Working Together for Health:

A National Strategic Framework for Health and Social Care Workforce Planning

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Introduction

• ‘Health systems can only operate if there is a health workforce’ (WHO/GHWA, 2013) – health and social care workforce is vital to provision of high quality services

• History of cyclical under and oversupply of health workers in the Irish health system

• Combined with recruitment and retention issues have led to an increased focus on health and social care workforce planning
Backdrop – 2007 to 2014

Welfare queues swell as a further 300 lose their jobs
Health Service Numbers

• 2007 recruitment moratorium
• 2007 – 2013: Health sector employee numbers reduced by 13,000
• Budget 2015: Compliance with pay framework
• September 2017: Total Irish Public Health Service employee numbers – 109,338
• 9,000+ higher than January 2015
# Key Workforce Planning Policy Developments (1998 – present)

<table>
<thead>
<tr>
<th>Year</th>
<th>Report/Study</th>
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<tr>
<td>2000</td>
<td>Expert Group on Various Health Professionals</td>
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<td>2001</td>
<td>Report of the Forum on Medical Manpower</td>
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<td>2001</td>
<td>Report of the National Joint Steering Group on the Working Hours of NCHDs</td>
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<td>2001</td>
<td>Current and Future Supply and Demand Conditions in the Labour Market for Certain Professional Therapists (The Bacon Report)</td>
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<td>2002</td>
<td>The Nursing and Midwifery Resource</td>
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<td>2003</td>
<td>Report on the National Task Force on Medical Staffing (Hanly Report)</td>
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<td>2006</td>
<td>Report of the Working Group on Undergraduate Medical Education and Training (Fottrell Report)</td>
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<td>2006</td>
<td>Report of the Postgraduate Medical Education and Training Group (Buttimer Report)</td>
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<td>2007</td>
<td>FAS, A Quantitative Tool for Workforce Planning in Healthcare</td>
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<td>2009</td>
<td>An Integrated Workforce Planning Strategy for the Health Services</td>
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<td>2012</td>
<td>Report of the Review of Undergraduate Nursing and Midwifery Degree Programmes</td>
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<td>2013 - present</td>
<td>Strategic Review of Medical Training and Career Structure (MacCraith Reports)</td>
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<td>2014 - present</td>
<td>The Taskforce on Staffing and Skill Mix for Nursing</td>
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<tr>
<td>2015</td>
<td>Health Services People Strategy</td>
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<td>2016</td>
<td>Medical Workforce Planning Ireland: A Stepwise Approach</td>
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Need for New Policy

- Growing/ageing population
- Epidemiological trends including chronic diseases
- Changes in health service delivery structures and models
- National Clinical Programmes and Integrated Care Programmes (ICPs)
- Establishment of National Patient Safety Office (NPSO)
- Global and regional health workforce demand including projected shortfalls (WHO / EU Commission)
- Health workforce – age and gender factors
- Ireland’s obligations under the WHO Global Code of Practice on the International Recruitment of Health Personnel
- Complex patterns of health worker migration - Ireland both a source and destination country
Inter-Sectoral Steering Group

- DOH, HSE
- DES, Solas, HEA
- DPER
- D/Justice (INIS)
- DJEI
- DCYA
- Tusla
- Regulators
- RCSI
- International academic expertise
Steering Group – Terms of Reference

• Agree on definition and principles of WFP
• Assess capacity of health system for WFP
• Consider adequacy of health workforce information
• Consider how WFP can be conducted in future
• Identify lessons from earlier initiatives
• Analyse relevant cross-sectoral activities
Development of Framework

• Perspectives on WFP
  - HR perspective (CIPD, 2010)
  - Labour market dynamics perspective (Sousa *et al.*, 2013)
• International developments - WHO / UN / EU / OECD
• Desk-based review - key international themes
• HRB review of WFP models, tools and processes in 5 countries
• National demographic trends
• Health sector developments
• Interfaces with other Departments/sectors/agencies
• Stakeholder consultation process (April – September 2017)
Framework Proposals

• Five Step Approach to strategic workforce planning

• Structures and governance arrangements that support and enable the application of the Five Step Approach in the health sector and inter-sectorally, where appropriate
Five Step Approach for Strategic Workforce Planning

1. Analyse
   External environment (PESTLE* including national policies/strategies)
   Internal environment (including current and future needs)

2. Assess/Forecast
   Workforce demand
   Workforce supply (including production, attrition, entries and exits, and existing workforce characteristics)

3. Identify
   Identify possible HR and/or policy solutions

4. Plan and Implement
   Agree, plan and implement HR and/or policy solutions

5. Monitor and Evaluate Outcomes
   (including implementation outcomes and HR outcomes)

Future workforce supply
Education and training
Recruitment and selection
Succession planning
Learning and development
Employee health and well-being
Performance achievement
Organisational development
Equality, diversity and inclusion
Employee relations
Job design/enrichment
Career pathways/progression
Employee engagement/experience
Work environment
HR policies and practices
HR outcomes and metrics
Structures and Governance Arrangements

Cross Departmental Group
- Overall oversight of framework implementation and prioritisation/approval of cross-sectoral strategic workforce planning projects
- DOH, DES, DPER, DBEI, DCYA, INIS, HEA, HSE, SOLAS

Joint Department of Health/HSE/Tusla Strategic Workforce Planning Group
- Sectoral oversight of framework implementation and prioritisation/approval of sectoral strategic workforce planning projects
- DOH National HR Unit, CMO representation, CNO representation, DOH Professional Regulation Unit, DOH Primary Care, HSE National WFP Unit, Tusla

HSE National WFP Unit
- Report on framework implementation and lead on strategic health workforce planning for the health sector
- Workforce intelligence, employment monitoring, medical and nursing workforce planning, health and social care professionals learning and development etc.

Local Level Workforce Planning
- Preparation of 1 and 3 year workforce plans and identification of short-term workforce gaps
- Hospital Groups, CHO's, NAS
Implementing the Framework

• An 18 month action plan with a focus on initial implementation (Q4 2017 – Q1 2019)
• Keeping up the momentum through bi-annual plans thereafter
• Programmatic and project management approach
• Communications and engagement with stakeholders
• Building the evidence base
• Annual progress reports to the Minister for Health
• Mechanism for periodic strategic review of relevance and effectiveness of the framework
• Connecting up the framework with other long-term planning processes
**Action Plan 2017-2019**

**Six Key Action Areas (Q4 2017 – Q1 2019)**

1. Establish cross-sectoral and sectoral governance and framework oversight arrangements
2. Communicate and engage with all stakeholders
3. Operationalise workforce planning in the health sector
4. Develop protocols for engagement between health and education sectors
5. Build the evidence base underpinned by research and evaluation
6. Identify and commence implementation of priority workforce planning projects to test Five Step Approach
Thank You!

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