

# Workforce innovation: Eyes wide shut

Innovations and challenges in the UK

Pro Vice Chancellor Debra Humphris  
November 2008

# Themes

- The context for change
- Workforce innovation in the UK
- Policy dynamics for future change
- Eyes wide shut

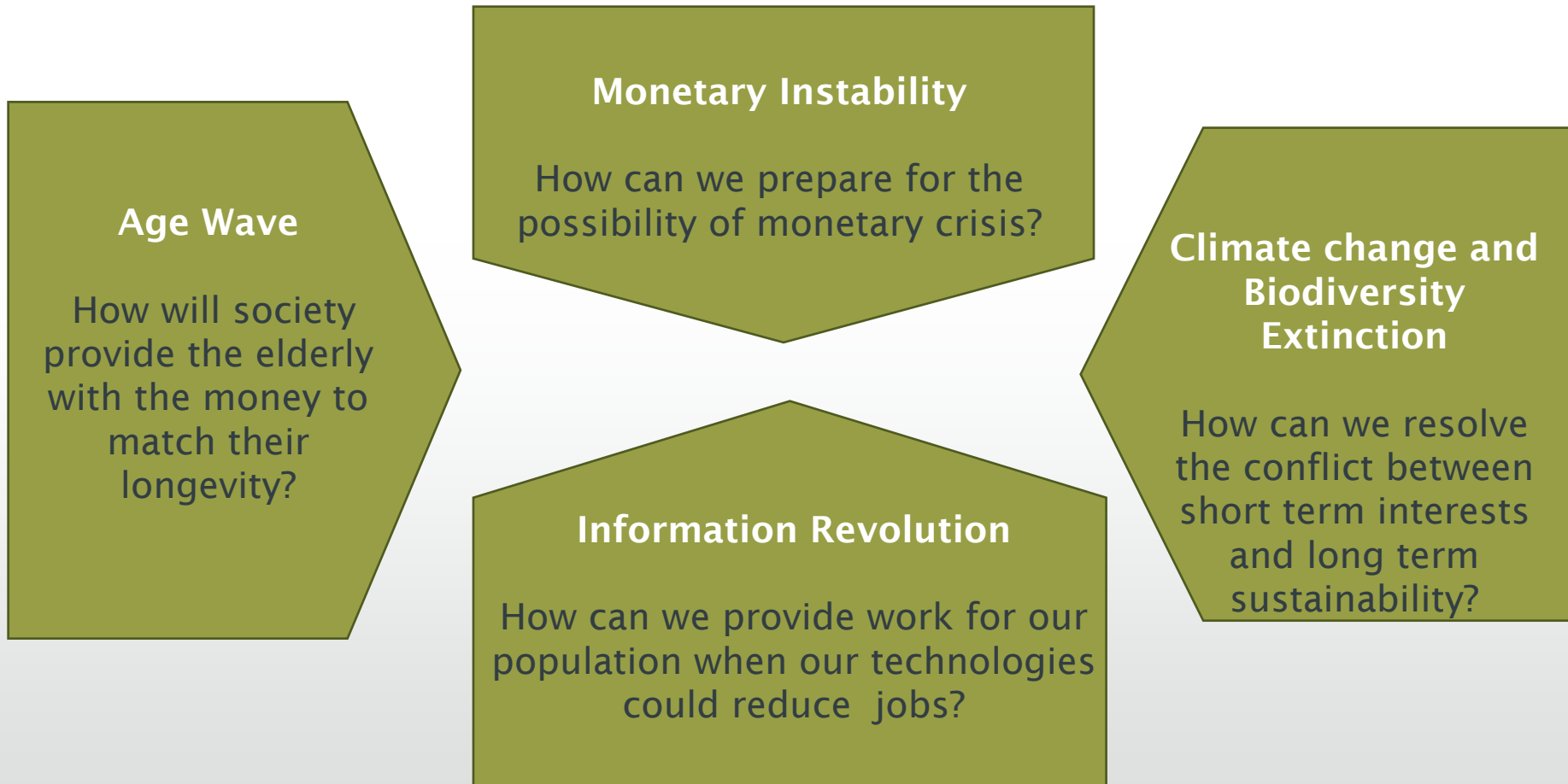
# Context

Mega trends

UK context

Will there be enough people?

# Context: Megatrends (Lietaer 2001)



# UK Population changes

- The population aged under 16 declined by 19 per cent, from 14.2 to 11.5 million (1971-2006) (ONS 2008)
- The population aged over 65 grew by 31 per cent, from 7.4 to 9.7 million (1971-2006) (ONS 2008)
- UK population will get older on average and increases in life expectancy will mean that the number of people aged 85 + will increase particularly rapidly (Cabinet Office 2008)

# Policy



HM TREASURY

- Models of engagement – ‘Fully engaged’
- *It seems likely that there will be major changes in the roles of different groups of workers and considerable scope for the health service to make better use of its most skilled workers.*
- *Although the number of health care professionals is important for the capacity of the system, arguably the way the workforce is used is even more important* (para 11.52)

Securing our Future Health: Taking a Long Term View (Wanless 2001)

# Long term conditions

- Long term conditions
  - By 2020 there will be 20 million people living with LTCs
  - People with LTCs account for
    - 70% of acute and primary care spend
    - 58% of GP appointments
    - 77% of inpatient bed day

Department of Health (2007) Horizon Scanning: Future threats and opportunities

# Will there be enough people to care? (Channon et al 2006)

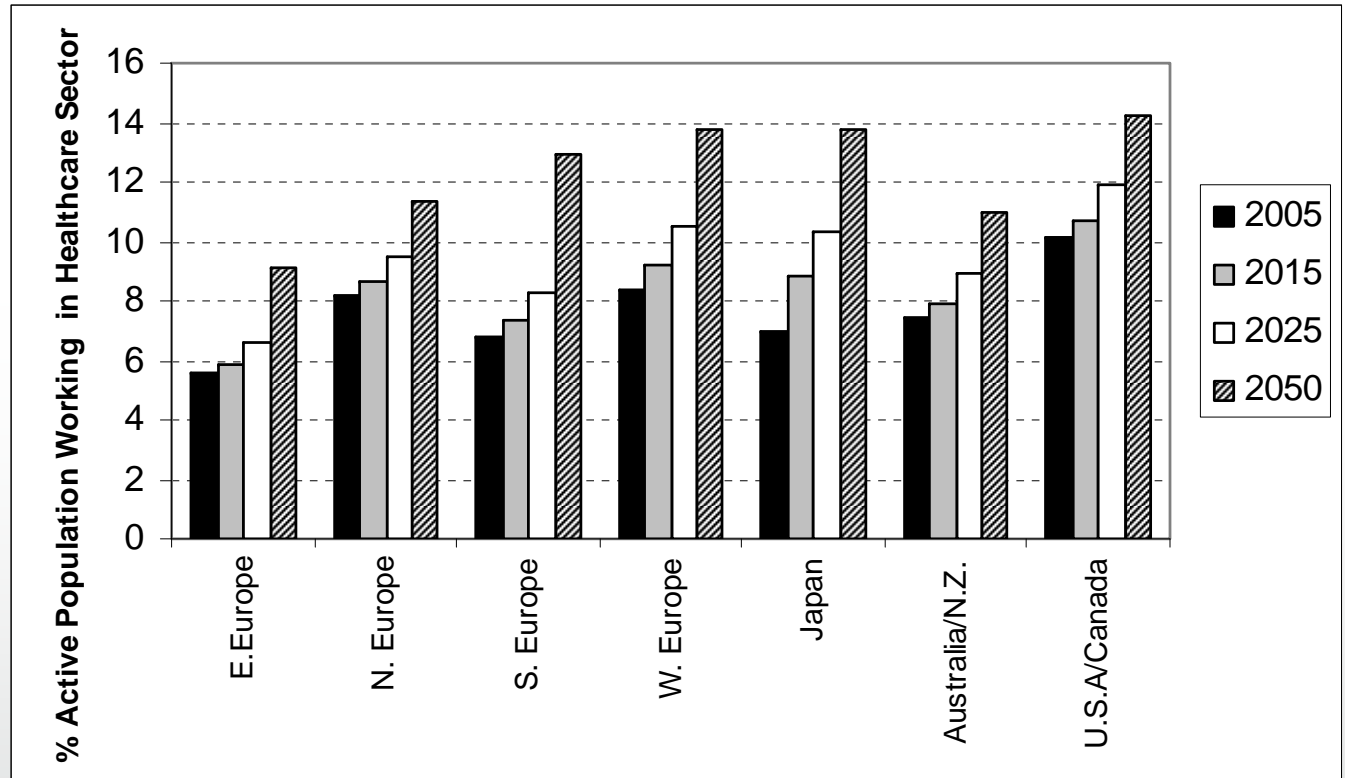
Projected number of health care workers required to maintain current levels of care

	Health care workers ('000's)			
	2005	2015	2025	2050
Eastern Europe	7891	7892	7937	7964
Northern Europe	3198	4232	4612	5460
Southern Europe	4553	5000	5315	6190
Western Europe	7450	8191	8815	10 135
Japan	4318	4990	5508	5792
Australia/New Zealand	910	1067	1250	1675
USA/Canada	17 143	19 411	22 249	28 887

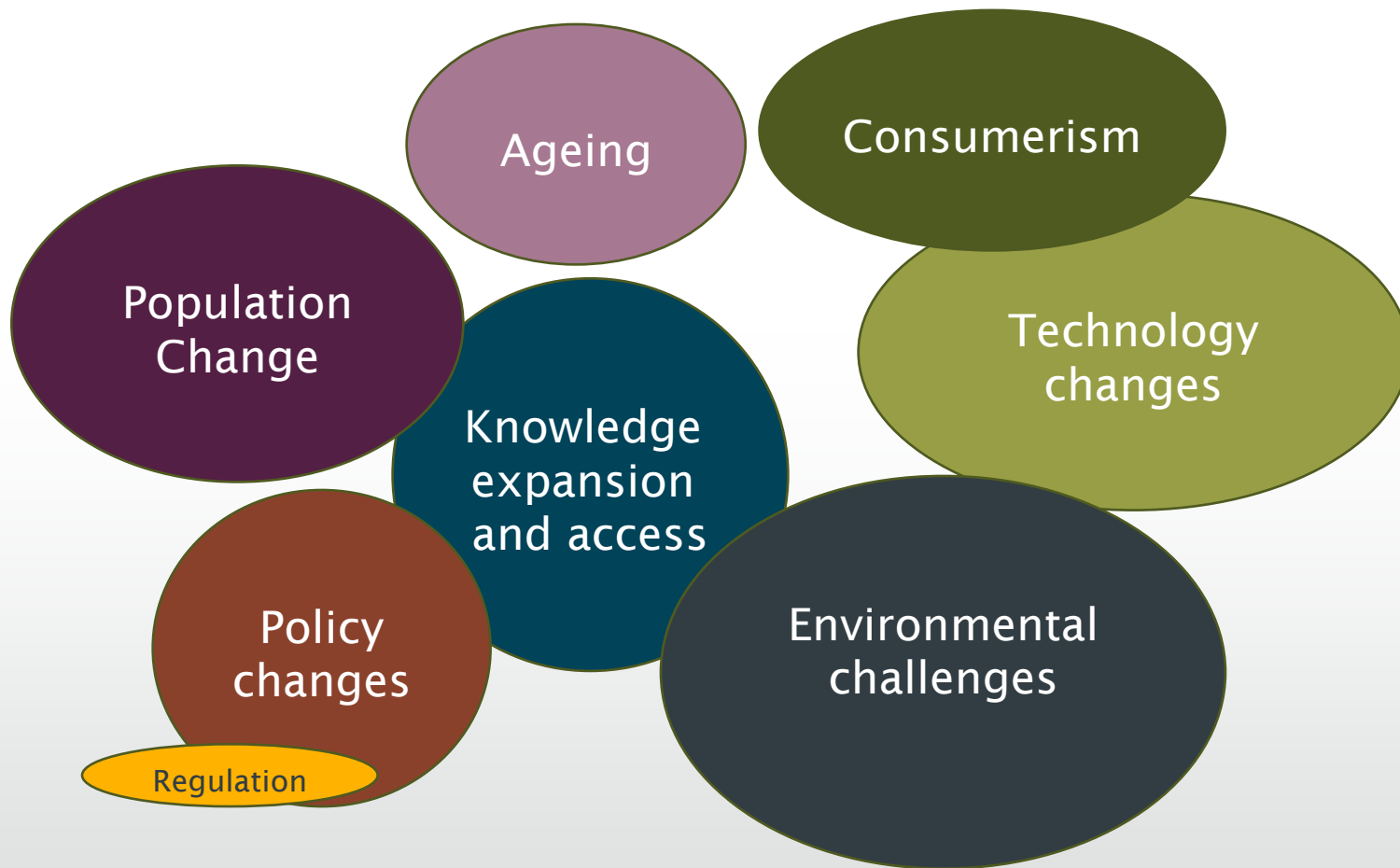
Channon, A, Matthews, Z. & Van Lerberghe, W. (2006) Will there be enough people to care?: Notes on workforce implications of demographic change 2005-2050. A background paper for the World Health Report 2006

# Will there be enough people to care?

Percentage of the active population needed to work in the health sector by year and region



# Context



# Workforce innovation

Integration

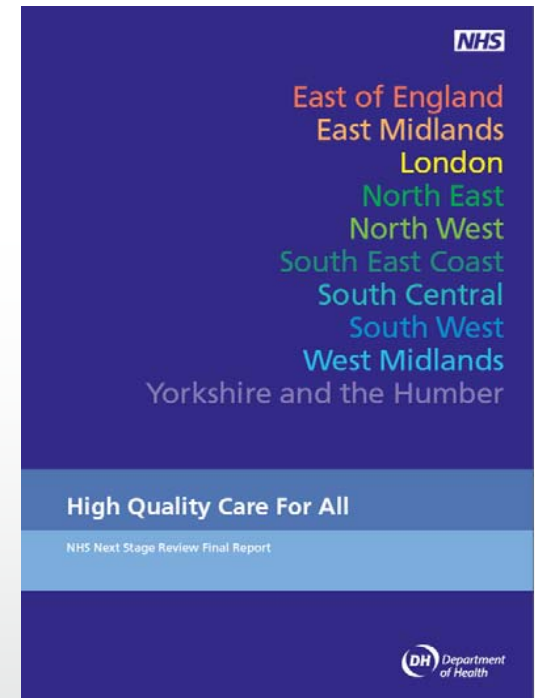
What is the work?

Learning with from & about

New roles

# Next Stage review: Integrated services

- NHS Plan 2000 – 10 year plan
- *‘At the heart...will be the relationships between local Government and the local NHS. In effect a single health and well being service shaped around the use, not the organisations’ (Darzi p32)*
- *It is likely that the traditional distinctions between primary and secondary care will disappear as a result of the move to more integrated care pathways. (Tooke 2008 p24)*

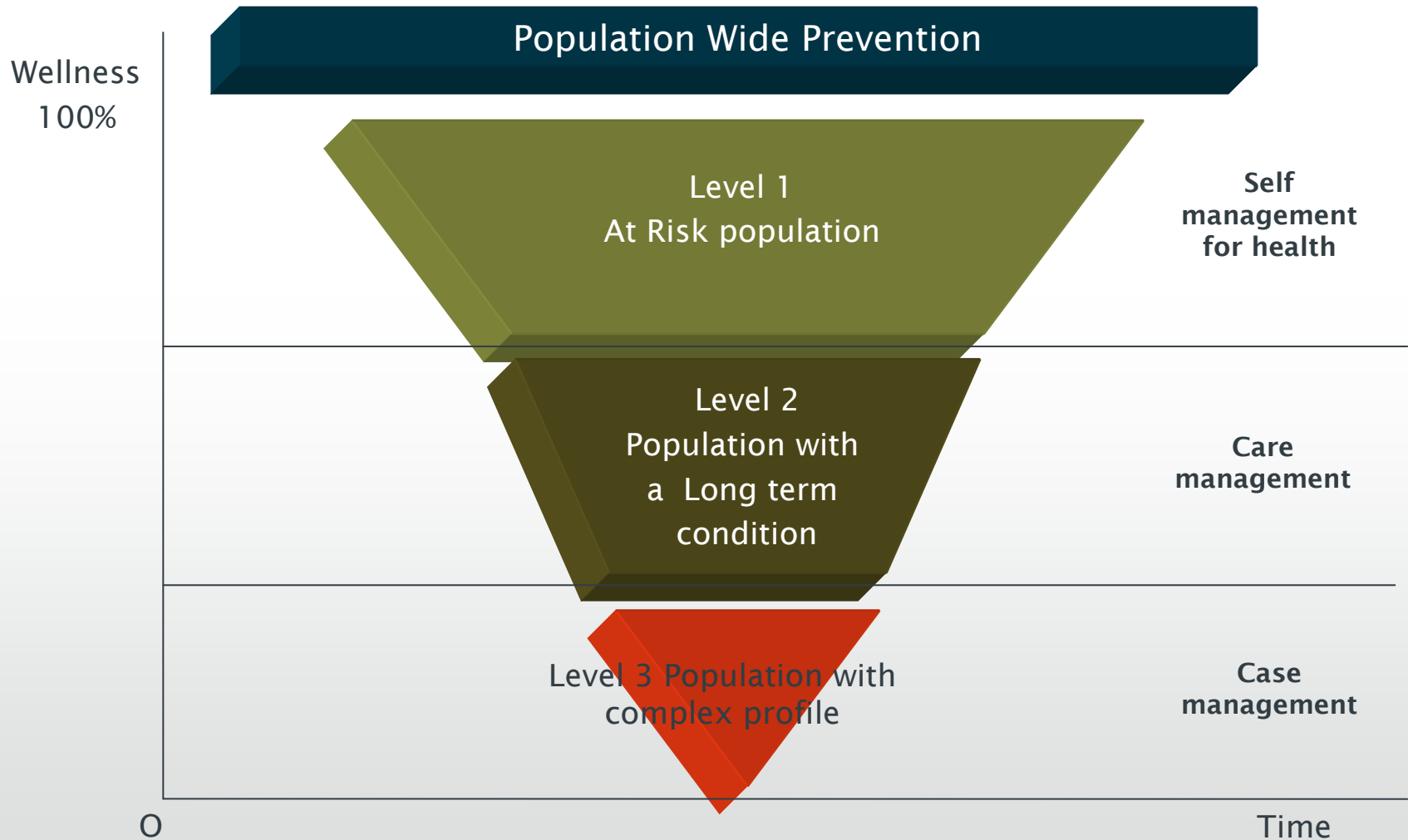


# Darzi: Integrated services

- *We.. need to do more to grasp the potential of education as a lever for service improvement....*
- *Workforce planning needs to be more evidently and consistently linked with new models of care and with financial and service planning at all levels in the system.*
- *We need to look at the content of curricula to ensure that they are aligned with the care our vision is intended to deliver.* p48-49



# What is the work?



Demand for  
services

Supply of  
services/workforce

Affordability

Joint needs assessment (Health & Social Care)

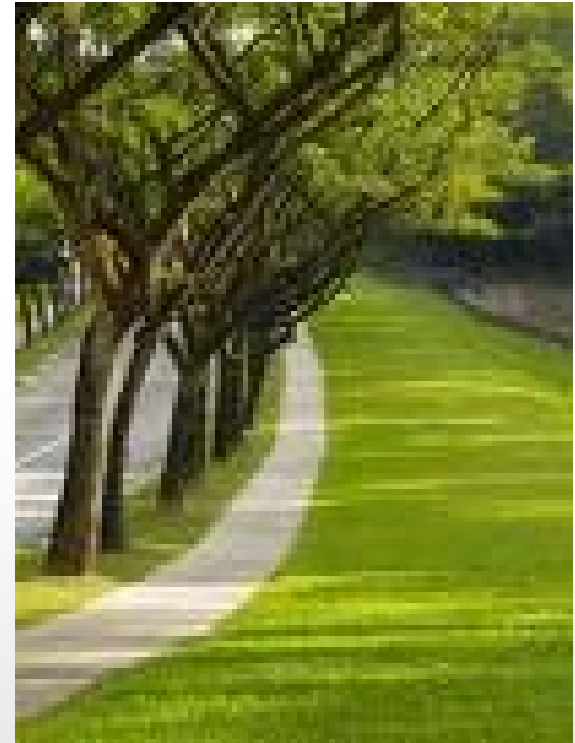
What is the work?  
What skills, knowledge and competencies are needed?

What could/should the workforce look like?

# What is the work? - Year of Care

## Pathways

- ‘A sequence of events whose occurrence or non occurrence will significantly affect quality, cost and outcome’
- Co Producer, fully engaged
- Emphasis on supporting individuals (at risk of or) with a long term condition to self-manage their care

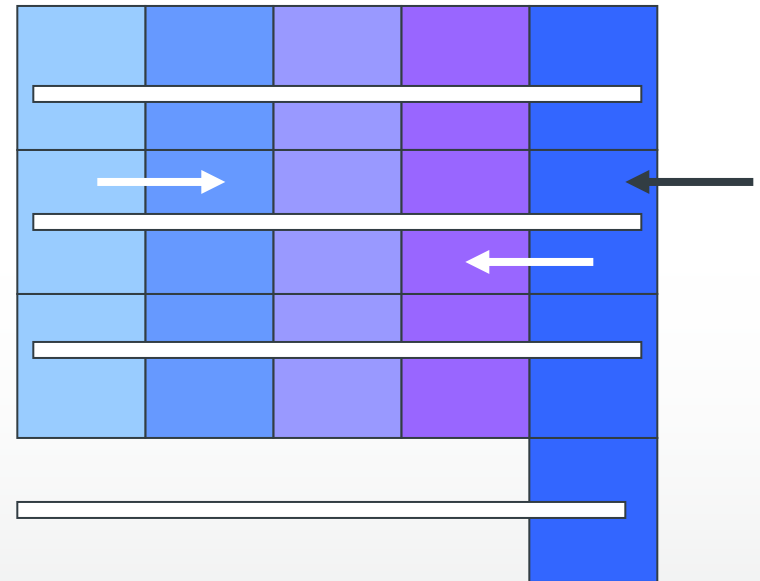


Long green pathway along  
Nanyang Crescent

# Learning & working together

*'Occasions when two of more professions learn with, from and about one another to improve collaboration and the quality of care'*

(CAIPE 1997)

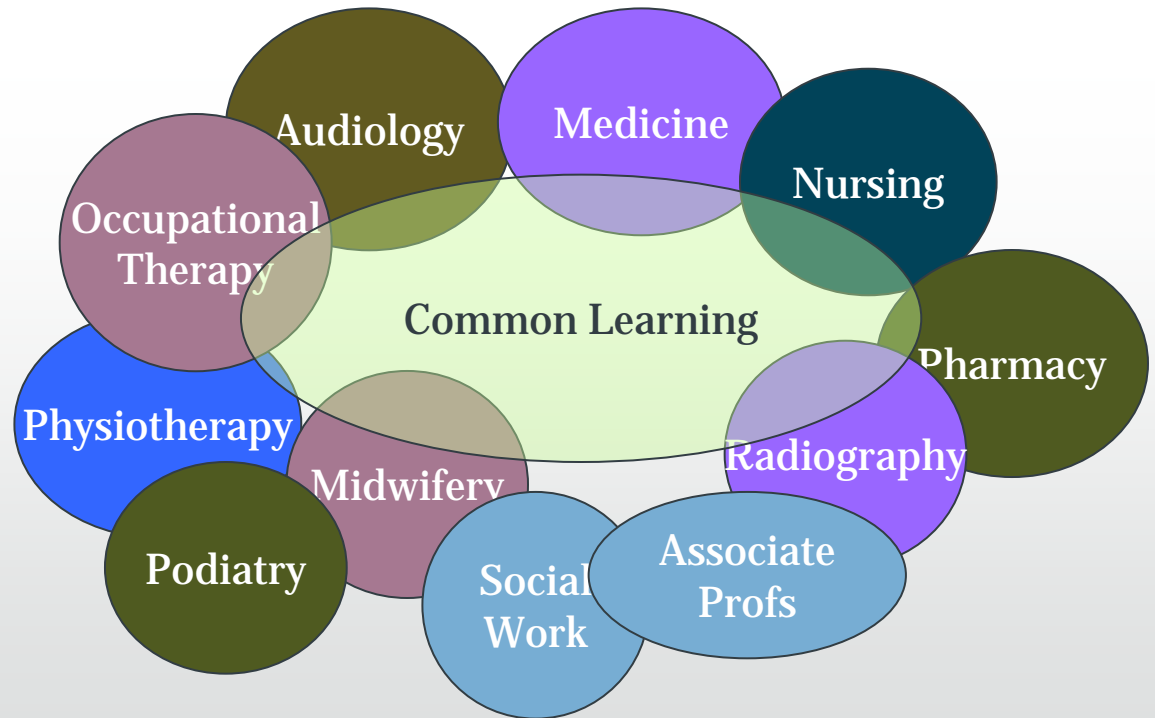


**Developing an interprofessional  
Common Learning Programme**

**WHO report: Collaborative practice and interprofessional  
learning due out any moment**

# learning & working together

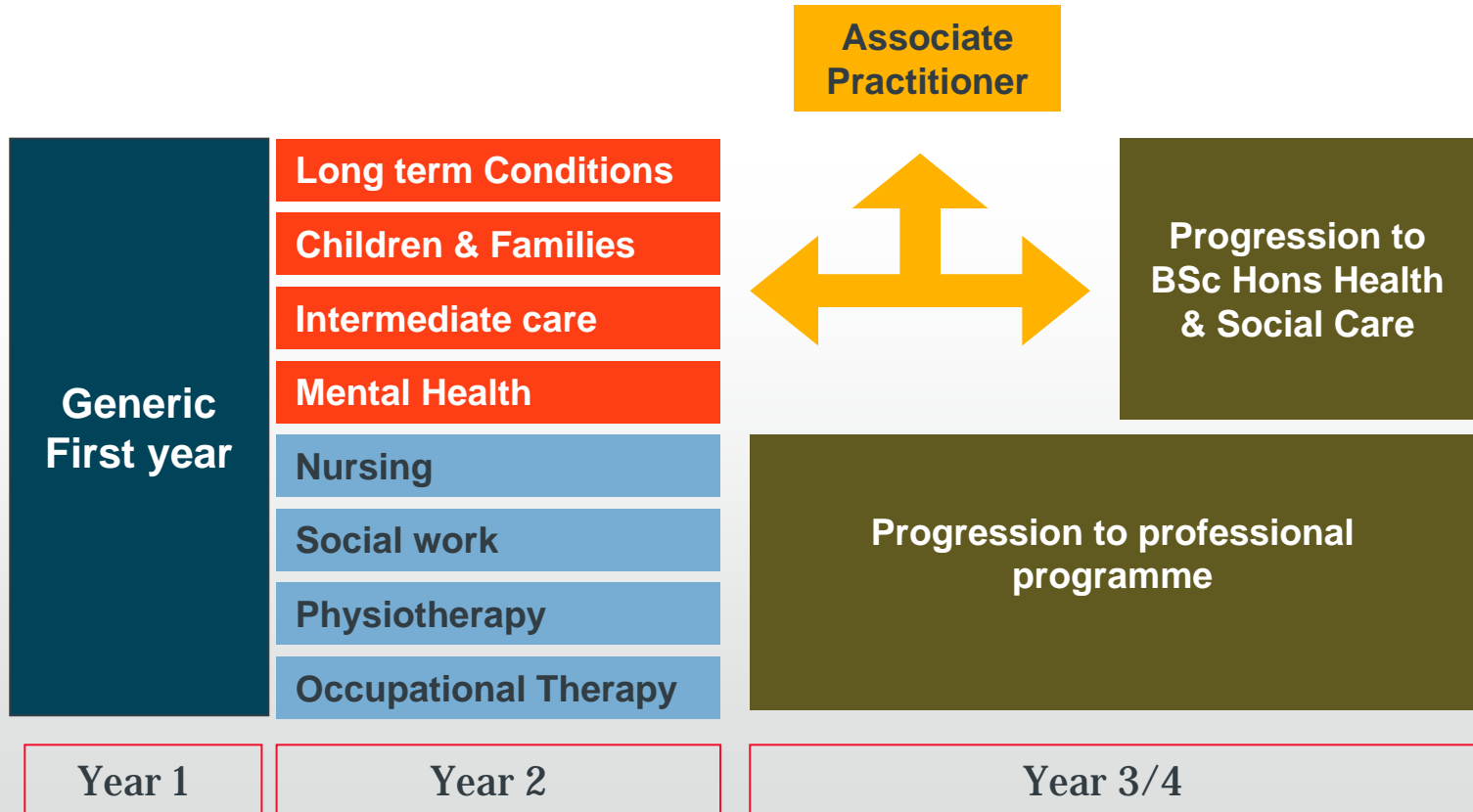
*We need to look at the content of curricula to ensure that they are aligned with the care our vision is intended to deliver* Darzi (2008)p48-49



# New Roles: Associate Practitioners

Foundation Degree – developing the intermediate workforce with employers

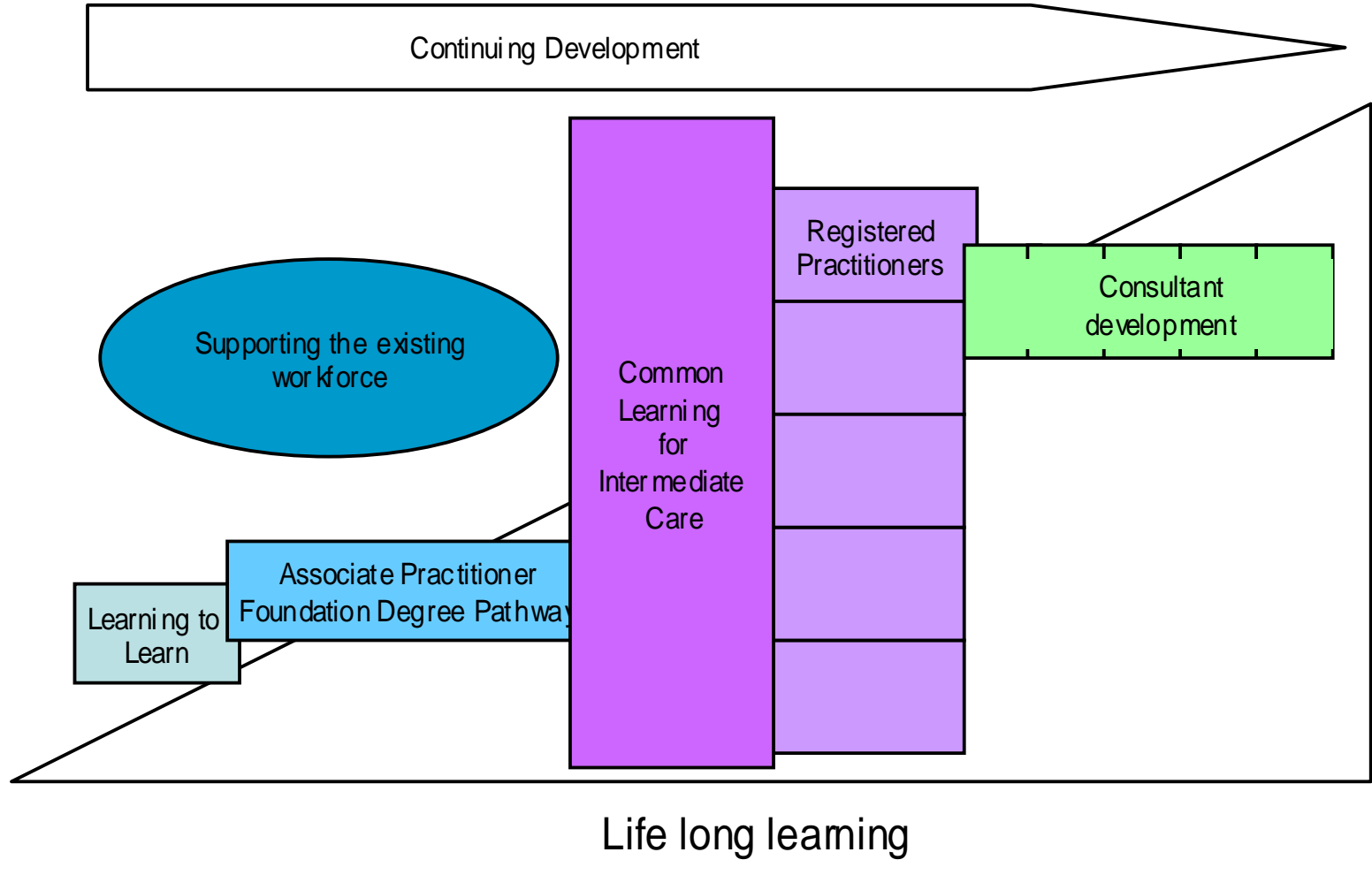
Skills for Health Competency framework



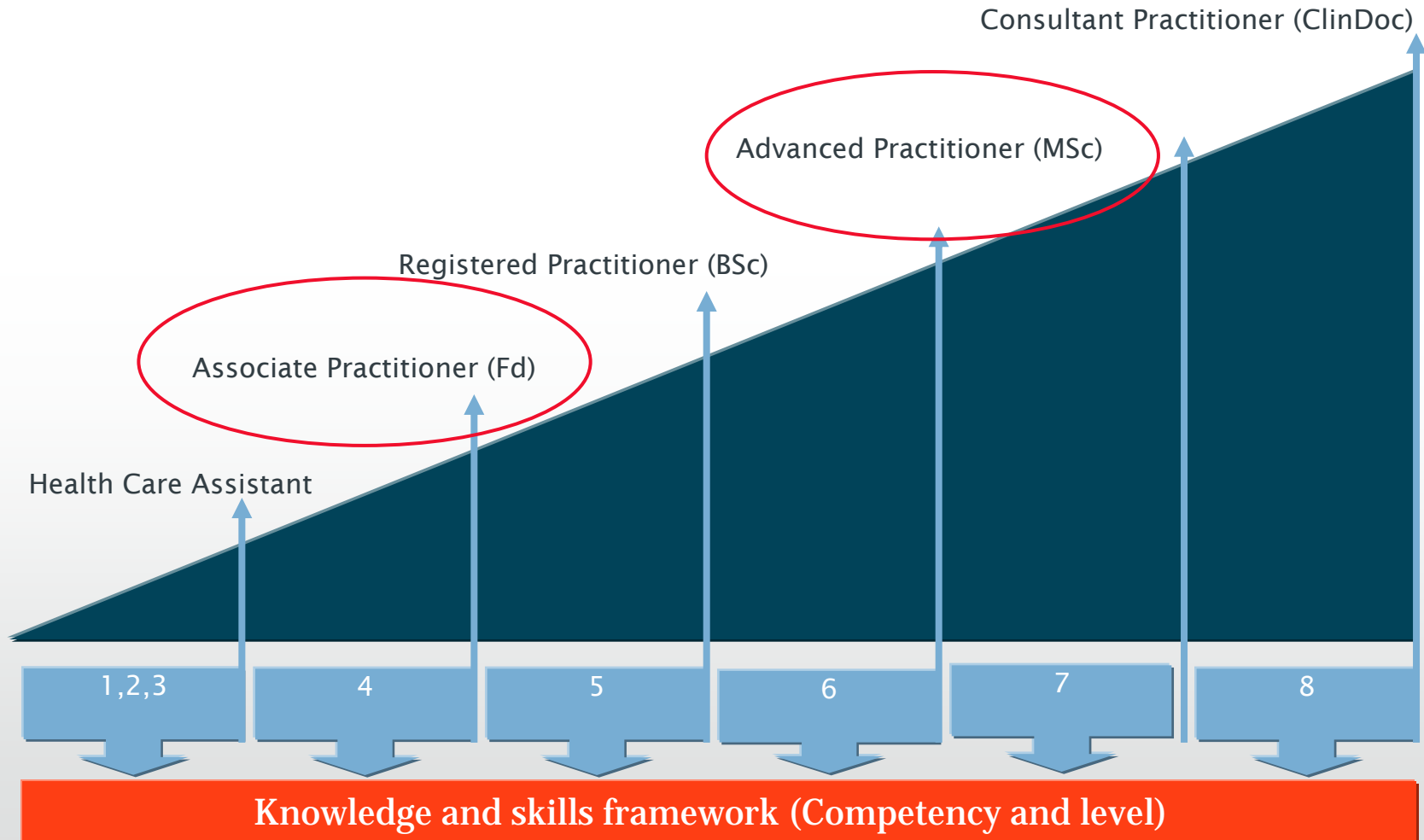
# New Roles and responsibilities

- Nurse Practitioners
- Associate Practitioners – Mental Health, Surgery, Medicines Management, Medical Imaging
- Paramedics
- Consultant Practitioners – wide range of roles, A&E, Midwifery, Mental Health, NHS Direct
- Prescribing, Diagnostics, Minor Surgery
- Telemed – Long Term Conditions, Axon Health

# Growing the local workforce



# Agenda for Change



# Policy dynamics for future change

Personalise and integrate

# In Control: Personalisation

- Individual social care budgets
- Micro commissioning
- New forms of service provider stimulated by new commissions
- Commitment by Department of Health to the use of the health funding

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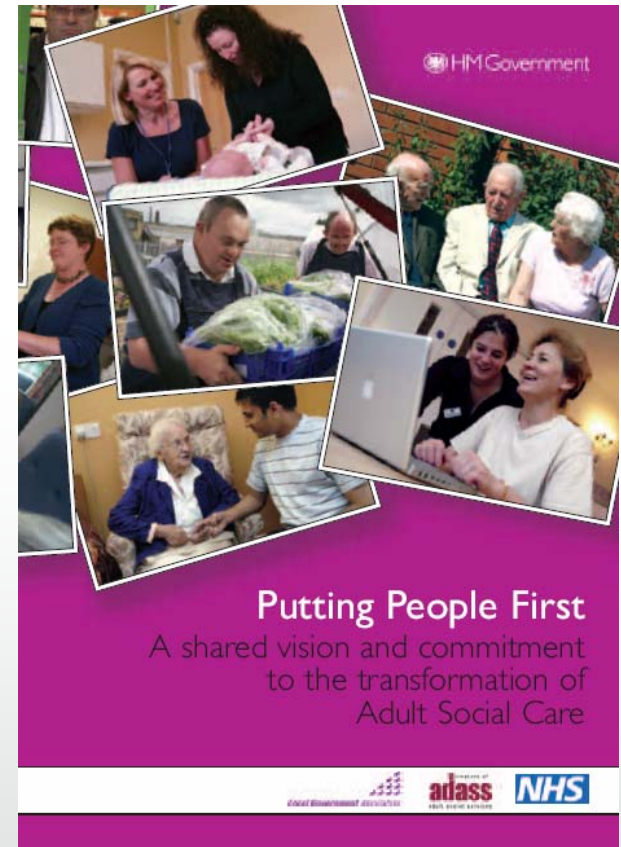
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Independent Living – the goal  
Self-Directed Support – the route  
Individual Budgets – the vehicle

In Control website

# Hampshire

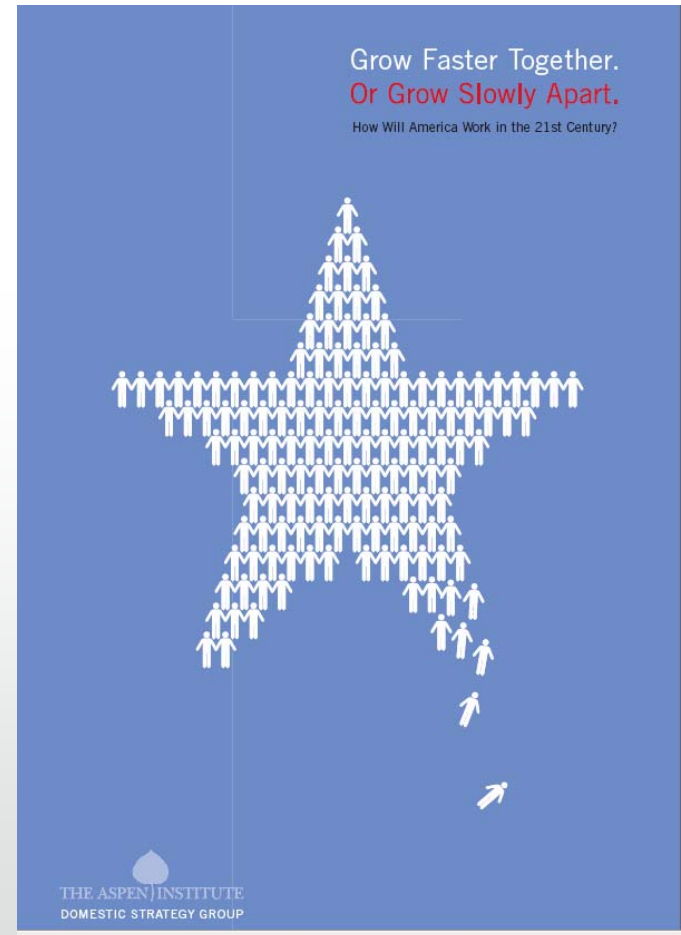
- Hampshire County Council Commission on Personalisation (Available on the web)
- The system for providing social care for adults will be transformed so that the emphasis is on the individual's dignity, right to self-determination, *choice, control and power over the support services they receive.*



# Who will care?

In the USA it has been estimated that 80-90% of direct care for older people is delivered by Care Aides.

It has been predicted that by 2020 there would need to be a 39% increase in the number of Care Aides to address the demand in the home and nursing care industry



Eyes wide shut

# Eyes wide shut

- We know much of what we need to know in relation to the workforce challenge
- Work with Universities to drive curriculum and workforce change **now**
  - Fit for purpose, flexible, enhance and extend
  - Curriculum innovation – health, social care and beyond
  - Interprofessional and multi agency
  - Capabilities for the future
  - Skill mix

# Eyes wide shut

- How will you move from report to action avoiding inertia?
- Can/how will your society provide the population with the services to match their longevity?