

## NHS GRAMPPIAN

### NHS Grampian Workforce Plan 2019 - 2022

#### **Recommendation**

The Board is asked to endorse the NHS Grampian Workforce Plan prior to publication on the internet and intranet, and submission to the Scottish Government by 31 August 2019.

#### **Strategic Context**

NHS Grampian will continue work towards the aims of the Grampian Clinical Strategy, Health and Social Care Delivery Plan and take forward actions required from the Workforce Strategic Intent, ensuring that health and care is integrated, is of a high quality, developed innovatively, and with individuals at the centre.

There will remain a focus on placing patients at the forefront of care. Prevention, self management and services delivered closer to the patients' home are pivotal in delivering this vision. The Board will continue to align the workforce and service to enable the changes required.

NHS Grampian's Workforce Strategic Intent sets out an ambition to create an approach to the workforce that enables the organisation to supply, support and grow our workforce aligned to overall service requirements.

This Workforce Plan sits within the context of the changes and new ways of working which will also be progressed through the Digital and Transformation Strategy.

In the coming years, NHS Grampian will need to ensure that the workforce is appropriate in terms of staff numbers; behaviours and values; roles and professions; skills and competencies. The organisation will ensure delivery of care is flexible and adaptable, effective and efficient and there are shared perspectives and collaborative working between all staff groups across Primary and Secondary Care.

It is recognised there are significant workforce challenges locally and nationally. The revised 2011 Workforce Planning Guidance, CEL 32,<sup>1</sup> states that workforce planning principles lie at the heart of the process in particular, applying the tests, of affordability, availability and adaptability in developing a sustainable and robust workforce. NHS Grampian will set out to manage these challenges and the requirements of CEL 32 through a range of solutions over the next 3 years.

NHS Grampian will continue its transformation of services and consequently the workforce, there will be the expansion of roles such as Advanced Clinical Practitioners, Physician Associates, Link Workers and Specialised Health Care Support Worker roles, alongside the further development of career pathways and educational opportunities.

As highlighted by the Workforce Strategic Intent, some of the short term focus will be on a number of specific workstreams including induction, on-boarding, recruitment sources, marketing, employability pathways, management and leadership development, career pathways, workforce utilisation and staff recognition. The longer term actions, however, include service redesign and transformation, improving patient pathways and changing how we approach our challenges.

Given some of the workforce challenges, there is a need to recognise that service plans and costs may not be the only driver in the future workforce and that available supply or the ability to develop new roles will influence how services are delivered. The challenge of the NHS Grampian Workforce Plan is to balance this and to ensure the Board can supply, support and grow the workforce aligned to overall service requirements.

There will be opportunities and support for those who wish to continue their careers for longer and NHS Grampian will embed opportunities such as foundation, modern and graduate apprenticeships and entry level qualifications for career development, e.g. for health care support workers.

Board Workforce Plans are required to be published and submitted annually. Board Workforce Plans are, however, intended to be an internal document, for organisational purposes.

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<sup>1</sup> [https://www.sehd.scot.nhs.uk/mels/CEL2011\\_32.pdf](https://www.sehd.scot.nhs.uk/mels/CEL2011_32.pdf)

## **Discussion**

This Plan has developed using the 6 Steps to Integrated Workforce Planning methodology, as required by CEL 32 (2011). Intelligence to inform the Plan has been gathered from the organisational strategic direction such as the Clinical Strategy as well as from Service Workforce Plans which have been undertaken by individual services and sectors. These have identified the risks, developments and actions to be taken forward.

## **Key Risks**

The risks highlighted within this year's Plan include:

Ongoing challenges with workforce supply which impacts on recruitment, particularly in relation to some medical specialties, Nurses and Midwives, Allied Health Professions and small occupational groups such as Healthcare Scientists;

The aging workforce and the implications for working longer;

The need to provide safe, effective and quality services through a time of significant change;

Locum and bank expenditure;

Financial challenges;

Managing expectations; and

GP recruitment.

## **Conclusion**

Continued collaboration, ownership of workforce challenges, innovation, transformation, investment in new roles, improved utilisation; and new ways of working will be pivotal to the delivery of the Grampian Clinical Strategy.

Continued partnership working with local authorities, Health and Social Care Partnerships, the third sector and other Boards will be vital for delivery of the Strategies ambitions for the future.

## **Responsible Executive Lead and contact for Further Information**

If you require any further information in advance of the Board meeting, please contact:

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## **Background papers/supporting information**

The Workforce Plan 2019 - 2022 is attached.