

CAMHS Workforce Planning Reference Notes

To assist in completion of the CAMHS Workforce Plan Template

Before embarking upon the development of the workforce plan, please read pages 1-16 of the Workforce Manual:

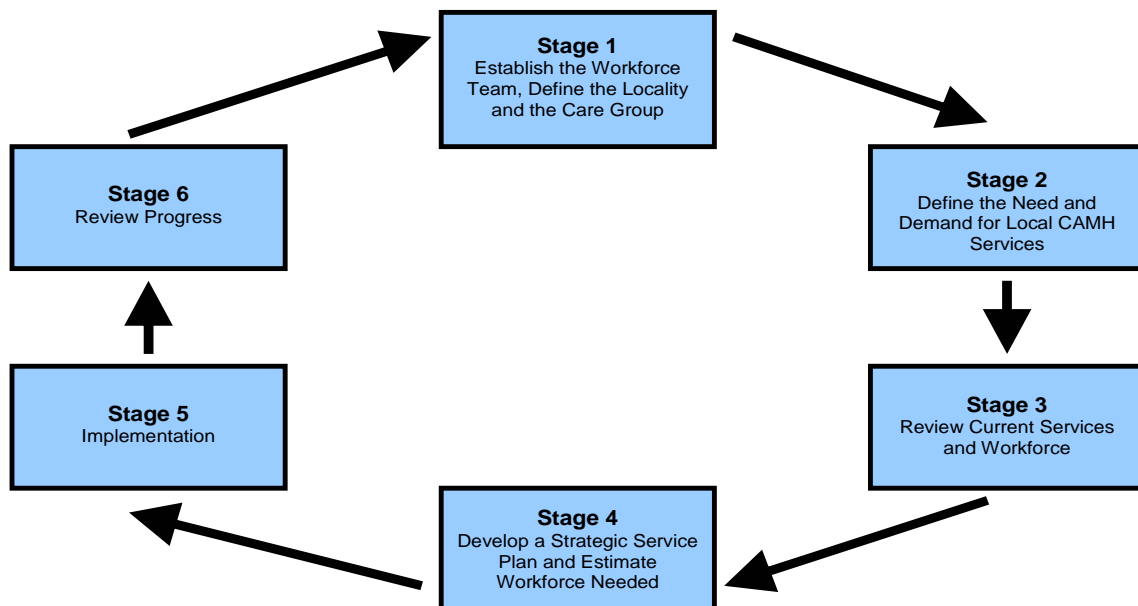
Nixon, B., (2005) *Delivering workforce capacity, capability and sustainability in Child and Adolescent Mental Health Services*

The text contained within these reference notes is also drawn from pages 17-28 of the Workforce Manual.

The workforce strategy or plan must include:

- a clearly articulated vision - what are its aims and real intention
- defined measurable objectives, with timescales – when is the strategy going to be delivered
- an implementation plan, the delivery programme – who will deliver it and how
- performance indicators, with clearly defined milestones for measuring success
- evaluation and review mechanism

This translates into the planning cycle given below:



Stage I . Establish the Workforce Team, Define the Locality and Care Group

The Workforce Team

The CAMHS partnership has responsibility for developing the Joint Workforce Plan and should establish a subgroup (Workforce Team) to take on the task. This group should be task focused and time limited. Members (possibly co-opted) must include colleagues from Finance and HR. Key directors and managers need to be fully engaged and participative in defining the scope of the workforce strategy. Partnership members should ensure sign-up from their own managers and/or members.

What will it deliver

The workforce team should consider:

- What objectives will the strategy deliver?
- What ministerial, national, local drivers will it achieve?
- What LDP targets will the strategy deliver?
- What will the strategy deliver to the health economy?

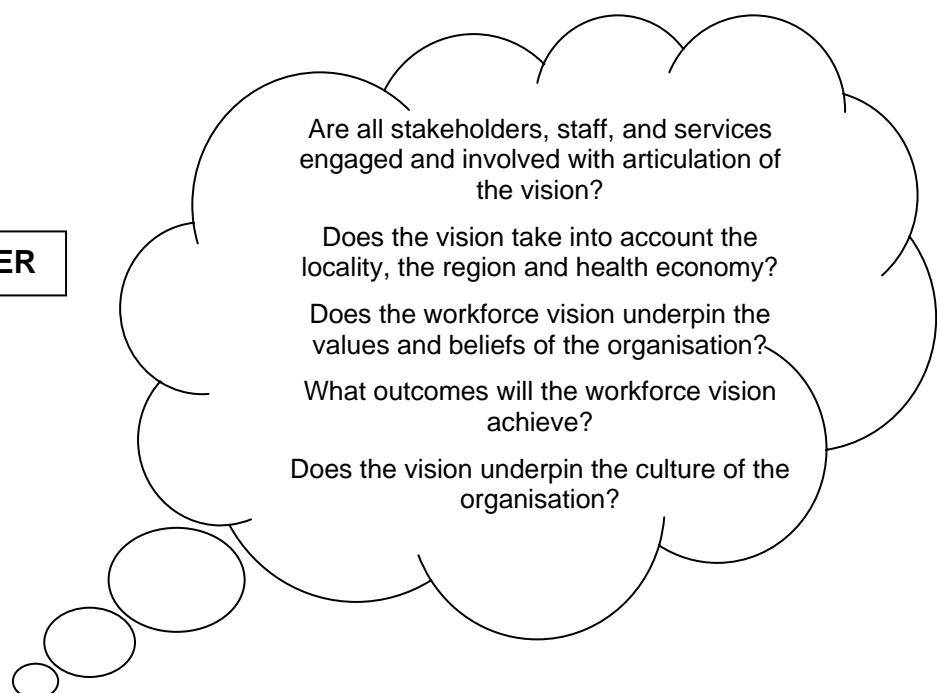
Developing and articulating the vision

The vision should create a picture for the service aspirations and the workforce that will ensure those aspirations are realised. It should cover the six themes of

- Workforce Design and Planning
- Recruitment and Retention
- New Ways of Working
- New Roles
- Leadership
- Education and Training

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Stage II. Define the Demand for Local Mental Health Services

Population needs assessment

In order to have a good grasp of the mental health needs of the children and young people for whom a service is to be provided, it is important to gather information about service demand. The local population needs assessment will provide a analysis of mental health need, which, combined with knowledge about service activity and service gaps, will permit the estimate of demand for services.

It is assumed that the majority of CAMHS partnerships will already have a population needs assessment. This should include both:

- an estimate of demand from epidemiological data – this is likely to reveal current and 'hidden demand'
- identification of the needs of those in contact with services and forecasting of changes based on previous experience

If there is no needs assessment, please see the *Needs Assessment* module of the *Partnership Facilitation Pack* and read page 18 of the *Workforce Manual*.

Baseline information

The sorts of data that assist in making decisions about types of service and the workforce needed to provide effective interventions include:

- Numbers by age bands, gender and ethnic background
- Numbers of people 'difficult to engage'
- Numbers seen in primary care
- Numbers of people with learning disability
- Numbers of people in contact with youth offending service (YOS)
- Number of young people looked after (CLA) by Local Authority
- Number of young people with statement of special educational needs (SEN)
- Number of young people in contact with substance misuse services
- Numbers of young people who self harm

GREATER DEPTH AND DETAIL IS AVAILABLE ON PAGE 18 OF THE WORKFORCE MANUAL

STOP AND CONSIDER

What types of services will be delivered, where will they be delivered, how will they be delivered and what types of skills and competencies will workers require to deliver the new workforce vision?

Have all the potential scenarios been considered?

Have you considered all the services and the clusters of services?

Stage III. Review Current Services and Workforce

Review current services

It is necessary to identify and map the current services. This should include delineating the service components and showing how they are positioned in relation to one another. Many existing CAMHS strategies will already contain a service map, sometimes within the needs assessment. Where there is no existing service map, see the *Service Mapping* module of the *Partnership Facilitation Pack*.

Review current workforce

This review should include issues concerned with the profile and supply (i.e. retention and recruitment) of existing staff. Consideration should also be given to the nature of the labour markets likely to impact on the recruitment and retention of staff. The core data required are the numbers and types of staff by agency, service component and location. When collating data across a number of organisations care needs to be taken to ensure compliance with data protection legislation.

Understand the local labour market

This involves answering the following questions.

- What is the breakdown in terms of ages of the population and gender mix? For instance, is there a preponderance of older people? Is there likely to be a bulge in school leavers?
- What is the local employment situation, including unemployment, competition and variations between different geographical areas? Are there any particular unemployed groups that could be targeted for employment in Mental Health Services?
- What are the levels and types of competition for local staff? For example are there some big employers already in place or will there be some who are expected to move into the area?
- What are the local expectations about rates of pay, terms and conditions? By example, is the local supermarket paying more per hour for the “untrained” workforce?
- What is the local level of educational attainment and expectations?
- Is there sufficient affordable housing locally?
- Could there be potentially an untapped source of staffing? An example would be the black and minority ethnic communities locally.
- How might service users and carers be used to develop the workforce?

Understand the regional/national/international labour markets

The recruitment and retention of certain staff groups will be dependent on national and regional labour markets. It is these levels that often are the most important for professional groups, and the local service needs to review the situation with respect to staff from the national/regional labour markets. The possibility of recruitment from the international labour market requires an awareness of the realities of these markets for particular professional groups.

GREATER DEPTH AND DETAIL IS AVAILABLE ON PAGES 19-20 OF THE WORKFORCE MANUAL

STOP AND CONSIDER

Your HR representative
can provide most of the
information about
labour markets

Stage IV. Develop a Strategic Service Plan and Estimate Workforce Needed

The strategic service plan

The strategic vision for future services should have the following features:

- Orientation to the future and clarity of purpose (e.g.: over the next 5/10 years).
- Alignment with the strategic vision in the Local Delivery Plan and its key strategic objectives, activity milestones, targets and outputs.
- Inclusion of the service components specified in the Child and Adolescent Mental Health policy guidance (PSA Targets) and designed to meet the standards of the NSF and ECM.
- Identification of which organisations will be responsible for providing specific services.
- Inclusive of the voluntary sector and private sector.
- Commitment to continual review to take account of experience and innovations, particularly with regard to the development of increased flexibility in the roles and responsibilities of staff.
- Identification of those groups of people with mental health problems who require StHA wide services, supra StHAs or National Services.

NB The strategic service plan is based, wholly or partly, on the existing CAMHS strategy.

Calculate the demand

Calculating the workforce demand to deliver the workforce vision involves identifying the currency of the demand – the whole time equivalent of skills and competencies to deliver service capacity. The impact on demand comes from many sources and places tension on the direction of travel. For each service provision, the impacting drivers need to be taken into account as they can add weighting to the WTE required to effectively and safely deliver the services.

To calculate demand, is to look at what each of the service visions are expected to deliver and calculate exactly what you would need in terms of workforce capacity to deliver that desired future service. Ignore your current workforce capacity until this exercise is complete as it will only detract the thought processes required. The whole system planning model is ideal for determining future demand and takes into account physical and financial resources whilst determining workforce demand around population/patient centred needs. It is imperative that the demand calculated is affordable (there is no point in forecasting a major growth in workforce when financial revenues are in deficit).

GREATER DEPTH AND DETAIL IS AVAILABLE ON PAGES 20-21 OF THE WORKFORCE MANUAL

STOP AND CONSIDER

Have you mapped future supply and against current supply and identified an action plan for closing the gap?.

Do you have a recruitment and retention strategy or action plan?

Stage IV continued

Estimate workforce needed

The Local Strategic Service Plan should be sufficiently clear to be used to estimate the workforce required and lead to the production of the Joint Workforce Plan. The work involved in estimating the workforce needed is outlined as follows:

- Identify for each service component, the staffing and skill mix required to provide that service, taking into account national guidance, but also taking the opportunity to develop innovative local solutions. An illustrative spreadsheet for estimating the future workforce and for collating this information is included.
- Collate the staffing information to give an estimate of the total staff numbers required by type, agency and location.
- Identify the gap between current and the future staff and skills required.
- Clarify the relationship between local labour market factors and expected staff demand (i.e. are there enough people available in the local labour market?).
- Identify the relationship between demand and the national labour market.
- Where appropriate, establish the workforce needs of other agencies involved in delivering mental health services e.g. YOS, Education, SSD etc.
- Provide information for the commissioning of training places and programme content, review the results for feasibility and discuss the skill gaps with the Workforce Development Confederation/StHAs.

Skills Mix

The *plan* needs to address not just the total numbers of staff required but their skills and skill mix between team members and agencies and the way they are deployed geographically and between teams. Below are a number of key questions which are likely to require careful consideration in the development of the Joint Workforce Plan and the implementation of the Local Strategic Service Plan.

- What do the current job descriptions say about roles, responsibilities, skills and competencies?
- How are the forthcoming National Occupational Standards, Skills for Health, going to be used to develop the skill mix of staff and to influence job descriptions/specifications?
- Do professional staff concentrate on what only they are trained to do?
- Are professional staff involved in tasks which others are more suited (or trained) to do?
- Does the morbidity and mortality data (trends) suggest a change might be required in the skill mix?
- How are the new types of primary care workers going to effect skill mix and where will they be located?
- How do services intend to deploy and use the proposed Community Development Workers for ethnic minority groups?

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Have all the options been costed for viability?

Have you considered all the options for increasing, maintaining or re-deploying workforce supply?

Stage IV continued

The job ready population

Staff within NHS, or who could adapt very quickly

- Developing the skills and competencies of existing staff using agenda for change and knowledge and skills framework through personal development programmes
- Recruiting staff from other healthcare employers within or outside the NHS
- Return to practice staff from all specialties
- International recruitment for all specialties and hard to recruit to posts
- Succession planning for staff groups to develop into new or more skilled roles
- Retention strategies to keep your highly skilled and competent staff
- Effective workforce utilization can enhance the supply of your existing staff by smarter rotas and rosters.
- Utilisation of bank staff, locums, contract and temporary staff to increase supplies in period of high demand.
- Widening access schemes
- Offering incentives to stay or come back

New Supply

An organisation can increase its supply of workforce through:

- Recruiting from non-healthcare workforce to boost economy supply
- Recruitment of newly qualified staff from: undergraduates, assistant practitioners, and any others.
- Offering clinical placements
- Offering secondments
- Offering short term contracts to boost new supply
- Widening access schemes – equality and inclusion agenda
- Attracting school leavers and engaging school children
- Increasing commissions
- Reducing attrition rates in education
- Improving the first destination rates from education into health and social care

New ways of working

An organisation can enhance its supply through development, modernisation, and new methods of working and new roles.

- The role of support workers/assistant practitioners
- Role of and expansion of advanced practitioners
- Development of AHPs roles
- Modernisation of services
- New methods of learning can develop the existing workforce much quicker than the long lead times of some professional education.
- Multi-agency and multi-professional posts
- Productive time efficiency measures
- Ensure fitness for purpose through training needs analysis (TNA)
- Link in with education providers and the Ongoing Quality Monitoring and Enhancement Process (OQME) to underpin workforce improvement

GREATER DEPTH AND DETAIL IS AVAILABLE ON PAGES 23-24 OF THE WORKFORCE MANUAL

Stage V. Implementation

Links with workforce confederations/StHAs

Implementation will involve consultation and collaboration with, and action by, the Workforce Development Confederations/StHAs. The provision of data to the Workforce Development Confederation about the commissioning of training numbers across professionals as well as advice about investment in continuing professional development and other workforce developments is vital to successful implementation. Without good local plans the effectiveness of the Confederations/StHAs will be significantly impaired. Linking into the workforce planning cycles with appropriate and timely information will also be crucial to successful implementation of the Plan. The Workforce Team should provide a report on progress with their Action Plans every three years to the StHAs and Workforce Development Confederations. These plans should aim to ensure a high quality workforce capable of delivering the service that will inspire the confidence of the public and service users.

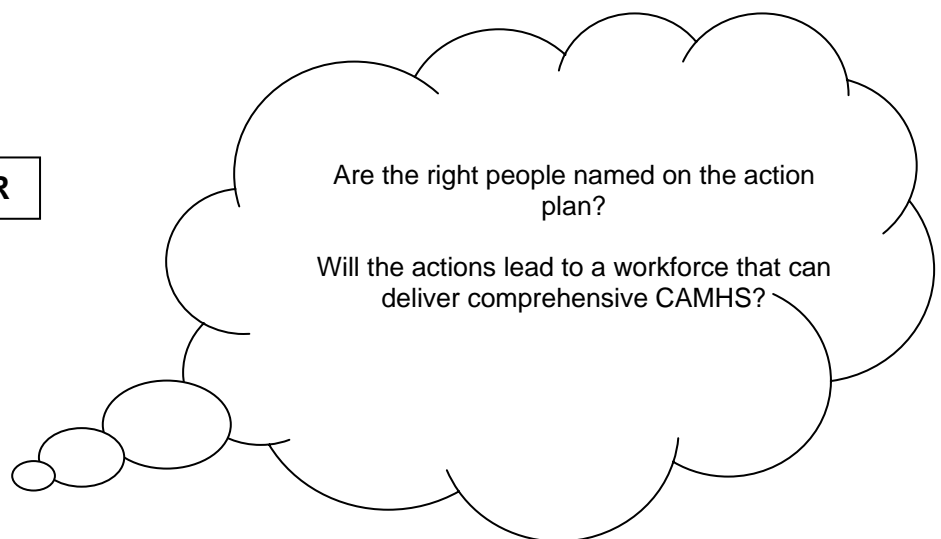
For those supplying the information which goes toward developing the Joint Workforce Plan, there needs to be a feedback mechanism or loop. This is so that they can see that the data or information they are providing is both useful and is feeding directly into the development of such a plan. This will help drive up the quality, provide a sense of collective ownership to the process and provide for a review of the type, adequacy, quality and time-scales of the information being provided.

Actions

The plan should answer the majority of the questions identified below.

- Where are we now?
- What do we want to achieve?
- How do we get there?
- What steps or actions need to be put in place?
- What is the timeframe for achieving the steps/actions?
- What are the constraints and how might they be overcome?
- What resources are required and who will provide them?
- Who has the responsibility for achieving each step or action?
- What support can they call on and who will provide it?
- Who are the stakeholders and how are they going to monitor and review this?

STOP AND CONSIDER



Stage VI Review progress

Workforce planning needs to run to a clear annual cycle of updating plans and evaluating the actions and timescales. It is vital that the workforce planning processes are tied into the broader cycles of service planning and review. It is suggested that a more thorough systematic three yearly review of the information analysis and workforce planning process is undertaken. This tri-annual cycle is suggested to take account of the complexity of the workforce planning process and time required to evaluate implementation. This cycle and timescales should operate across all agencies and all staff groups on a consistent and coherent basis. The review process should also monitor progress against the action plan, put in place to support the Joint Workforce Plan.

The whole purpose of your workforce action plans is to bring about change – service improvement, workforce improvement, workforce development, applicable skills and competencies, a supply to meet the demand and mechanisms for bridging any gaps. The plan will be worthless unless it is implemented and actions happen.

Performance management, monitoring and productivity; Local Delivery Planning (2005-2008) Monitoring

It is envisaged that the workforce envelopes aggregated from trust submissions in the Local Delivery Plan 2005-2008 will be monitored on a regular basis by the SHA, It is important that the organisations strategy and action plan underpin the envelopes established by the organisation. The Recovery and Support Unit have indicated that a number of Local Delivery Plan Reviews (LDPR) are planned over the next 12 months. Any modifications to the LDP must be reflected in the action plans to substantiate the change and ensure plans are robust.

The workforce envelopes will be monitored by the SUP01 staff subgroups. Any modifications must take into account the productive time measures for improving efficiency through skill mix and whole system process change.

Monitoring

Monitoring can take many formats; use the most applicable and appropriate for your organisation to monitor progress:

- Progress against action plans
- Project Plans
- Report Card
- Balanced Scorecard
- Variance monitoring
- Progress against trajectories
- Gap analysis
- Organisation comparison
- Organisation ranking
- Service delivery plans
- Financial budgets
- Star ratings – annual healthcare check review
- Traffic lighting progress

Evaluation of the process needs to ensure that the strategy is delivering the strategic objectives The whole ethos behind this strategy / action plan document is that it produces a “living” strategic action plan that can be updated, amended, evaluated and reviewed to produce the best outcomes for the organisation.

GREATER DEPTH AND DETAIL IS AVAILABLE ON PAGES 25-26 OF THE WORKFORCE MANUAL