

3 YEAR WORKFORCE PLAN – OVERARCHING GUIDE

Heading	Indicative Workforce Plan Content
<p>Methodology Partnership Working</p>	<p>Our plan reflects discussions with stakeholders, including:</p> <ul style="list-style-type: none"> • Local Service Planning Leads • Financial Planning Leads • Trades Unions • NHS/Local Authority/HSCP Workforce Planning Leads • Social work/social care Leads • Professional lead officers, including Nursing and Medical Directors, AHP Directors and Healthcare Science Leads • HR Leads • Third and Independent Sector Representatives • Primary Care Contractor Representatives • Other identified stakeholders
<p>Alignment with other strategic documents</p>	<p>Our plan reflects service priorities identified in our –</p> <ul style="list-style-type: none"> • Medium Term Operational Plans (incorporating Board Annual Delivery Plans for 2022/23) • Strategic Plans • Commissioning Plans • Local Financial Plan assumptions and affordability in achieving the required future workforce.
<p>Planning the required workforce</p>	<p>Our plan-</p> <ul style="list-style-type: none"> - describes how the workforce will support recovery, growth and transformation. - analyses the health and care needs of the population and identifies the impact on local workforce demand. - considers internal and external environments and how they may impact on our services and workforce. - has been informed by available national workforce planning and workload tools. - describes and summarises the workforce required in the short (12 months) and medium term (36 months) to deliver the key recovery and growth priorities, detailing <ul style="list-style-type: none"> • Required staff numbers (FTE/WTE) • Job Families and Professional Roles • Skill Mix and Competency needs - contains an analysis/description of the gap between the projected future workforce need and current staffing in terms of overall numbers (WTE/FTE) and skills. - analyses our current workforce profile by job family/profession and considers the impact of <ul style="list-style-type: none"> • Age profiles and retiral projections • Leavers and turnover projections - considers options to meet required workforce demand (e.g. increased supply, improved productivity, demand suppression).

<p style="text-align: center;">Action Planning</p>	<p>Our plan –</p> <ul style="list-style-type: none"> - details local actions required to achieve necessary changes to the workforce through: <ul style="list-style-type: none"> • Domestic Recruitment /International Recruitment • Service and Role Redesign • Training and upskilling of staff - describes and quantifies opportunities to transform the delivery of health and care services identified or accelerated during the pandemic (<i>e.g. Digital Health and Telecare using Virtual/Remote Consultations/Virtual Wards/Hospital@Home/Extension of MDT /Opportunities to support Mutual Aid, Joint and Regional Working.</i>) - describes areas of workforce skills development that will be required to support future models of care/ service. - describes the need for and development of new posts/new roles/extension of current duties including: <ul style="list-style-type: none"> • Advanced Practice roles • Physicians Associate • Assistant Practitioners roles • Extended Social Care roles in Primary Care and Community settings
<p style="text-align: center;">Staff Wellbeing</p>	<p>Our plan -</p> <ul style="list-style-type: none"> - describes actions supporting the physical and mental wellbeing of our staff. - describes key workforce issues affecting the quality of staff experience, and projected impact of these on staff retention.
<p style="text-align: center;">Summary of Actions</p>	<p>Our plan –</p> <ul style="list-style-type: none"> - summarises actions being taken to address identified workforce challenges - confirms actions being taken align to the 5 Pillars of the Workforce Journey contained within the National Workforce Strategy: <ul style="list-style-type: none"> ✓ Plan – supporting evidence-based workforce planning ✓ Attract – using domestic and ethical international recruitment to attract the best staff into health and care employment in Scotland ✓ Train – supporting staff through education and training to equip them with the skills required to deliver the best quality of care ✓ Employ – making health and social care organisations “employers of choice” by ensuring staff are, and feel, valued and rewarded ✓ Nurture – creating a workforce and leadership culture focusing on the health and wellbeing of all staff.
<p style="text-align: center;">Implementing and Reviewing</p>	<p>Our plan-</p> <ul style="list-style-type: none"> - identifies key workforce targets to be achieved. - describes how/when targets and milestones will be measured.