

Skills for Health – UK wide Operational Plan 2010-11

Impact Area 1: Significant, quantifiable productivity gains through workforce transformation		
Ref	Workstream Areas	Performance Measures
1.1	Continued development and implementation of Modernisation of Careers programmes	Evidence that use of the career framework to improve roles and careers within professions and support staff (nursing, AHP, medicine, healthcare science) contributes to increased quality and productivity Skills Passport available for purchase by employers
1.2	Development of an informed evidence base for workforce development and transformation – drawing from international comparisons	Evidence of productive workforce change from international settings used to make business case for competence based approach to workforce transformation
1.3	Knowledge management, maintenance and promotion of access to workforce planning tools, resources, core products and services which focus on realisation of benefits for employers and return on investment	Evidence of benefits to employers 15000+ visitors/month to portal 95% of starters successfully complete capability programmes 10% increase in number of users of tools
1.4	Improved workforce planning capability at local level through new programme of education and training in workforce planning capability across the healthcare sector	Local stakeholders engaged in new programme development 95% of starters successfully complete new programmes Intro, post grad & clinical leader pilots lead to established programme Alternative mode of delivery available and accessed
1.5	Design and develop strategic workforce solutions that support productivity and quality gain	Measures to be agreed within first 4 months of programme to demonstrate the impact of workforce redesign in Transforming Community Services within 6 focal areas in England Agreed priority Pathways mapped to functions Use of tools and resources supporting organisational capacity to undertake workforce transformation
1.6	Development of a range of new workforce development and planning	Measures agreed within the first 3 months of the programme to

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	tools & techniques to support employers, workforce planners and service / workforce commissioners	demonstrate realisation of benefits to employers
1.7	<p>Broker the application, dissemination and evaluation of Skills for Health products and solutions in the regions and countries to support:</p> <ul style="list-style-type: none"> • Workforce Modelling • Workforce Development • Workforce Planning • Reduction of skills gaps and shortages • Workforce Transformation • Education and Innovation 	Measures agreed within the first 3 months of the programme to demonstrate realisation of benefits to employers
1.8	Provide Marketing and communications support to delivery of productivity and other impact areas through increasing employers' understanding, interest in and use of Skills for Health products, tools and services	<p>Maintain and steadily increase the number of visitors to website pages that contribute directly to productivity targets.</p> <p>Improved understanding of Skills for Health products and services demonstrated through employer survey</p>
1.9	Programme of work to demonstrate evidence that widening access to learning and development within the current and potential workforce can improve productivity	Nationally developed metrics for use locally for organisations to work out financial savings for evening health inequalities
1.10	<p>Programme of research and Labour Market Intelligence (LMI) to support evidence of gains in productivity across the sector:</p> <ul style="list-style-type: none"> • UKCES Skills Assessments UK, England, Scotland, Wales and Northern Ireland. • On-line LMI tool maintenance and refinement • Research activity to inform evidence base for delivery and monitoring of progress on each key impact area • Futures / scenario modelling and analysis 	Increased uptake of skills and Labour Market intelligence, influencing development and utilisation of skills across the sector
1.11	Provision of accessible quality assured tools, resources and LMI, to inform effective Careers Information, Advice and Guidance (CIAG)	Evaluation evidence of effective use of resources and value of CIAG to employers, individuals and organisations
1.12	Scoping study to identify skills gaps in management and leadership and inform solutions - with emphasis on small businesses across the sector	Authoritative evidence on skills gaps and recommendations for action
1.13	Develop a range of resources to support DH (England) policy delivery for workforce planning. Current service priorities include child health, maternity, long-term conditions and transforming community services	Specific performance measures to be determined for each programme in conjunction with DH within 3 months
1.14	Continued development and delivery of New Ways of Working programme	New roles and appropriate governance arrangements identified and described across health and social care workforce

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		Evidence of the impact of new roles on quality and productivity identified and disseminated

Impact Area 2: Increasing apprenticeship completions

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2.1	Increase apprenticeship registrations and completions in the healthcare sector including promotion in the regions and countries	Increase of 5000 apprenticeship registrations across the Strategic Health Authorities in England (significant contribution to the overall target of 10,000 completions by 2013) Market potential for apprenticeships and targets for completion identified to support realistic measures of success
2.2	Re-develop existing apprenticeship frameworks (in line with Specification of Apprenticeship Standards for England (SASE) / Specification of Apprenticeship Standards for Wales (SASW) - to meet Qualifications and Credit Framework and Scottish Credit and Qualification Framework requirements	Target of 12 revised frameworks produced by March 2011
2.3	Programme of specific Apprenticeship activity: Scoping current relevant qualifications at entry and higher levels including: <ul style="list-style-type: none"> Existing sector and related sector apprenticeship frameworks Foundation degrees (synergy with emerging and proposed apprenticeship frameworks) Synergy with HE, entry, progression and credit Governance arrangements Funding Management of apprenticeship certification activity during possible transition to NAS in October 2010	Measures to be agreed within the first 3 months of the programme that demonstrate a positive impact on the number of apprenticeship completions Smooth transition of certification activity
2.4	Deliver apprenticeship and cadet programmes in London, the North East and North West of England demonstrating major contribution to the overall apprenticeship priorities above.	Achievement of targets for starts, retention rate, sustainability and completions. Evaluation study of previous cadet candidates to provide evidence on

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		progression to employment.

Impact Area 3: Supporting more individuals progressing from welfare into working in the health sector		
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3.1	Specific programme of action with Job Centre Plus and other key partners focused on the provision of pre-employment job opportunities and outcomes through: <ul style="list-style-type: none"> • 'Routes into work' initiatives • Delivery of programmes across regions 	<p>Ambition of 4-5,000 job outcomes in 2010-11 (NB target not yet confirmed/agreed by DWP/DH)</p> <p>Accurate data regarding welfare to work across regions</p> <p>Number of staff recruited via pre-employment programmes.</p> <p>Case studies showing benefits for local employers</p>
3.2	Scope activities, intelligence and evidence to better inform targets, baseline measures and aspirations for getting people into work.	Report Identifying best practice within Skills for Health and other organisations.
3.3	Develop geographical LMI information to inform identification of key locations that can be targeted for welfare to work schemes.	GIS outputs in the form of maps and reports and evidence of their value to employers and partners

Impact Area 4: More people taking up appropriate qualifications		
Ref	Workstream Areas	Performance Measures
4.1	Complete Migration of sector qualifications to the Qualification and Credit Framework (QCF)	Migration to QCF. QCF credit and levelling of all National Vocational Qualifications - for relevant country qualifications frameworks. (Base line data to be established)
4.2	Meet requirements set out in the SQS action plan for England, Wales, Northern Ireland and Scotland	Measurement of SQS activity 2009/10 and 2010/11
4.3	Renew the Joint Investment Framework (JIF) in England ensuring alignment with the Government Skills Investment Strategy and regional priorities	New 'Joint Investment Framework' agreed with funding partners including new Skills Funding Agency and Regional Development Agencies resulting in increased qualification and apprenticeship opportunities
4.4	Programme to further refine data and information which identifies market potential for current and future qualifications and the uptake of qualifications (in line with transition to the QCF)	Annual/ twice yearly figures published for uptake and completion of qualifications by level.
4.5	A web based unit learning bank to hold "units of learning" developed from	Learning bank usage - numbers of users, user profiles (e.g. organisation),

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	Skills for Health work-streams streams including Nationally Transferable Roles and Qualifications Credit Framework related activity	tool activities and user satisfaction
4.6	Engage employers in the continued development and implementation and delivery of the Health Youth Strategy	Evidence that employers are using tools and information to develop business cases supporting routes into, and appropriate qualifications for, young people entering the workforce Sustainable implementation plan in place to deliver the SHD Diploma (subject to DCSF approval)
4.7	Role development and associated learning programmes to support policy implementation across the UK	Template for Nationally Transferable Roles in place (NTRs) Database of 60 NTRs (to include Consultant Practitioner role) Tools / evidence available for employers to introduce productive workforce changes with underpinning learning identified
4.8	A curriculum framework for chemotherapy and related activities	NOS embedded in service and qualifications Curriculum framework informs the commissioning and delivery of appropriate education
4.9	A programme of work to support the quality assurance of health care education	Number of TQS applications completed to agreed standard and within timescale Take up of national student survey equitable to or greater than for 2009

Impact Area 5: Greater achievement of basic numeracy and literacy qualifications		
Ref	Workstream Areas	Performance Measures
5.1	Programme of work to support development of capacity and capability of employers to address language, literacy and numeracy skills development together with the infrastructure enabling individuals to achieve relevant qualification	Evidence from partnership schemes that employers are developing an infrastructure that develops language, literacy and numeracy skills and enables individuals to achieve relevant qualifications
5.2	Programme of work to establish the impact and business case for enhancing numeracy and literacy skills within the workforce	Development of best estimate of functional skills and skills needs to inform establishment of targets for improvement Workforce and health economy measures tested and established

Impact Area 6: Keeping skills gaps at an acceptably low level		
Ref	Workstream Areas	Performance Measures
6.1	Undertake National Occupational Standards/ development work to address Skills Gaps in priority areas: <ul style="list-style-type: none"> • Complementary therapy • Chemotherapy • Infection protection and control (NB under review 8.2.10) • Obesity • Dental nursing and dental technology • NOS research project phase 2 • Children and young people's workforce 	Meet targets agreed with UKCES and DH. Coverage of skills gap priorities reported in employer survey Completion of Competence review project
6.2	Undertake work with Strategic Health Authorities, Trusts and key stakeholders to determine how e-learning can be applied to support improvements in numeracy / literacy within the NHS and wider health sector	A clear assessment as to role e-learning could play and a development strategy to progress this area
6.3	Establish robust baseline measures for skills gaps and skill shortage vacancies within the sector and the economy	Key element of the UK and country specific LMI Skills Needs Assessment reports (see LMI measure above)

Impact Area 7: Improved our internal efficiency		
Ref	Workstream Areas	Performance Measures
7.1	Further develop existing performance measurement systems to: <ul style="list-style-type: none"> • Promote linkages and synergies across work-streams and impacts Support delivery and evaluation of progress towards achievement of impact targets	Quarterly performance reports to standards agreed by: <ul style="list-style-type: none"> • Board / Exec Team / Directors • UKCES • Government sponsors and other key stakeholders in each country Progress towards achievement of impact targets demonstrated
7.2	Improve efficiency and effectiveness by decreasing travel, face-to-face meetings and improving remote working.	15% reduction in travel / accommodation expenses in 2010. Evidence of more appropriate, productive techniques for collaborative working across SfH.
7.3	Implement and embed a range of key resources to support internal efficiencies and evidence of impact: <ul style="list-style-type: none"> • Use of new shared drive replacing current X Drive and development of Project Register • Implementation of Skills for Health Evaluation strategy • Develop and implement Benefits Realisation Electronic Tool 	<ul style="list-style-type: none"> • Reduced duplication of records • Reduced file transfer via email • Reduced server space being used • Better evidence available on impact of SfH activities

Impact Area 7: Improved our internal efficiency

Ref	Workstream Areas	Performance Measures
7.4	Maintain and build relationships with key stakeholders so that Skills for Health plays an effective role in informing, shaping and responding to health and education policy	<ul style="list-style-type: none"> • Number of policies reflecting Skills for Health strategic approach to workforce skills development • Membership of relevant policy, strategy, programme and project Boards • Evidence of influence on the work of key stakeholders • Education strategy developed and action plan agreed
7.5	Operate a systematic approach to policy briefing and consultations, developing where appropriate a 'Skills for Health' position that informs the organisational work programme.	<ul style="list-style-type: none"> • Number of effective policy briefings, position statements and stakeholder reviews • Number of targeted consultation responses - aimed at influencing specific policy areas
7.6	Implement the MarComms plan to achieve greater effects for greatly reduced costs, including: <ul style="list-style-type: none"> • One coherent Skills for Health brand so employers understand that our tools/services/products do come from Skills for Health. • Intensive use of in-house MarComms resources to reduce significantly reliance on external contractors • Reduce printed brochures, publications & reports by 80% by replacing all current brochures with new "flagship" catalogue + 20-30 supporting leaflets, to market all key products, Rationalise website hosting / maintenance arrangements • Create UK-wide regional / country employer e-panels, supported by e-surveys and UK-wide external newsletters to improve employer engagement 	<ul style="list-style-type: none"> • Evidence from website indicators of more effective engagement with employers. • Evidence of increased understanding of SfH products. • Reduced spend on design & print costs, external contractors and other identified areas • Increased volume of new business, increased usage of Skills for Health products, and increased assessment of SfH's value and impact