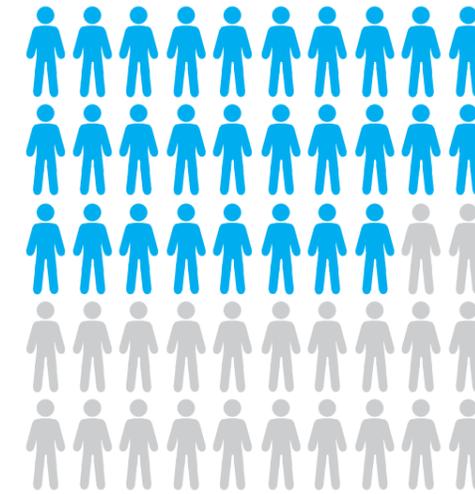
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## NHS staff survey: Patient experience



38%

of NHS staff surveyed reported that they did not receive any training, learning or development in how to deliver a good patient/service user experience.

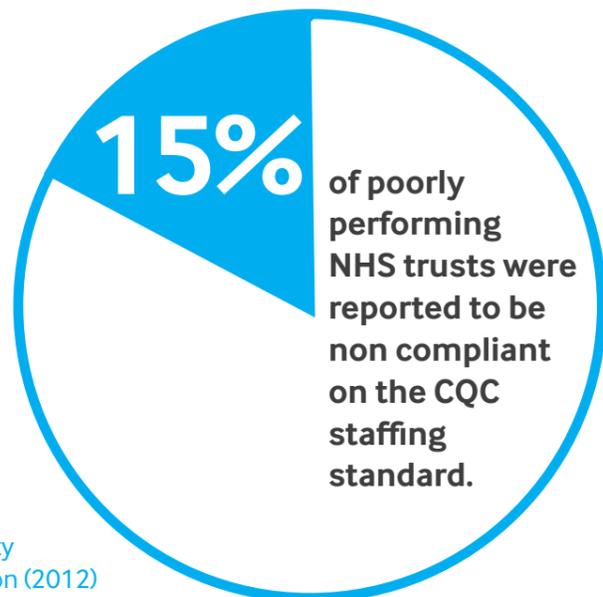


56%

of respondents strongly agreed or agreed with the statement 'care of patients/service users is my trust's top priority.'

NHS Staff Survey (2011)

## Compassionate care?



Care Quality Commission (2012)

## Health and wellbeing of staff

Health and wellbeing of staff has been linked to patient satisfaction.

Health and wellbeing status	Expected patient satisfaction (score out of 100)
Poor	74.0
Average	77.5
Good	80.6

The King's Fund and King's College London (2011)

## Key questions

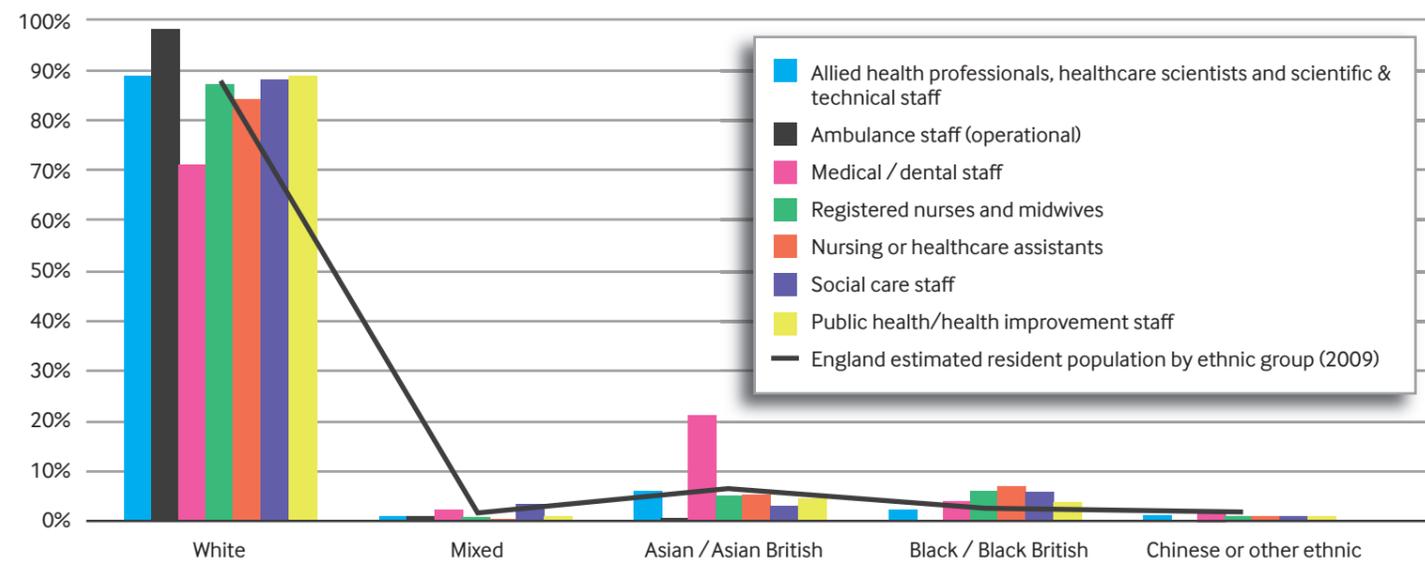
- How can we ensure the workforce possesses the values and behaviours to deliver high-quality care?
- With the shift towards prevention, what is the correct balance of the workforce between treating the population and treating the individual?
- How will 'Any Qualified Provider' impact NHS values?
- How do we support the health and wellbeing of staff so that they are able to deliver high-quality care?

Talent and leadership flourish free from discrimination with fair opportunities to progress, and everyone can participate to fulfil their potential, recognising individual as well as group differences, treating people as individuals, and placing positive value on diversity in the workforce, with opportunities to progress across the five leadership framework domains.

### Big picture challenges

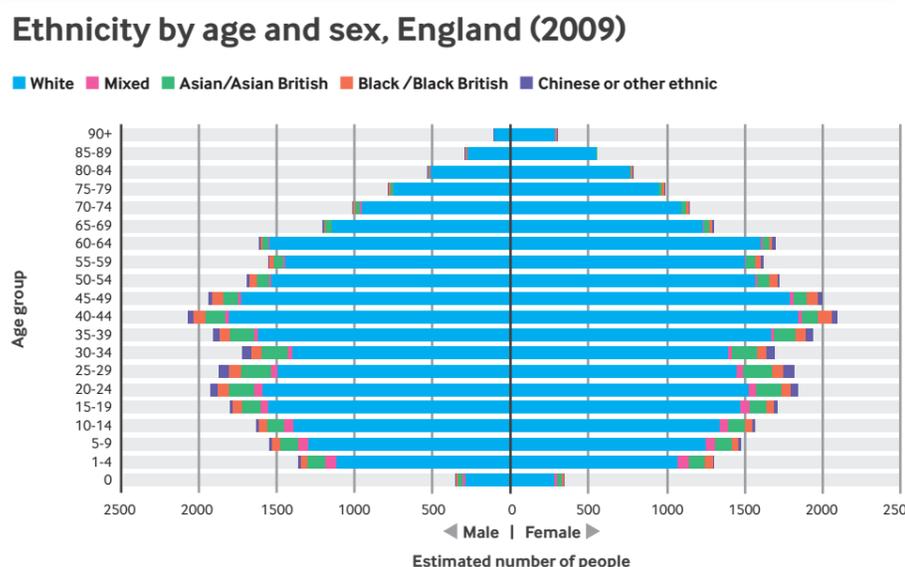
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### Current workforce



**Current workforce: NHS ethnic background (2011) compared to UK estimated resident population by ethnic group (mid-2009)**  
Office for National Statistics (2012), NHS Staff Survey (2011)

### Population becoming more diverse



Office for National Statistics (2009)

### NHS leadership framework



NHS Leadership Academy (2012)

### Key questions

- How can we ensure that the workforce as a whole develops effectively?
- How can we encourage people from minority groups to enter the workforce and how do we ensure that everyone is treated fairly with regard to career progression?