

# Skills for Health News

March 2011 Edition

## Inside this issue

- New doctors' rostering tool saves £20,000 in six months, find out more at free webinar
- Understand demand, optimise supply - how local intelligence can transform your services' productivity
- Workforce transformation service provides "essential springboard" for change
- New Macmillan Clinical Nurse national role template promises better cancer care and better nursing careers
- New e-learning programmes to improve quality and cut costs
- Coaching improves front line managers' effectiveness
- Building new business skills to make the most of new commissioning opportunities
- Your chance to influence future health qualifications



## What you said about the Department of Health's Workforce Consultation

To inform our response to the Department of Health, we recently asked your views.

We had an excellent response from over 200 employers, in which you raised two key points.

Firstly, there was quite a lukewarm response to the proposal to move the funding of Skills for Health's services to a more commercial approach.

Fewer than half the respondents would be willing to commission the services locally and many of you were concerned, in the current financial climate, at your ability to purchase services previously funded by DH and provided "free".

In particular, you were concerned at the potential for loss of national funding and support for the training and development of bands 1-4.

Secondly, there was overwhelming support for certain specific and unique skills development services provided by Skills for Health remaining nationally funded and delivered for the collective benefit of the entire sector, in the interests of efficiency and value for money.

Ninety percent of you said that UK-wide competences that underpin accredited qualifications should remain funded and delivered nationally. Eighty eight percent supported the development of national frameworks for qualifications and apprenticeships and 80% supported the negotiation and development of new nationally transferable roles remaining funded and delivered nationally.

Thank you for taking the time to share your views with us which we have incorporated in our response to the Department of Health.

## Local Workforce Solutions 2011 - events to help you improve efficiency and cut costs

Dates and details for a new series of Skills for Health events this summer, designed to showcase practical, proven solutions to your local and regional workforce issues.

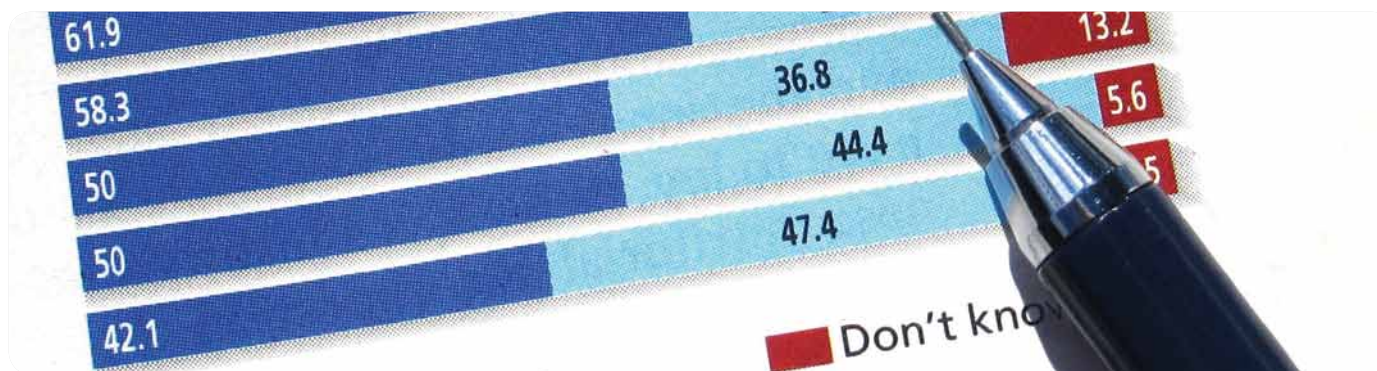
At a time of significant change within the health sector - including, in England the formation of GP consortia and learning networks - our programme offers expert speakers from the primary and the acute sector, plus a range of workshops.

Dates and locations are:

Walsall	6 April
Bolton	11 May
Kegworth	18 May
London	19 May
York	24 May
Taunton	26 May
Glasgow	21 June

The events are suitable for healthcare executive directors, GP consortia leads, workforce and HR specialists, training and development leads, clinical directors and social care leads.

...continued over ▷



Individual programmes may vary depending on location but will typically include:

- Maximising workforce efficiency and improving service quality using patient pathways and functional analysis
- How the Skills Passport for Health could help reduce training costs and improve productivity
- Scenario planning and anticipation of future skills gaps and shortages.
- A practical approach to improving productivity.
- Workforce 'quick wins' to cut costs and increase efficiency - without compromising quality.

▷ **For booking details and further information go to [www.skillsforhealth.org.uk/local-workforce-solutions-2011](http://www.skillsforhealth.org.uk/local-workforce-solutions-2011)**

## New doctors' rostering tool saves £20,000 in six months - sign up for webinar to find out how you can do the same

**Skills for Health's NWR rostering tool has helped Blackpool Teaching Hospitals NHS Foundation Trust save £20,000 on one department's locum costs in just six months.**

The results and feedback were so positive that the Trust is rolling out the rostering system across the whole organisation.

Trust Medical Staffing Officer Andrea Padgeon said: "By letting us plan further in advance and manage rota gaps more effectively, the tool has helped us reduce locum use and administration costs and as a result it has been adopted as one of the Trust's QIPP projects."

To help you find out all about the rostering systems and how you can achieve this kind of saving, Skills for Health is now offering places on a free webinar.

The interactive session is your chance to find out more about the systems and how they enable you to easily manage complex medical staffing rotas and cut costs on locums.

▷ **We'll be running the webinar on 30 March, 20 April and 4 May. To register, email [webinars@skillsforhealth.org.uk](mailto:webinars@skillsforhealth.org.uk) with your name, job title, organisation and preferred date.**

## Understand demand, optimise supply - how local intelligence can transform your services

**Do you know if your services are calibrated to meet demand across your area?**

Skills for Health's local intelligence is a bespoke service that combines high quality research and consultation methods with a total view of an area's health needs, healthcare performance and profile of employment and skills.

Outcomes are designed to suit the needs of individual or groups of employers and the tailored reports deliver powerful insights and recommendations to enable you to address your local service and workforce planning needs.

Skills for Health recently delivered the service in the East of England. The resulting reports offered:

- intelligence on current and future demand for healthcare, down to electoral ward level
- a thorough understanding of health care providers in the locality
- comparative data on how the local health sector is performing
- understanding the behaviours of local consumers
- measuring customer satisfaction.

...continued over ▷

Commenting on the reports, Adrian Whittle, Head of HR and Organisational Development NHS Cambridgeshire and NHS Peterborough, said: “The reports offer us a series of unique insights, including helping to pinpoint disparities between local health service supply and population demand.

“By using this information to optimise our services for local demand we will increase overall productivity and service quality, and help deliver on our QIPP agenda.

“By delivering so much quality information on healthcare supply and demand the reports have a huge amount to offer local social care services, allowing us to coordinate our joint work more effectively and support the development of services from an acute into community care setting.”

▷ **To find out how more about how local intelligence can help transform your services’ performance contact your regional director. For details visit [www.skillsforhealth.org.uk/nations-and-regions](http://www.skillsforhealth.org.uk/nations-and-regions)**

## Workforce transformation service provides “essential springboard” for change

**The scale of change in the health sector has seen more and more new organisations emerging, either through starting up, merger or acquisition. Getting the workforce decisions right is critical to the future of these organisations.**

Skills for Health has been working with health sector employers - NHS, independent and third sector - to improve productivity and quality since 2002, so we offer a range and depth of expertise that will help you make the right choices.

Our “Workforce Transformation Challenge” offers a rapid and objective review that will:

- establish whether your workforce strategy and its delivery maximise on best practice
- identify potential skills gaps and effective ways to tackle them
- assess and recommend future workforce development options.

Skills for Health has just worked with Swindon Borough Council and NHS Swindon on their project to form an entirely new provider organisation.

The final report analysed a range of data, including specific workshops outcomes, to identify key ways for both organisations to take their workforce strategy forward.

Ted Wilson, Joint Director Service Delivery (Adult Provider Services Swindon) said: “The Workforce Transformation Challenge has provided an essential springboard for getting us to where we need to be. It has enabled us to identify good workforce practices and will help us to integrate these into everything we do and plan in response to the challenges we face.”

▷ **To find out more about how the Workforce Transformation Challenge can help you make the right workforce decisions contact your regional director. For details visit [www.skillsforhealth.org.uk/nations-and-regions](http://www.skillsforhealth.org.uk/nations-and-regions)**



## New Macmillan Clinical Nurse national role template promises better cancer care and better nursing careers

**New resources to promote greater consistency in the quality of cancer care nursing have been published by Skills for Health in partnership with Macmillan Cancer Support.**

The 'nationally transferable' role (NTR) template for Macmillan Clinical Nurse Specialists sets out the core competences and learning needs associated with this key role to ensure a consistent quality of care across services, wherever the role is used.

Jacqui Graves, Clinical Programme Manager at Macmillan Cancer Support, said: "There are approximately 6,000 cancer specialist nurses working across the UK and around a third of these are Macmillan Clinical Nurse Specialists. All are working differently and until now there have been no agreed national standards.

"Through the development of the NTR we have been able to identify the competences required to function in the role, which are transferable across the UK and across the statutory, voluntary and private sectors."

Skills for Health Divisional Manager for Workforce Development Filao Wilson said: "Competence-based nationally transferable roles are a highly effective way of improving quality and productivity across all healthcare sectors.

More than 40 NTR templates are now available from Skills for Health covering a wide variety of specialties and ranging from assistant to advanced practitioner level. All NTR templates are free to use and can be adapted according to employers' individual needs.

The competence-based NTRs help to take the guesswork out of designing innovative new roles by capturing and sharing best practice from employers throughout the UK.

- ▶ **For more visit [www.skillsforhealth.org.uk/nationally-transferable-roles](http://www.skillsforhealth.org.uk/nationally-transferable-roles)**
- ▶ **To find out more about how national transferable roles can improve quality and productivity contact your regional director. For details visit [www.skillsforhealth.org.uk/nations-and-regions](http://www.skillsforhealth.org.uk/nations-and-regions)**

## News in Brief

### **Skills gaps threat identified in skills assessment.**

Increases in skills gaps, especially in leadership and change management, pose a growing threat to the health sector's future effectiveness, a new report from Skills for Health warns. The *UK Sector Skills Assessment 2011* presents a wide-ranging review of the sector's skills and workforce needs against a backdrop of rapid organisational and technological change and financial constraint. For more see [www.skillsforhealth.org.uk/planning-your-workforce-strategy/skills-labour-market-intelligence/Baseline-reports.aspx](http://www.skillsforhealth.org.uk/planning-your-workforce-strategy/skills-labour-market-intelligence/Baseline-reports.aspx)

**Major new e-learning contract.** Skills for Health has been appointed to deliver an innovative workforce development, education and learning contract for NHS South West as part of a consortium with Tribal, King's College London and Bazian. The project is centred on the development of seven key clinical themes/pathways across the SW region and will run for a minimum of five years. More details to follow.

**Careers service wins TUC Award.** Skills for Health has been recognised for the quality of its careers information, advice and guidance (CIAG) service, with a national Quality Award from the TUC's learning organisation unionlearn.

## New e-learning programmes to improve quality and cut costs

**Skills for health has launched two new e-learning programmes to join its popular Core Learning e-learning portfolio.**

“Mixed messages” helps staff of all levels communicate better with patients, carers and relatives, improving patient experience and service quality and reducing complaints.

“Immunisations & Vaccinations” will develop the practice of anyone working in this area, covering everything from storage and record keeping to the UK immunisation programme.



The Skills for Health’s Core Learning Unit is currently used by 250,000 healthcare staff across the UK and offers organisations a range of benefits including:

- an easy way to deliver mandatory training requirements
- cost savings - e-learning modules can be done anytime, in between other duties
- assured quality courses tried and tested by the NHS, and Department of Health (England) approved.
- minimises retraining when staff move between roles.

The courses are free at present to NHS users based in England as delivery costs are currently met by the Department of Health (England). While not free to independent or third sector healthcare providers, or Wales, Northern Ireland and Scotland, they are cost effective and offer value for money.

▷ **For further information on how our e-learning programmes can help meet your training needs contact Sean Whyment on 0161 266 2261 [sean.whyment@skillsforhealth.org.uk](mailto:sean.whyment@skillsforhealth.org.uk)**

## News in Brief

**New service to provide apprentices.** Skills for Health is stepping up its work to bring the benefits of apprenticeships to employers. We are piloting an ATA (Apprenticeship Training Agency) whereby we administer and support the apprenticeships, which are supplied to a healthcare organisation. The initial cohort of 30 apprentices will start on 1 April in the North West of England. More on this next issue.

**Looking for the right apprenticeship?** Just published - 22 new apprenticeship frameworks for use in England and Wales. Designed for specific health worker roles, they will help you to find the right type of level 2 or level 3 apprenticeships that you need to develop your workforce. Visit [www.skillsforhealth.org.uk/apprenticeship-frameworks](http://www.skillsforhealth.org.uk/apprenticeship-frameworks) for more.

**New members for Skills for Health Board.** Two new members are bringing a wealth of senior employer experience to the Skills for Health Board. Fiona Calnan is CEO of UK Specialist Hospitals, a leading-edge Independent Sector provider of services such as NHS Treatment Centres and Hugh McCaughey is Chief Executive of the South Eastern Health and Social Care Trust, a recently formed NHS trust in Northern Ireland.

## Coaching improves front line managers' effectiveness

### How do you help front line managers to introduce and embed change? How can you reduce dependence on middle and senior level managers?

Whittington Hospital NHS Trust found the solution by developing a specialist coaching skills programme, using a competence based approach.

Feedback from participants on the five month programme showed front line managers were more proactive in implementing change and more effective in dealing with challenging issues, reducing dependence on middle and senior managers.



The Trust worked with Skills for Health to put together training and development to support first and second line managers.

Having identified a gap in skills around performance management, they devised a competence based leadership programme 'Coaching Skills for Managers' which increased participants' confidence and ability to deal effectively with challenging service issues.

Carrie Graham, OD Lead Transformation Programme Team Whittington Hospital NHS Trust, said: "Coaching Skills for Managers' has made a difference already to managers, supervisors and their teams.

"Giving participants these practical skills equips them for the challenges of being in a management role."

- ▶ **For more see [www.skillsforhealth.org.uk/casestudies](http://www.skillsforhealth.org.uk/casestudies)**
- ▶ **To find out more about we can help you improve front line managers' effectiveness contact your regional director. For details visit [www.skillsforhealth.org.uk/nations-and-regions](http://www.skillsforhealth.org.uk/nations-and-regions)**

## Building new business skills to make the most of new commissioning opportunities

### Skills for Health has helped independent sector provider Therapyworks to pioneer a new franchise model for physiotherapy practice in independent healthcare.

Hywel Griffiths, who founded the organisation in 1988, wanted a clear systematic way for physiotherapists to develop the necessary business skills.

Working with Skills for Health, Therapyworks started from scratch, considering all aspects of how to run a small to medium sized physiotherapy practice.

They broke down day to day tasks into competences covering clinical and business development activities such as sales, marketing and finance.

Skills for Health competences were then used to develop an operations manual which has increased staff confidence and helped shape Therapyworks practices around patient need and business requirements.

...continued over ▶

Benefits include:

- Patients are seen more quickly, and at a time that suits them
- Business franchisee has seen 178% growth in clients in two years
- Allows the business to make the most of new opportunities as NHS commissioning evolves
- Increased credibility with investors.

Hywel Griffiths said: "Skills for Health has been instrumental in helping me build a solid foundation for a network of Therapyworks franchises across the UK.

"Their competences helped to provide the underpinning business and management skills to complement individuals' clinical skills.

"The value of such advice and assistance has been substantial - the costs would have run into tens of thousands of pounds if I had bought off the shelf products instead."

- ▷ **For more see [www.skillsforhealth.org.uk/casestudies](http://www.skillsforhealth.org.uk/casestudies)**
- ▷ **To find out more about how we can help equip your staff with business skills contact your regional director. For details visit [www.skillsforhealth.org.uk/nations-and-regions](http://www.skillsforhealth.org.uk/nations-and-regions)**

## Dates for your diary

### **15 & 16 March: World Class Workforce Conference, London**

There are be a number of Skills for Health presentations. Candace Miller, Director of Strategic Workforce Transformation at Skills for Health, is chairing the conference on day one.

- ▷ **For more visit [www.emapconferences.co.uk/worldclassworkforce](http://www.emapconferences.co.uk/worldclassworkforce)**

### **30 March, 20 April or 4 May: Rostering systems webinars**

Interactive online sessions to find out more about how the systems enable you to easily manage complex medical staffing rotas and cut costs on locums and administration.

- ▷ **For more see page 2**

### **May-June: Local Workforce Solutions 2011 - events to help you improve efficiency and cut costs**

UK-wide Skills for Health events showcasing practical, proven solutions to local and regional workforce issues.

- ▷ **For more see page 1**

### **May: Workforce planning course**

Five day programme academically accredited by Thames Valley University, designed for operational workforce planners who wish to gain an in depth understanding of workforce planning.

- ▷ **To find out more visit [www.healthcareworkforce.nhs.uk/accreditedprogrammes](http://www.healthcareworkforce.nhs.uk/accreditedprogrammes)**

### **10 May: Skills for Health Qualification and Apprenticeships Event, Birmingham**

Due to the high level of demand for the Qualifications and Credit Framework (QCF) launch events before Christmas, we have arranged an additional free event on 10 May.

- ▷ **Please email [QCEvents@skillsforhealth.org.uk](mailto:QCEvents@skillsforhealth.org.uk) to book your place.**

### **June: Data Modelling - how to produce evidence based workforce plans**

Learn from expert analysts and planners how improve your technical skills and produce robust evidence based workforce plans.

- ▷ **To find out more visit [www.healthcareworkforce.nhs.uk/accreditedprogrammes](http://www.healthcareworkforce.nhs.uk/accreditedprogrammes)**

## Your chance to influence future health qualifications

**Do you know the kinds of skills your workforce will need in the future? Do current healthcare qualifications meet your needs?**

As the Sector Skills Council for Health we develop qualifications that meet the demands of health sector employers.

We've put together our ideas for the latest Sector Qualifications Strategy and we'd like to hear your views.

By taking part you'll help ensure that qualifications available in the future meet your workforce needs.

We'll analyse your answers and translate them into the skill sets we'll use to develop new qualifications for the sector.

▷ **This is an open consultation for everyone involved in workforce planning and development. It will take 15 minutes, just go to [www.skillsforhealth.org.uk/consultations](http://www.skillsforhealth.org.uk/consultations) by 31 March to take part.**

## In the next issue of Skills for Health News, out on 10 May

- Local Workforce Solutions 2011 - events latest
- New service to provide apprenticeships
- Focus on End of Life Care