



Sustaining quality through your workforce

Right person, right place, right time!

Phil Hudson

1st December 2009



**Collinson Grant
Healthcare**

Contents

- A word about quality
- What is workforce planning?
- And your point is?
- Workforce reprofiling
- And your point is again?
- And finally...

A word about quality – from whose perspective?

- The public
- Patients (potential and actual)
- Patients' representatives (family and appointed)
- Commissioners (direct or indirect)
- Clinicians (informed or uninformed)
- Internal customers (within pathology)
- The Daily Mail!

A word about quality – what to measure?

- Outcomes for patients
- Clinicians' satisfaction (despite appropriateness of testing)
- Accessibility
- Clarity of interpretation
- Turnaround time
- Repeatability (surely all Pathology Services give the same result!)
- Accreditation of managerial system (The Daily Mail argument)
- Variation (reduction of)
- Cost

A word about quality – what about the workforce?

- Selection
- Training
- Supervision
- Productivity
- Effectiveness
- Reward
- Motivation
- Career progression
- Sustainability

What is workforce planning?

Workforce planning is a process that aims to predict the demand for different skills and considers how best to manage the supply of suitably qualified, competent and skilled people to meet that demand. So it covers issues such as

- defining the competences that the service needs
- designing roles
- commissioning and providing education, and learning and development
- recruitment and retention
- succession planning
- flexible working arrangements

Or alternatively.....

Workforce planning is about getting the

- Right people in the
- Right place at the
- Right time and in the
- Right numbers

What is workforce planning? (continued)

- At the heart of the discipline are the measurement and management of workforce demand and supply

- Workforce supply:
 - How does the future state differ from the current state?
 - Can the gap be filled by finding new ways of working?
 - How will the gaps in skills and competences be filled?
 - What resources will be needed to make this happen?

- Workforce demand:
 - What will the service look like in the future – volumes, processes, etc?
 - What skills and competences will be required?
 - What assumptions have to be made about productivity and efficiency?
 - How many people will be needed and what grades?

Some supply side factors

- Retirement
- Part-time working
- Change in the amount of training and continuing personal development
- Change in employment
- Change in working hours (goodwill)

Some demand side factors

- Technology
- Volume of work
- Setting of work
- Reprofilng of work
- Consolidation of organisations

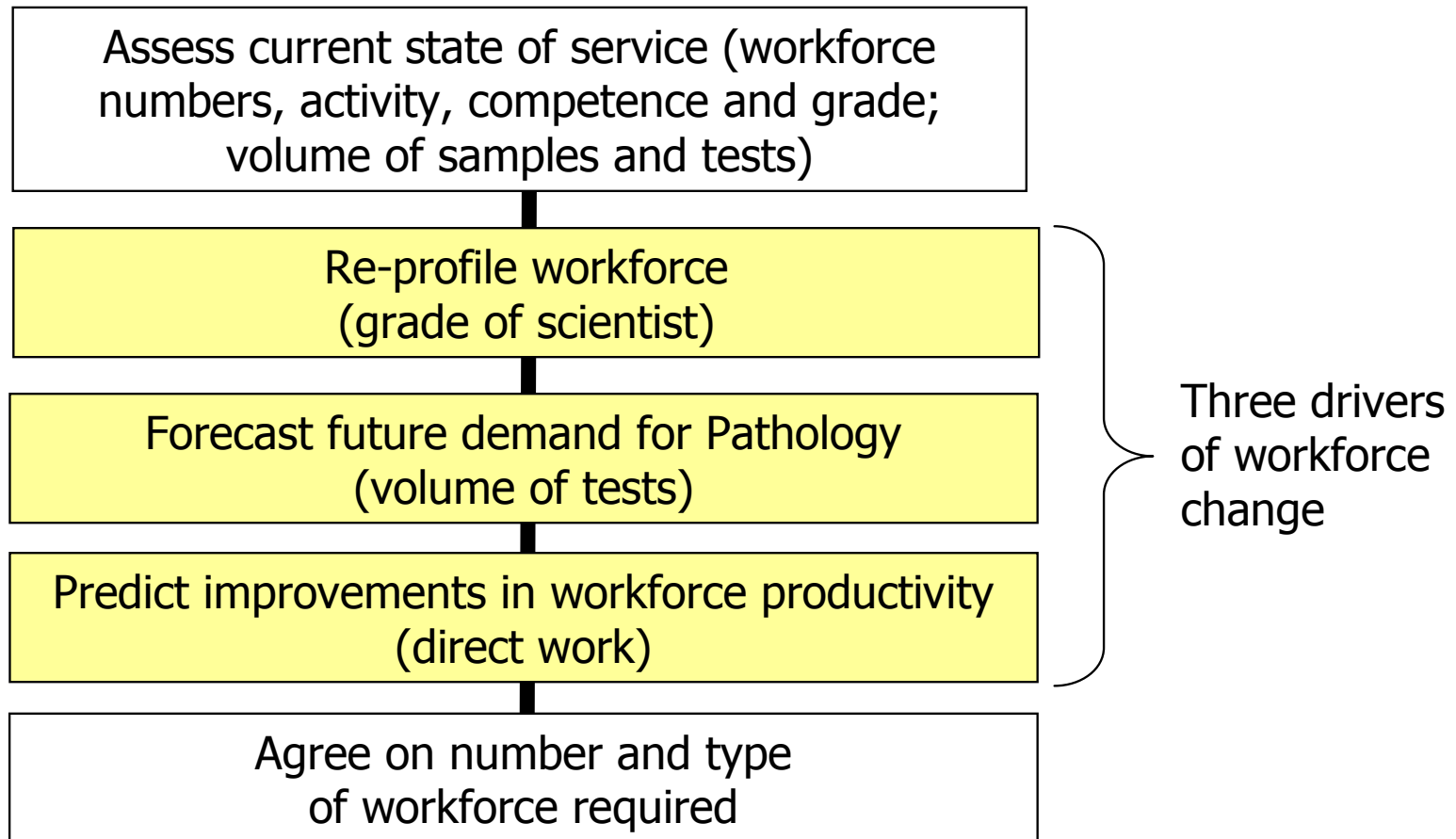
And your point is?

- Many factors may change in Pathology over the next few years
 - Supply side (the individual)
 - Demand side (the job)
- Change provides opportunities to reprofile the workforce

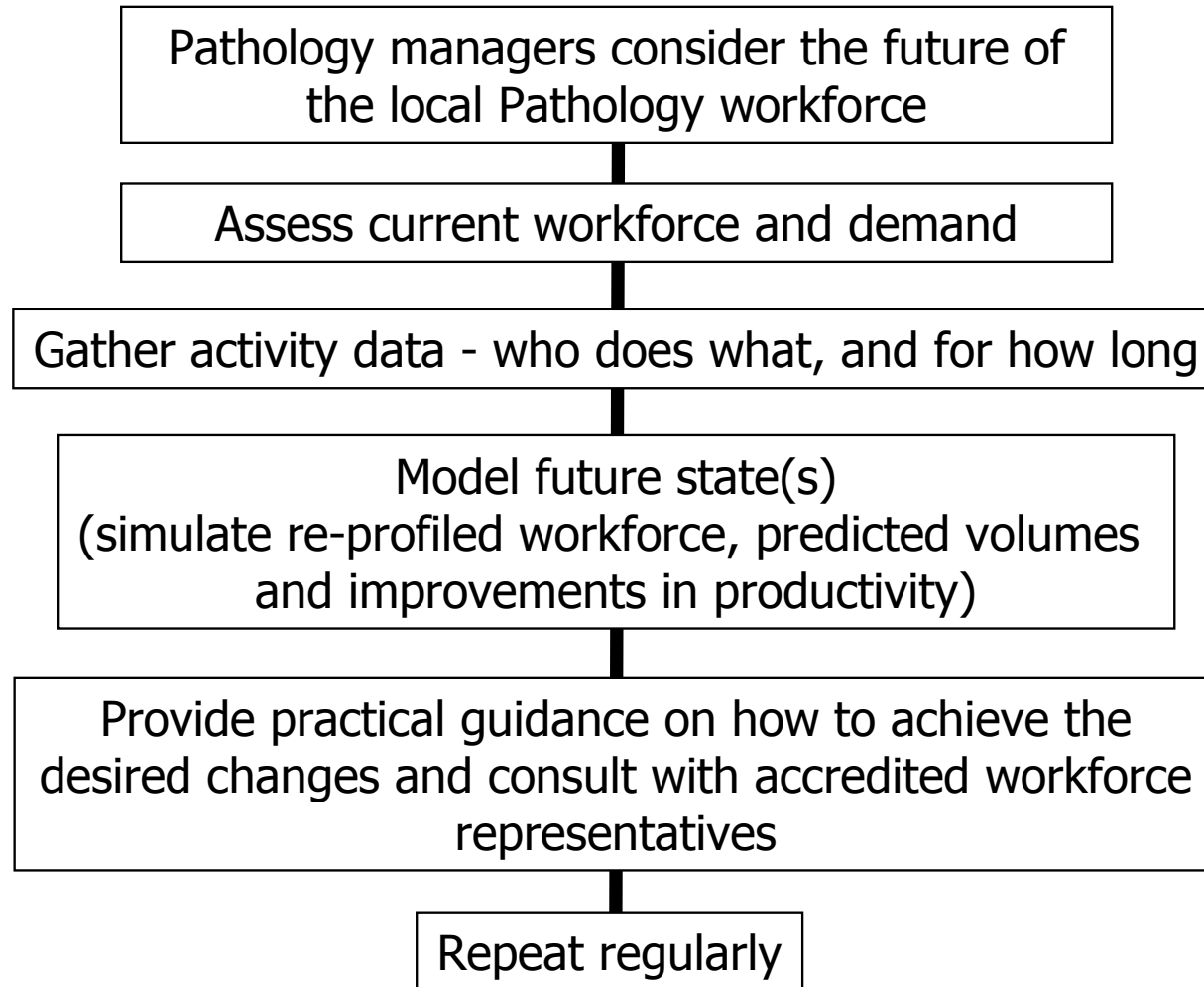
Workforce planning issues for Pathology – discuss!

- The current workforce profile is not optimised, and shortages of particular skills are predicted
- People at different grades do the same work
- There is no guidance on how to reconfigure the workforce in response to changes in volume / technology / location of work
- Inefficiencies and productivity are not well understood or measured

The workforce reprofiling challenge – what needs to happen?



Or to put it another way...



Practical exercise

- Slides not included

And finally...

- The perfect storm is fast approaching

- Government debt
- Lord Carter's 'line in the sand'
- QIPP (well, QP anyway!)
- World Class Commissioning
- Care closer to the patient
- Modernising Scientific Careers

- 'Something gotta change'

(with apologies to The Stranglers, No More Heroes, 1977)

A word about Collinson Grant Healthcare

- For over 20 years we have been helping managers in Healthcare - public *and* private - to transform the performance of their organisations
- We have worked in Pathology at all levels of the NHS
 - We played a big part in Lord Carter's independent review
 - We have helped the Department of Health to plan and develop the Pathology workforce
 - A Strategic Health Authority engaged us to examine the costs, structure and effectiveness of a confederated network
 - We have led projects in many Acute Trusts
- We have also supported many private providers of Pathology Services consider how best to succeed in the NHS market

The rights of Phil Hudson and Collinson Grant Healthcare to be identified as the Authors of the work has been asserted by them in accordance with the copyright, designs and Patents Act 1988.



Collinson Grant Healthcare Limited

Ryecroft Aviary Road Worsley Manchester M28 2WF United Kingdom

Telephone (0)161 703 5600 **Facsimile** (0)161 790 9177 **Web** www.collinsongranthealthcare.com

In London 33 St James's Square London SW1Y 4JS **Telephone** (0)20 7661 9382 **Facsimile** (0)20 7661 9400

Part of Collinson Grant Group Limited