Greater Manchester
Health and Social Care Partnership

GREATER MANCHESTER ONE WORKFORCE ONE MODEL
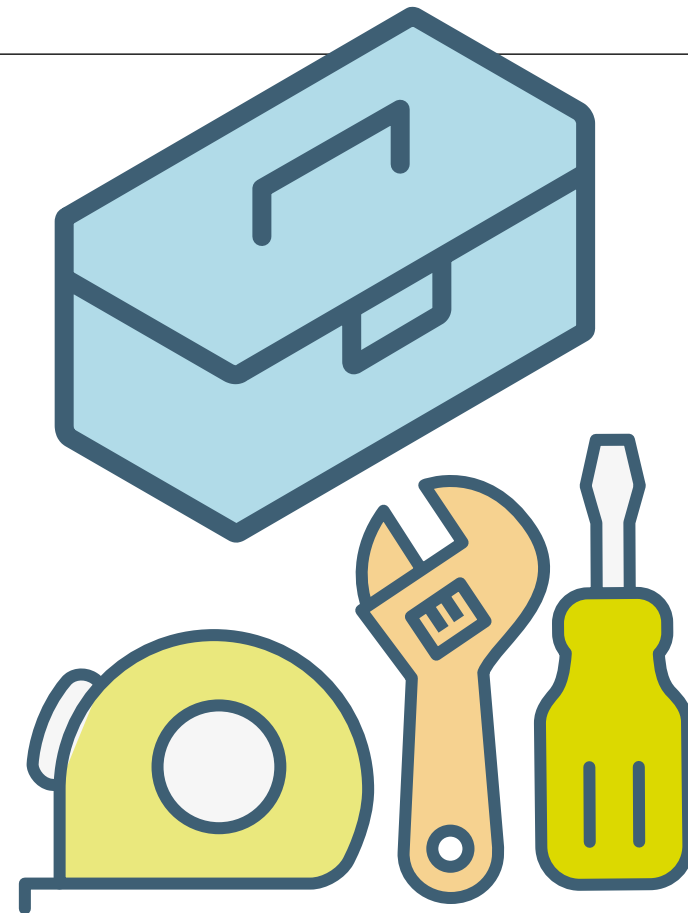# Workforce Planning Toolkit

GMCA GREATER MANCHESTER COMBINED AUTHORITY

NHS
in Greater Manchester

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ABOUT THIS TOOLKIT

In Greater Manchester we are facing increasing demand on our services and increasing challenges around many aspects of our workforce including recruitment and retention. Sometimes, due to budget restrictions or lack of supply for key roles we cannot always easily tackle those challenges which leads us to think differently about the way we work together.

For example, in some cases the way in which we have historically operated has meant that some staff haven't been allowed to work to their maximum potential – as their qualifications, experience and skills could easily be transferred to support new ways of working that better support the outcomes for people and staff. Thinking differently and creating a space for change can provide better career provision pathways, boost staff morale and improve retention, overall, creating a more resilient workforce that is empowered to better support a growing and changing community.

Creating the space to enable this change to develop new ways of working or upskilling can take time and can seem quite a daunting task. This toolkit aims to breakdown all the steps to guide and support you through a workforce planning process with **helpful resources**, **helpful links** and slides in a **facilitators pack** that will guide you along the way. At the end of the training, you will become a workforce planning practitioner who will be able to facilitate your own workforce planning workshops and support others to become champions like yourself.

GM WORKFORCE PLANNING MODEL OVERVIEW

The GM Workforce Planning Model includes all the necessary steps you may need to take when workforce planning and this toolkit deep dives into each of the sections in the model below.

Workforce planning is an art form, not a science and this model is not designed to always be undertaken through a prescriptive or linear process. For examples, in times of crisis there may be a need to jump straight to the 'make it happen' stage to fast track implementation of an urgent plan.

This model shows you the 'best practice standard' for workforce planning in order to create meaningful change and transformation that is embedded and sustainable for the future workforce.

Workforce Planning Domains

Demand

Workforce design

Supply

Make it happen

A:
Parameters
Engagement
Stakeholders
Context
Drivers

B:
Population
Communities

C:
Service Design

D:
Skills
Knowledge
Competence

E:
Roles
Job Design
Volume

F:
Labour Market
Current Workforce
Pipelines

G:
Implementation Plan
Priorities

Greater Manchester Population and Communities

Leading Change and Transformation

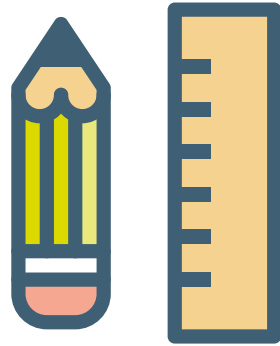**Greater Manchester One Workforce One Model** Workforce Planning Toolkit

Demand

This step helps you to:

- Identify your key stakeholders you will need to involve in your workforce planning process to ensure you have the right people in the room.

- Learn how to really understand your population and communities.

- Take the necessary steps to ensure your future services are centred around your population and communities.
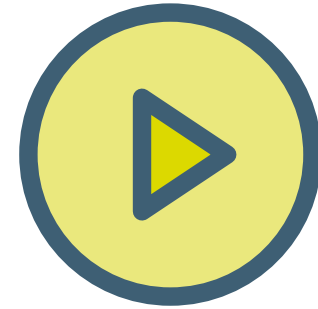
Workforce design

This step helps you to:

- Build confidence to map the skills, knowledge, competence levels around your services, including identifying what needs to change in the future workforce by working with stakeholders.

- Create a description of a costed up integrated future workforce that is supported by your key stakeholders in the locality.

Supply

This step helps you to:

- Develop the knowledge about where the future workforce might come from and some of the different scenarios around the supply chain are centred around your population and communities.

Make it happen

This step helps you to:

- Success will mean you are confident that an effective set of plans are in place to deliver the workforce plan which covers all of the steps within the model, which is supported by key stakeholders and is centric to the population and communities we serve.

WORKFORCE PLANNING DOMAINS

Demand

A: Parameters, Engagement, Stakeholders, Context, Drivers

Overview:

It is important to set out your boundaries for your workforce planning exercise. This will help keep you on track and avoid 'mission creep'. Stakeholders are an important part of the equation this early on because they are vital to the success the change process you are inevitably embarking upon.

Outcomes:

Success will mean feeling confident that you have established a solid start point for your workforce planning exercise and have established contact and gained relevant involvement of the right people at this stage.
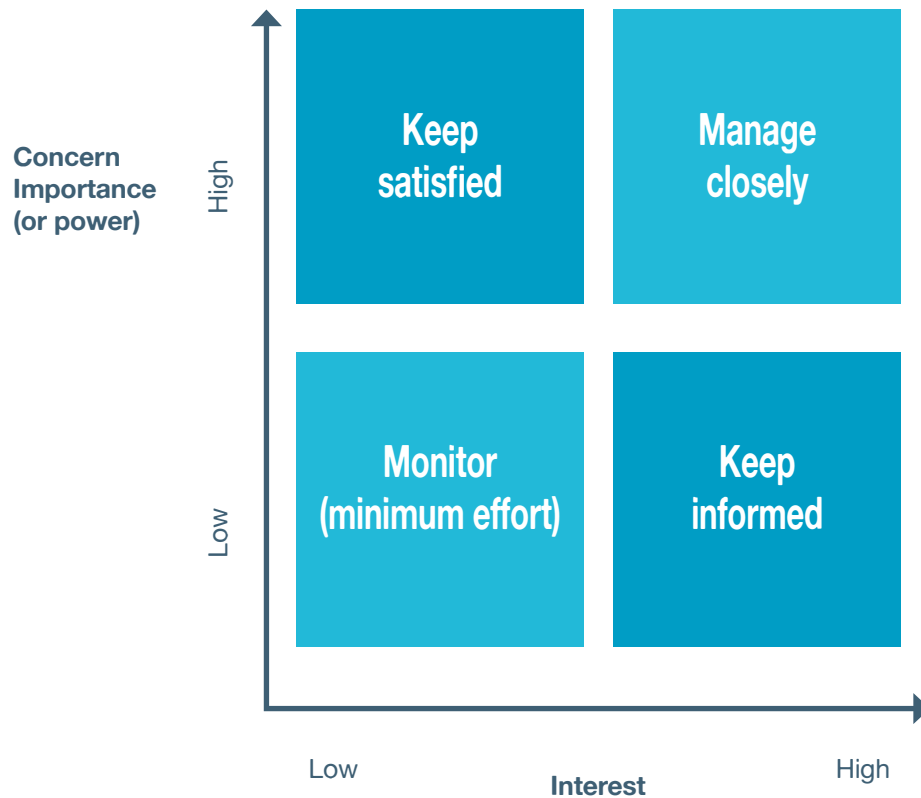
Outputs:

• A stakeholder engagement and communication plan

• Project plan which includes timelines, desired outcomes, anticipated risks and challenges

• An awareness plan for dealing with change management challenges

• A description of the strategic context and drivers

To achieve this, you will need to invest time to:

• **Engage and involve the right people (stakeholders)** in the workforce planning process across your locality and beyond (that is, anyone who might have a vested interest or stake in designing and creating the future workforce).

Engagement: Stakeholder mapping

Concern Importance (or power)

High

Keep satisfied	**Manage closely**
Monitor (minimum effort)	**Keep informed**

Low

Low   Interest   High

- **Define planning parameters** such as; how far ahead you are looking to plan for (2 years, 5 years, 10 years?), are you workforce planning for a specific service pathway, or for a number of services being provided in the locality? Is the service you are workforce planning for provided on a locality or Greater Manchester wide basis? Are you workforce planning for a new service or to support transformation of a current service?

- **Scope some of the change management challenges** that can be anticipated at an early stage in the workforce planning process. For example, this might include; anticipating a change in people's job profiles or job descriptions, anticipating that service re-design or transformation will directly impact on the current workforce, anticipating a change in the future skills and knowledge requirements.

- **Scope the strategic context and drivers** for the timeline you have specified. This will require taking into account the plans for the locality, neighbourhoods, Greater Manchester, the North West Region, the national picture and maybe even beyond that. All this information could impact on; service provision, expected ways of working, expected roles in the workforce and expected impact of service provision and workforce on the population and communities.

Context and Drivers: P.E.S.T.E.L. Analysis

Political	Economic
Social	Technological
Legal	Environmental

Greater Manchester One Workforce One Model Workforce Planning Toolkit

B: Population, Communities

Overview:

Your population and local communities are at the centre of any workforce planning activity. This is absolute and any workforce planning decision needs to make sense and benefit these groups. A powerful way to engage stakeholders in the workforce planning process is to create some 'proxies' as a genuine way of representing the population and communities.

Outcomes:

Success will mean that you are confident and able to describe the current and future characteristics of the population and communities, based on the rich and deep understanding you have developed and supported by your identification of some significant proxies.

Outputs:

- A deep and rich understanding of the locality population and communities

- A description and narrative of population and community trends based on the planning timeline identified, informed by both quantitative and qualitative data and information

- Identification of a series of 'proxies' or representations of people in the population/communities, for whom you are producing your workforce plan

To achieve this, you will need to invest time to:

- Access and gather data and information about the locality population and communities that can be found in public documents, databases and web-sites.

- Find data and information from more local sources that can be added to the publicly available information. This might be information provided by the people working in health and care within the localities and neighbourhoods.

- Engage with and include residents in discussions to establish their views about what is required from a locality or neighbourhood workforce to best meet their needs.

- Identify examples or 'proxies' representative of most of the population you are workforce planning around – so that you are truly remaining population and communities focused.

C: Service Design

Overview:

Workforce planning has no logic to it unless it integrates the services being provided. It's possible to use current service/business plans and import them at this point. It is also possible to use this stage to undertake a service review or integrate current service transformation work.

Outcomes:

Success will mean that you are confident the service provision, for which you are workforce planning, is as closely aligned to the current and future needs/trends of the population and communities, as described in B, and within the context of A.

Outputs:

- A description of the services being considered for the workforce planning exercise. This might be a description or specification of a particular pathway of care for a particular segment of the population, or could be a series of descriptions and specifications for a cluster of services for the whole locality.

- This description(s) or specification should be directly related to the understanding and description of the needs of the population and communities identified in B.

To achieve this, you will need to invest time to:

- Take the outputs and outcomes of A and B and ensure that the plans for service provision are aligned to what is known about the population and communities within the locality.

- Ensure there is understanding of the 'what' and 'how' (not workforce at this stage) of service delivery.
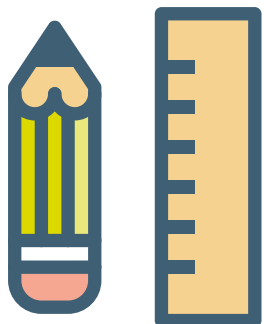
Reviewing current services
Boston's Matrix

Stars

Question marks

Prioritise

Divest

Invest

Cash cows

Dogs

Future-proofing your services
Ansoff's Matrix

Existing services

New services

Existing population

New Population

Market penetration

Product development

Ansoff's

Market development

Diversification

Workforce Design

D: Skills, Knowledge, Competence

Overview:

Now that the foundations have been laid, you are able to begin thinking and talking about the workforce required to deliver the service(s) in C. You will be tempted to talk about roles at this stage, but this is best left until you have worked out what skills, knowledge and levels of competence are required in your future workforce, regardless of the roles.

Outcomes:

Success will mean that you will be confident you have mapped skills, knowledge, and levels of competence onto the service(s) identified in C, including identifying what needs to change in the future workforce by working with stakeholders.

Outputs:

- A list or map of skills and knowledge required against the services described in C

- The identification of potential new or different skills and knowledge required for the future workforce in the locality

- The identification of new or different skills needed to support any major service transformation, being introduced into the locality (and possibly broader)

- The identification of core skills and knowledge that are anticipated to be required by anyone working in the health and social care environment within the locality
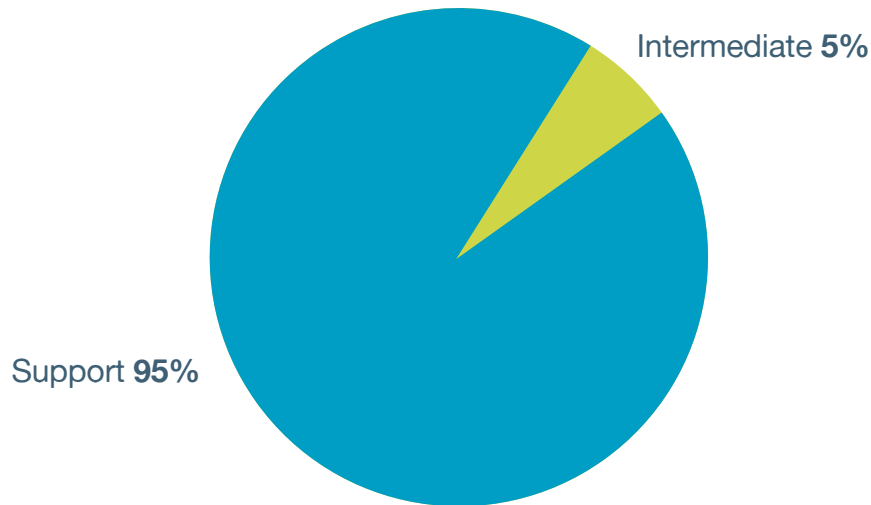
This step is about investing time to;

- Identify the ideal profile of skills and knowledge that will need to be developed over a specified period, so that the services described and specified in C can be effectively and efficiently delivered to the population and communities described in B.

Skills, Knowledge and Competence Matrix (SKC Matrix)

Service element	Competence level		
Skills/Knowledge required	**Specialist %**	**Intermediate %**	**Support %**
History taking and assessment		5	95
Designing a plan for care	5	95	
Assessment of home environment		95	5
Daily living skills			100
Prescribing medication	95	5	

History taking and assessment

Intermediate **5%**

Support **95%**

- Work with stakeholders to explore what skills and knowledge need to stay the same over time, and what skills and knowledge need to change over time.

- Take an exploratory, experimental, and creative approach towards identifying what skills and knowledge are required to deliver the services described and specified in C, checking reality against what is known about the population and communities in the neighbourhood from B, and ensuring that any desired changes not only mirror or reinforce the strategic landscape from A, but MORE IMPORTANTLY, that any changes make a positive difference to individual residents within the locality.

E: Roles, Job Design, Volume

Overview:

This stage is about bundling together, or clustering the skills, knowledge and competence levels together in way that makes sense, to create roles you require in the future workforce. There is opportunity to look at roles in an integrated way, crossing organisational and sector boundaries within health and social care.

Outcomes:

Success will mean that you have a description of a costed up integrated locality future workforce, that you will be confident has the support of relevant stakeholders in the locality.

Outputs:

- A list of the different roles required in the locality that encapsulate all the skills and knowledge identified in D as being required to deliver the described and specified services in C, based on what is understood about the neighbourhood population and communities in B, and taking account of any givens identified in the strategic landscape in A

- An indication and/or numbers of people needed in each of the roles to deliver safe, effective and efficient services to the population and communities of the locality

- A financial plan for the future workforce

- Identification of any new roles required, based on how the skills and knowledge identified in D are clustered into job profiles

- Identification of any re-designed roles required, based on how the skills and knowledge identified in D are clustered into job profiles

- Identification of current roles required, based on how the skills and knowledge identified in D are clustered into job profiles

- A final description and definition of the future workforce for the locality reflecting the parameters defined in A
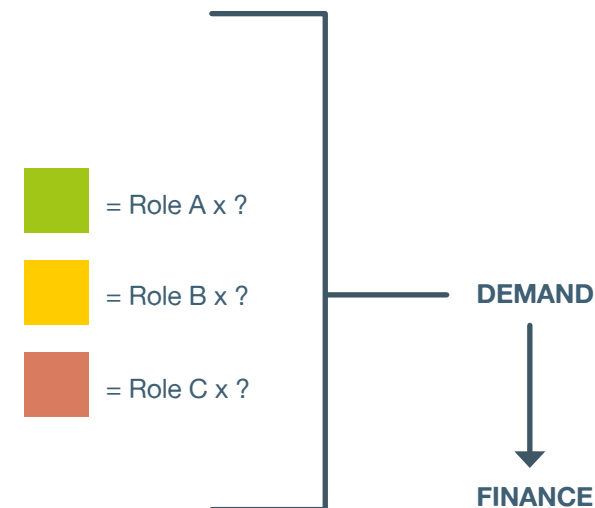
This step is about investing time to;

- Explore and engage with stakeholders, supported by HR input, the role possibilities for the future workforce in the locality, to be achieved over the timeline specified.

- Ensure that all the skills and knowledge identified are considered when identifying the individual roles required, even if some of the skills and some of the knowledge must come from outside the immediate locality workforce.

- Be creative and explore potential roles that will make a difference to the health and well-being of the locality population and communities.

- Decide the numbers (Headcount/FTE) needed of each role, based on the outputs of Steps A-C. For example, your understanding about population and community trends will inform your decisions about the numbers needed in the future workforce. You will also need to explore other factors, such as, professional regulations, workforce supply and ease of recruiting into roles.

- Working with activity performance data colleagues to support the demand element of your workforce plan (see **link 6** for more info)

- Working with finance colleagues to produce a costed workforce plan (see **Link 7** for more info)

E: Roles, Job Design, Volume

Service element	Competence level		
Skills/Knowledge required	Specialist %	Intermediate %	Support %
History taking and assessment		5	95
Designing a plan for care	5	95	
Assessment of home environment		95	5
Daily living skills			100
Prescribing medication	95	5	

= Role A x ?

= Role B x ?

= Role C x ?

DEMAND

FINANCE

Supply

F: Labour Market, Current Workforce, Pipelines

Overview:

All previous stages have been future-focused (A – E). This stage is about looking at present day workforce data and intelligence, with an eye on some of the trends related to population trends and education and training trends.

Outcomes:

Success will mean that you are confident you have the knowledge about where the future workforce might come from and some of the different scenarios around the supply side of the equation.

Outputs:

- A comprehensive picture of potential workforce availability, both current and future.

- A relevant current picture of health and social care workforce.

- An understanding of how education institutions are feeding the workforce supply for health and care professions across Greater Manchester.

This step is about investing time to;

- Gather intelligence about labour markets within the locality and across Greater Manchester, in terms of current potential supply of workforce and also understanding trends which will indicate future supply.

- Develop intelligence about broader national and global workforce and labour market trends which might impact on the availability and design of workforce in the locality.

- Bring together data and information about the current workforce in place within the locality and possibly Greater Manchester and beyond (relevant to your specific workforce planning activity).

- Access data and information related to further and higher education institutions (such as the numbers of people coming out of specific degree courses)

Making it happen

G: Implementation Plan, Priorities

Overview:

This is where PLANNING becomes crucial. This stage is about setting out the 'HOW, WHO and WHEN' of your workforce plan. There may well be a plethora of plans that need to be in place to achieve the implementation of the future workforce, and it may be that a project or programme approach needs to be developed to maximise the conditions for success. It is vital that a change management approach is adopted to the implementation process regardless.

Outcomes:

Success will mean you are confident that an effective set of plans are in place to deliver the workforce plan, which;

- Is set within the context of A (Parameters, Engagement, Stakeholders, Context, Drivers)

- Is firmly designed around what we know from B (Population, Communities)

- Enables the service delivery identified in C (Service Design)

- Maintains the golden thread of our understanding and knowledge of local populations and communities throughout the workforce planning process

- Reflects an integrated approach across health and social care both in terms of service provision and workforce

- Is achievable (yet ambitious) within the known financial environment

- Has maintained the involvement and inclusion of key people who will support/facilitate or lead the change management process

Outputs:

- Key priorities for developing the workforce in the locality or specific pathway or service area

- A series of action plans for implementing the workforce plan

- A risk management register and plan for mitigating risk

This step is about investing time to;

- Work with appropriate stakeholders to agree priorities and action plans

- Set goals, objectives and specify how you will know you are progressing towards the result

- Understand what the key risks are that might hinder progress and how these might be mitigated

- Build in a change management approach towards implementation, so that success is maximised

G: Defining the Implementation Plan and Priorities

Keeping People	Getting People	Losing People

Goals → Objectives → Actions

Risks → ← Accountability

THE LOCALITY WORKFORCE PLANNING FACILITATOR ROLE

Locality Workforce Planning Facilitators will;

- lead and facilitate the workforce planning process across health and social care in the locality, to achieve the output of a workforce plan

- support and develop other people who wish to facilitate the workforce planning process

- adopt a change management and transformation approach to workforce planning.

This will mean avoiding the trap many workforce planners fall into, finding themselves workforce planning alone with little or no involvement or support from stakeholders. In effect, Locality Facilitators are CHANGE AGENTS.

"A change agent is anyone who has the power to stimulate, facilitate and coordinate the change effort"
(F.C. Lunenburg 2010)

They are change agents who have an organisation development focus, working on the following to support the development of the workforce planning process in the locality;

RELATIONSHIPS WITH STAKEHOLDERS

The degree to which collaborative ties have strength and energy will impact positively on any change and transformation process.

STRUCTURING

It is vital to consider what structures and mechanisms will support the change effort around workforce planning in the locality. For example, is it best to set up a workforce planning steering group or a series of task and finish groups?

REWARD

Identifying positive outcomes of any change or transformation effort for those involved will strengthen engagement.

ENERGY

Creating the physical and psychological space for self to be able to take on the change agent role.

OPENESS

Willingness between stakeholders to listen to each other and be influenced by each other, so that creativity and innovation can happen, for example, by building trust and communication channels.

EMPATHY

Understanding the impact of the workforce planning process on the thoughts and feelings of stakeholders as this could impact on the change management approach

PERSONAL FACILITATION SKILLS

The capacity and capability to be able to use effective facilitation skills to work with individuals as well as groups of all different sizes

PERSONAL UNDERSTANDING OF THE PRINCIPLES OF ORGANISATIONAL AND INDIVIDUAL CHANGE

This understanding will underpin the change management approach and actions adopted in the workforce planning process

In supporting others to become facilitators, the Locality Workforce Planning Facilitator will also need to have the skills to act as coach and buddy, once they are confident that the new facilitator has sufficient knowledge of the workforce planning process and model.

COACH

to support the new workforce planning facilitator to find the best ways to use the workforce planning model and implement the process.

BUDDY

to work directly alongside new facilitators to pass on knowledge and expertise about how to practically facilitate the workforce planning process in real time.

ADDITIONAL SUPPORT, LINKS & RESOURCES

Support to you

The aim of the GM Integrated Workforce Planning Train the Trainer Programme is to upskill and grow more Workforce Planning Practitioners and Champions across all sectors and disciplines.
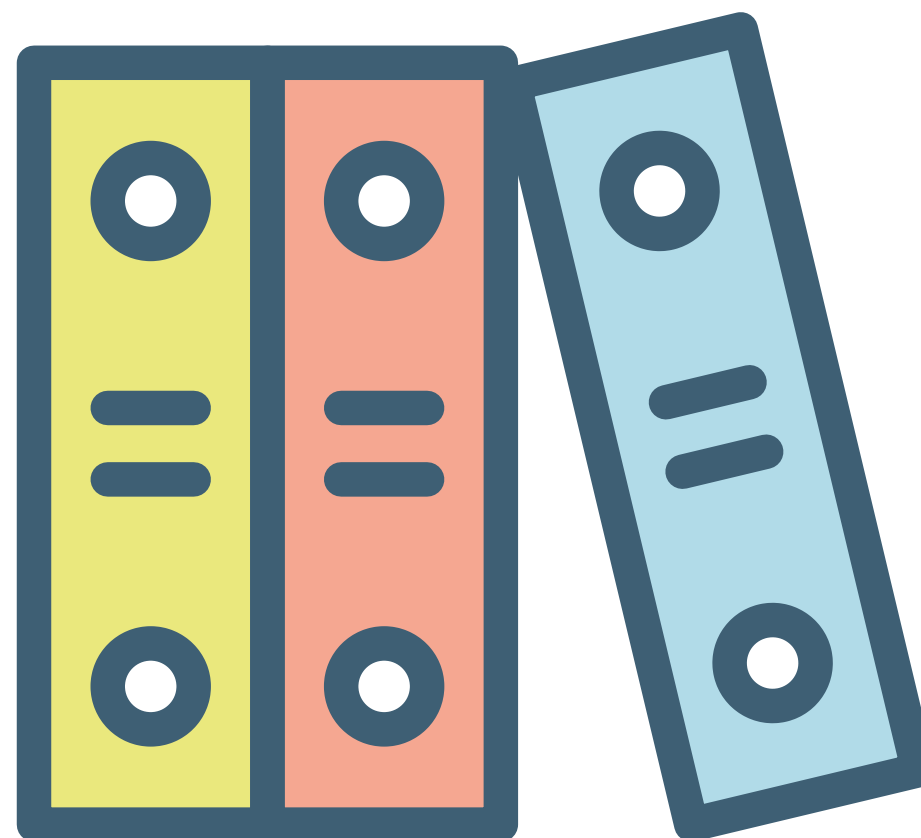
We understand that Workforce Planning in practice can be quite daunting and challenging to get off the ground, we are here to support you and have a number of drop-in sessions taking place and 1:1 support for you if you need it.

If you have any concerns or queries throughout your Workforce Planning journey please contact: **gm.workforce@nhs.net**

Links

Below are several links to some key pieces of information that can support you in your workforce planning processes. It is the facilitators' role to pull in the right people who can support you in collecting a lot of this information.

This is not an exhaustive list and if there are any contacts or pieces of information you think you will need that are not within this pack, do not hesitate to get in touch via: **gm.workforce@nhs.net**

ID	Tool / data source	How can this support me in workforce planning?	Web link access
Link 1	**Workforce Planning Toolkit & Slides**	This toolkit provides a step by step guide to workforce planning and the corresponding slides will enable you to facilitate your own planning sessions and enable you to grow more workforce planning in your organisation	**GM Workforce Future's Site**
Link 2	**GM Workforce Planning Forum**	Here you will have access to a chat forum between other workforce planners across GM where you can share your challenges, case studies and best practice so we can grow and share learning together as one system	**GM Workforce Future's Site**
Link 3	**Workforce Planning Practitioner Certificate**	Template for you to provide to colleagues you have trained. Don't forget to email us to let us know when you have trained fellow colleagues so we can add to the number of workforce planners across GM **gm.workforce@nhs.net**	**GM Workforce Future's Site**
Link 4	**Current Workforce Data**	The GM Virtual Workforce Information System (VWIS) will provide you with up to date current workforce data for your locality for: Social care, LCO's and Primary Care	For more info visit: **GM Workforce Future's Site** Or contact the team at: **nhsi.gm.vwis@nhs.net** (If you require further workforce data that VWIS doesn't provide, you can get this information from your organisations local data analyst / information team)

ID	Tool / data source	How can this support me in workforce planning?	Web link access
Link **5**	**Population data**	There is a wealth of information around our local population's health from long term conditions to ethnic diversity. This is an important step in workforce planning to ensure we are creating the right roles in the right place for our communities needs now and for the future. There are many sources you can retrieve this data and different leads within the system and people from communities themselves that can provide you with advice when workforce planning	**Office of National Statistics (ONS)** **Joint Strategic Needs Assessment (JSNA)** and **Labour market reports** are usually conducted by your Local Authorities. Contact your local council for more information Population Health Teams – has a GM team at GMHSP and locally sits within the Public Health Teams within the Council. **Public Health England (PHE)** – Fingertips data **The Community Wellbeing Index**
Link **6**	**Activity data**	To understand the demand in the system, we need to look at the activity performance data for your organisation and how this may change/increase over time. This can help us determine how many and what type of workforce we need to meet the outcomes required for our services.	**Tableau** is an online tool that the GM uses to look at all locality activity performance data in one place. You can always contact your local performance team to who can help you retrieve this data and advise on during your workforce planning process

ID	Tool / data source	How can this support me in workforce planning?	Web link access
Link 7	**Finance data**	Financial data can help you understand what is possible within the financial envelope of your organisation when workforce planning. E.g. if it is not financially possible to recruit 100 more doctors, then alternative realistic solutions should be included within your plan.	This data will need to be provided from within your internal finance team who should be included as part of your workforce planning process who can advise on what is financially possible.
Link 8	**Supply data**	It is important to understand the information around the number of graduates coming out of e.g. universities for some of the key professions. This will help us to gage the projected pipeline of recruits for what the future workforce could look like.	Contact: **gmworkforce@hee.nhs.uk**
Link 9	**Management tools**	Change, Transformation, Programme/Business Management help ad support.	**www.mindtools.com**

Support Resources in this pack

Below are a list of resources and templates that have been referenced throughout this toolkit which are designed to help you in your workforce planning processes. All resources will be made available on the GM Workforce Future Site.

This is not an exhaustive list and if there are any templates you think you will need that are not available in this toolkit, do not hesitate to get in touch via: **gm.workforce@nhs.net**

ID	Resource Link	How can this support me in workforce planning?	Document link
Resource 1	**Stakeholder & engagement prioritisation matrix**	This will help you identify and prioritise who is best places to be involved in your process.	**GM Workforce Future's Site**
Resource 2	**Planning checklist**	How to define the parameters of your planning process and ensure you have thought about and gathered everything you will need for a successful planning process.	**GM Workforce Future's Site**
Resource 3	**Change Management help sheet**	What to look out for in Change Management and how best to mitigate risk	**GM Workforce Future's Site**
Resource 4	**P.E.S.T.E.L. Analysis**	Understand and scope your context and drivers of your workforce planning process.	**GM Workforce Future's Site**
Resource 5	**Getting to know your service users**	Techniques to understand your service users when redesigning services.	**GM Workforce Future's Site**

ID	Resource Link	How can this support me in workforce planning?	Document link
Resource 6	**Boston Matrix**	Help you to review your current services in the context of workforce planning.	**GM Workforce Future's Site**
Resource 7	**Ansoff matrix**	Help you to focus on the sustainable future planning of services.	**GM Workforce Future's Site**
Resource 8	**Skills, knowledge, competence mapping and role identification template**	Helps you to map the skills, knowledge, competencies to identify types of roles you will need for future servies role	**GM Workforce Future's Site**
Resource 9	**Workforce Planning Action Plan Template**	Will support you embed your workforce plans in practice.	**GM Workforce Future's Site**
Resource 10	**FAQ Sheet**	If you still have any more questions about the workforce planning process, you may find your answer in this FAQ sheet from the workforce training sessions.	**GM Workforce Future's Site**