



The Association of Health & Care Workforce Planning



**Roles & reasons**

**Synopsis Guides**

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## Overview

The Association exists to help you undertake any aspect of workforce planning that you need and is for anyone who works with staff in health and care. As part of this, it will provide:

- **Training guides** – a view on the workforce planning skills that you will need to do your role. Sources for training will also be available.
- **Approaches** – how-to guides on common workforce planning reasons.

The sections below set out the roles and reasons for which guides will be available.

## Training Guides for Roles

Training guides will be available for the following roles:

- Front-line manager – service manager, team leader, practice manager etc
- Organisation workforce planning lead
- Health & Care system or place workforce lead
- HR Business Partner
- Transformation lead,
- Executive lead
- Other

## Front-Line Manager

You are a team leader (or are about to be). You manage people. To be honest, you are in probably the most important group in the world of workforce planning. You have a critical role to play to make sure that you have the right people with the right skills, behaviours and attitudes in the right place at the right time. You might not be able to make big decisions on how many medics or social workers we are going to train. You might not be able to design complex models, or build a system-wide collaborative. But you can build and maintain a team, constantly developing people and matching need with the right people. To do that you are going to need a wealth of skills, including:

- The day-to-day skills (what we call “front-line workforce planning”) – Leadership, rostering, giving permission, managing sickness, coaching, mentoring, change management, communication etc.
- The annual (or similar) skills – redesign, recruitment, training, annual planning, demand and capacity planning etc

Our guide will point you towards the right areas for you to benchmark your skills and develop new ones.

### Leading an organisation or system synopsis

If you lead an organisation or health and care system, you have the power to make sure that workforce planning is done properly for the benefit of staff, service-users and the organisation itself. Of-course that means making sure that every bit of workforce planning is done well across the whole organisation, so it isn't simple or easy. Just incredibly worthwhile. It includes:

- Building the workforce planning skills of front-line staff - Leadership, rostering, giving permission, managing sickness, coaching, mentoring, change management, communication etc.
- Building an organisation-wide workforce plan and a set of interventions to move towards having the right staff in the right place to meet demand.
- Building a programme of workforce redesign.
- Participating in system-wide workforce planning efforts.

The guide will set out a high-level plan for doing this – whilst delivering the kind of benefits that are needed to justify the effort – and set out the skills you may need as well.

### System workforce lead synopsis

If you have a position involved in the leadership of a health and care system, like an Integrated Care Board, System or Place if you are in the UK, then you might be interested in many different aspects of workforce planning. The main area we would draw your attention to, is the Workforce Collaborative or Hub – a mechanism by which you can ensure that your entire system has enough of the right people with the right skills, behaviours and attitudes in the right place at the right time. A Workforce Collaborative or Hub will help give you the sort of control over workforce planning that you wish your current governance and system workforce activity was giving you, as well as addressing your biggest risks and issues and optimising workforce planning activity across multiple sectors, organisations and pathways,

The guide will take you through the aspects of the collaborative, as well as highlight the skills you may need in your role.

### HR Business partner synopsis

As an HR Business Partner, your role is an interesting one when it comes to workforce planning. Everyone expects you to be the expert, but your job is to get them to do it – because the task is bigger than just one person.

So you need to not only know almost everything about it, but also how to develop many of the skills in everyone else. That means you will need skills in:

- Building the workforce planning skills of front-line team leaders - Leadership, rostering, giving permission, managing sickness, coaching, mentoring, change management, communication etc.
- Building the workforce planning skills of managers – in developing workforce plans
- Assisting with the interventions that will make a difference – how to recruit, encourage people to return to their careers, improve retention, change practice to introduce new or enhanced roles etc

The guide will take you through this in more detail, and highlight the opportunities for skills development across the range of workforce planning.

## The reasons

We will provide guides for a range of reasons for workforce planning. These will include:

- Developing a new hospital or site
- Building an annual plan
- Undertaking workforce redesign.

In addition, many of the roles already mentioned will include guides to setting up a workforce collaborative and running an organisational workforce planning programme.

## New hospital synopsis

If you have been asked to develop the workforce elements for a new hospital or facility of some sort, then this could include developing quite a few things:

- The workforce bits of a Business Case (from Outline to Full)
- A workforce model
- A workforce strategy
- A pipeline plan – to move from where you are now, to the planned future state.

And within each of those areas, there could be quite a lot to consider. Basically, this is a job for a consummate workforce planner! (Or a team of people who can do almost the full breadth of workforce planning).

Our guide takes you through the main elements of each of the above to give you a structure to consider – and points you towards the resources you need.

### Annual plan synopsis

So, you've been asked to submit the annual numbers for your organisation – so you probably work in the NHS. You are going to need to work out a few things like:

- What staff do you currently have, including your use of temporary staff?
- What gaps have you got, and how might that get worse through turnover?
- How might future demand increase that gap?
- How do you plan to address that gap? How many do you plan to recruit domestically, internationally etc? How many of the “new” roles have you planned for? Etc...

And you are going to have to fill in a spreadsheet and send it off. Our detailed guide takes you through what you should do – including some fun thoughts about aligning the thoughts of your clinical or ops teams with your finance teams.

### Redesign synopsis

So, you've been asked (or have decided) to do some workforce redesign? Maybe you are a transformation lead, interested in workforce transformation? Well, luckily for you this is an area where there are loads of approaches that you can take, and where there is a lot of training available. Unluckily, it generally includes more than just workforce redesign – when we look at this topic we break it down into three areas:

1. System redesign – workforce is a part of a system, a very important part. But we can change the number and type of people we need by simply changing other things and without really worrying about redesigning the workforce. We can change the process, the equipment we use, the digital assets, the organisations that do the work, the flow of demand, the level of service we offer, the buildings we use, etc.
2. Workforce redesign – if someone else is doing the whole transformation thing, but you may just need to do the workforce bit - working out what tasks people do, what their priority is and what skills are needed and then matching it to the skills of the staff you have available.
3. Workforce modelling – you knew spreadsheets were coming at some point, didn't you? Well, here they are (unless you have an on-line system like WRaPT around).

The guide will take you through a way of doing this lot – and point you at the training you need if you want to do it another way.