



Department  
of Health

# Healthcare in the UK and anticipated workforce planning

28/29 January 2014

EU JA conference, Bratislava, Slovakia

# Healthcare in the UK – England, Scotland, Wales and Northern Ireland

- In 1999, responsibility for health services was devolved to the administrations in Scotland, Wales and Northern Ireland.
- The administrations have powers to choose how much money to spend on health services, what their policy priorities should be, and how services should be delivered, as the UK Government does for England.
- Funding for the NHS comes directly from taxation and is granted to the Department of Health by Parliament. When the NHS was launched in 1948 it had a budget of £437 million (roughly £9 billion at today's value). For 2012/13 it is around £108.9 billion.

# Healthcare in the UK – Workforce

- The UK NHS employs more than 1.7m people. Of those, just under half are clinically qualified, including, 39,780 general practitioners (GPs), 370,327 nurses, 18,687 ambulance staff and 105,711 hospital and community health service (HCHS) medical and dental staff.
- Only the Chinese People's Liberation Army, the Wal-Mart supermarket chain and the Indian Railways directly employ more people.
- The NHS in England is the biggest part of the system, catering to a population of 53m and employing more than 1.35m people.
- The NHS in Scotland, Wales and Northern Ireland employs 153,427; 84,817 and 78,000 people respectively.

# Role of the Department of Health in England

## Overall DH role

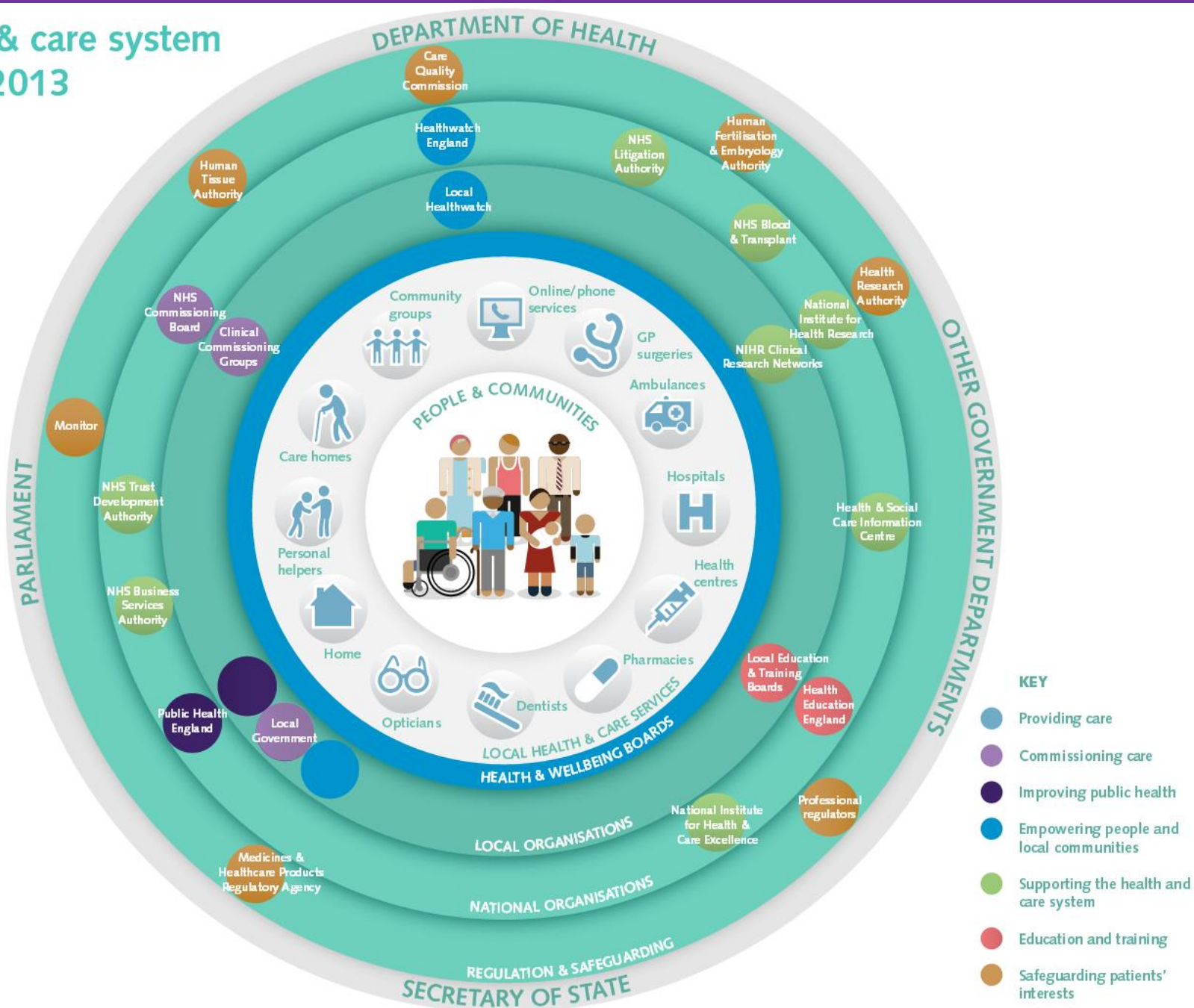
- Provides strategic direction for the NHS and wider health and care system
- Provides “stewardship” to ensure that the health and care system is delivering the right things for patients, service users and the public
- Creates national policies and influences global leadership in health and care policy
- Provides leadership around values and common purpose.

## DH and workforce planning

- Works and plans with the devolved administrations of Scotland, Wales and Northern Ireland
- DH sets the mandate for Health Education England who are responsible for education, training and workforce development
- DH commissions the Centre for Workforce Intelligence (CfWI) to ‘produce quality intelligence’

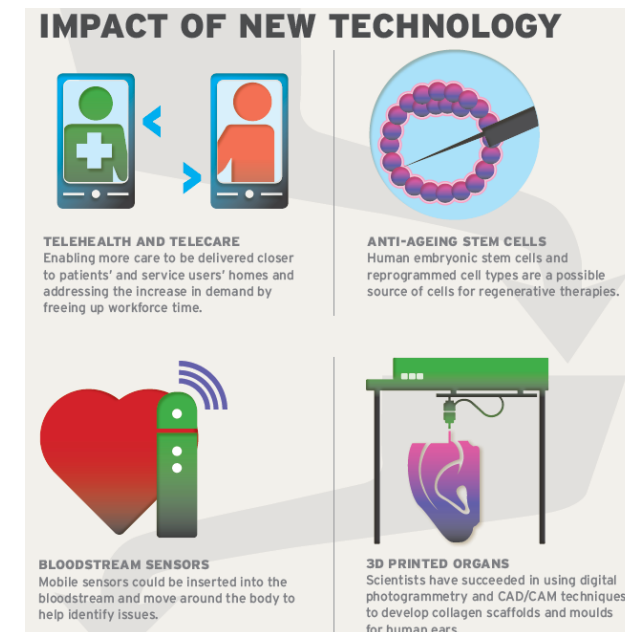
# England – health & care system

## The health & care system from April 2013



# Population change and informed planning of the workforce

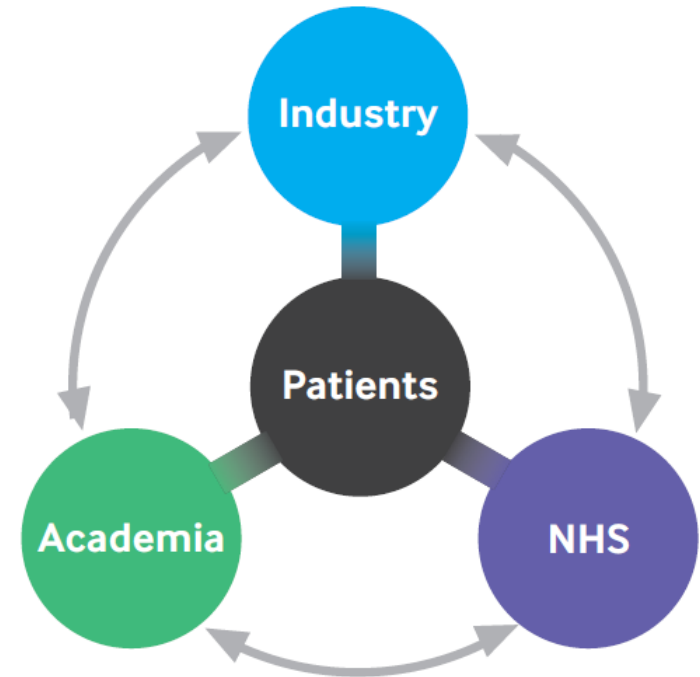
- The number of people aged 65 & over is likely to grow more quickly than other sections of the population in England. Over the next 20 years the population will likely grow more quickly than the previous 20 years.
- The impact of technology and innovations require a longer term focus to judge future changes to workforce (increases / decreases)
- This requires a workforce and planning strategy that is sustainable, flexible, makes informed investment decisions and delivers a high quality service.
- Uninformed workforce policy making runs the risk of boom and bust cycles



# A longer term focus working with people

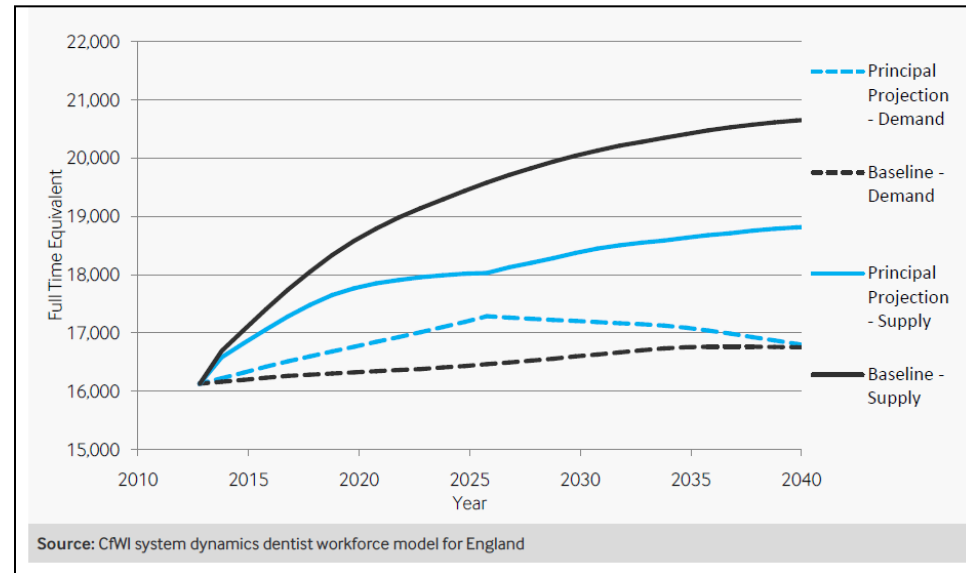
The UK uses Horizon Scanning to generate intelligence to:

- influence workforce policy to anticipate possible future developments
- ensure security of workforce supply
- increase value in the health and social care system
- improve quality of care by planning for a sustainable workforce that meets the health and social care demands of the population
- improve the efficiency and productivity of the workforce



# Recent examples - Dentists

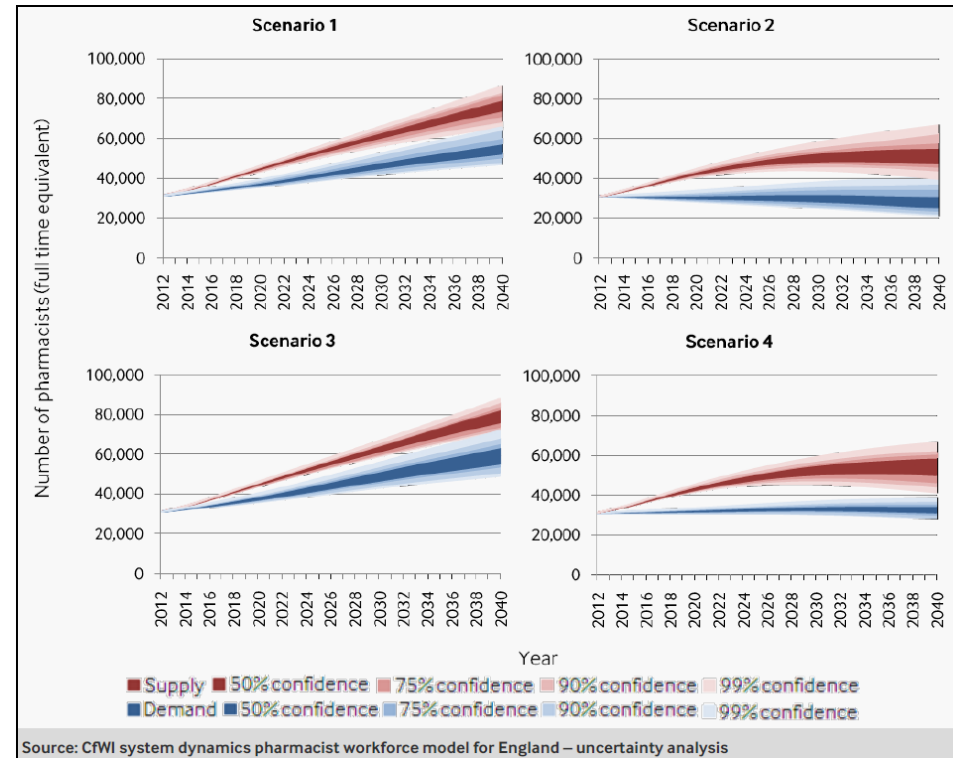
- Health Education England (HEE) and the Department of Health (DH) commissioned a review to forecast and analyse the future supply of and demand for the dental workforce in England between 2012 and 2040.
- Key findings - In both the principal baseline projections, **the supply of dentists is forecast significantly to exceed expected future demand.** It is likely there will be a surplus supply of dentists in the future, ranging between 1,000 and 4,000 dentists by 2040.





# Recent examples - Pharmacists

- The Department of Health (DH) commissioned a review to forecast and analyse the future supply and demand for the pharmacist workforce in England between 2012 and 2040
- Key findings - In all four scenarios, **supply is forecast to exceed demand**, regardless of the pharmacist's role in healthcare. Therefore it is likely that there will be a surplus supply of pharmacists in the future. The possible range of oversupply by 2040 across all the plausible possible futures is between 11,000 and 19,000.



In response, the Higher Education Funding Council for England (HEFCE) and Health Education England (HEE) are launching a consultation with stakeholders on the supply of pharmacy graduates in England. This follows a request from the government for both organisations to review the current arrangements for the study of pharmacy.

# Health Education England (HEE)

## Purpose

Delivering excellent healthcare and health improvement to the patients and public of England

Ensuring the right numbers of staff, right skills, values and behaviours

Ownership of the time and investment taken to select, educate, train, recruit and develop the healthcare workforce

Focus on the current and future workforce for the needs of patients today and tomorrow

Support healthcare providers and clinicians take greater responsibility for planning and commissioning through Local Education and Training Boards (LETBs)

## Our Remit

- National leadership/oversight of workforce planning, education and training
- Promoting high quality education and training responsive to changing need
- Ensuring security of supply
- Appointing and supporting LETB development
- Allocating and accounting for the NHS education and training resources and the outcomes achieved



# Health Education England (HEE)

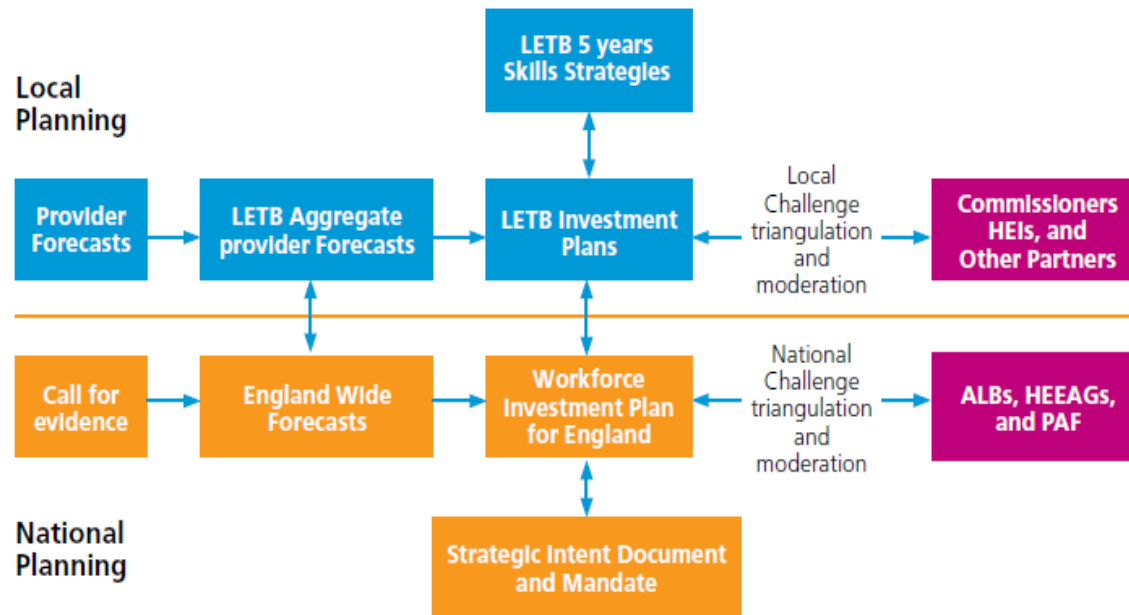
## Drivers / Priorities

- *Recognising responsibility and accountability*
- *Driven by local needs and decision making*
- *Within a national accountability framework*
- *Informed by the views of patients and professions*
- *Using transparency as an accelerator for change*

## Outcomes

- *New system wide planning process*
- *First comprehensive Workforce Planning Guidance pulling together national and local, medical and non-medical, NHS and academic planning cycles*
- *First ever Workforce Plan for England setting out clearly the investments to be made in education and training programmes – public accountability of £4.9bn*

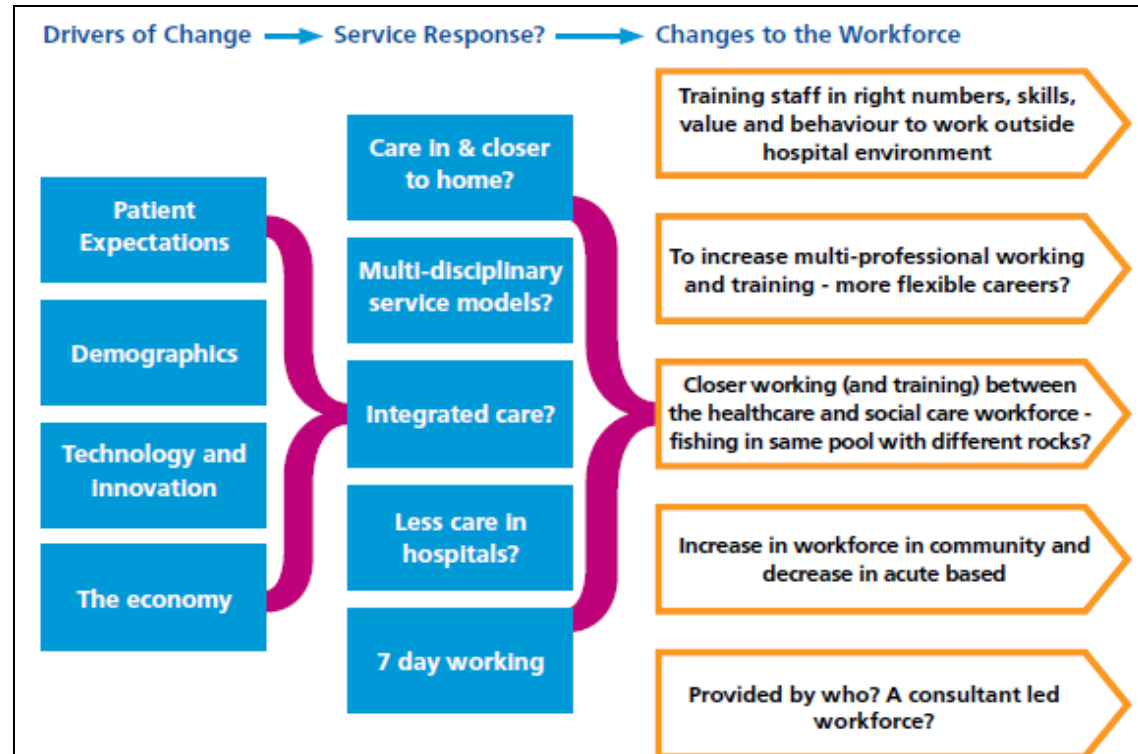
HEE Workforce Planning Process 2013



# Health Education England (HEE)

## Ambition

- From transition to innovation and service transformation
- Driven by numbers through the lens of professionals to driven by need through the lens of the patient/public
- More investment in the current workforce
- Reactively responding to need to proactively anticipating future need
- Secrecy to openness and transparency - evidence based decision making (improving data, demand and supply modelling to aid “future proofing”)
- Whole workforce; professional and non-professional
- Across sectors; working with system partners to deliver change



# How NHS Scotland works and its arrangements for workforce planning (1)

**Healthcare in Scotland** is mainly provided by Scotland's public health service, [NHS Scotland](#), which provides healthcare to all permanent residents that is free at the point of need and paid for from general taxation.

- Primary and secondary care is integrated in Scotland and healthcare is provided through fourteen regional Health Boards.
- Scotland has developed a **2020 Workforce Vision** in relation to the continued delivery and improvement of its future healthcare.
- The 2020 Vision **strengthens workforce planning** to ensure that the right people, in the right numbers, are in the right place, at the right time - and high quality healthcare is available where and when it is needed.
- The 2020 Vision also provides a safe environment for innovation and improvement.
- NHS Scotland is devolved: but works alongside, plans with and shares good practice with its counterparts in England, Wales and Northern Ireland.

# How NHS Scotland works and its arrangements for workforce planning (2)

- Scottish Government works in partnership with NHS Education for Scotland (NES) on education, training & workforce development for NHS Scotland staff.
- Pan-Scotland Workforce Planning Project is mapping strategic work being undertaken on workforce planning in NHS Scotland.
- Workforce planning is a **statutory requirement**. We have developed a series of ground breaking **Nursing & Midwifery Workforce and Workload Planning Tools** in partnership with nurses and the Royal College of Nursing (RCN).
- These tools are used to determine the number of nurses needed for particular clinical areas. The tools' use by Health Boards is now **mandatory**.
- All NHS Scotland Boards submit an annual **Local Delivery Plan (LDP)** to the Scottish Government (SG) outlining their plans to deliver excellent healthcare. These plans are part of a performance structure which helps to assure SG that the high quality healthcare services NHS Scotland provides are delivered by a fully supported, professional and world class staff.