

- DEFINITION OF THE GOALS IN THE ENGLISH PLANNING SYSTEM

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Main aspects:

- *There is a clear and coherent process followed by England: to set the scope (Framework), then to deploy the specific objectives (Mandate) and update them (review of the Mandate) and, finally, to build a control system (Framework indicators);*
- *The health workforce planning system within England has clear accountabilities set out to assist clarity and understanding of responsibilities.*

Description:

The health workforce planning system within England has clear accountabilities set out to assist clarity and understanding of responsibilities. The Department of Health has the overall purpose and aim as described below:

“The Department of Health (DH) helps people to live better for longer. We lead, shape and fund health and care in England, making sure people have the support, care and treatment they need, with the compassion, respect and dignity they deserve.”(DH, 2014)

Healthcare workforce planning takes place at a number of levels in England and is organised within an overall framework of statutory relations between the DH and Health Education England (HEE).

This includes the overall guidance and stewardship to plan for known challenges such as planning to meet the needs of an ageing population with an ageing workforce, managing



changing demand resulting from an increasing prevalence of complex long-term conditions and co-morbidities whilst preparing for changes resulting from innovation and technology.

The Department of Health (DH) acts as the steward for the health, social care and public health system by setting strategic outcomes, securing resources, setting the regulatory, policy and legal framework and providing oversight and leadership (Department of Health, 2012 and 2013). The DH sets strategic outcomes in the form of mandates to national bodies, and has a mandate to Health Education England (HEE). The mandate is also reflected in the Education Outcomes Framework which “sets the outcomes which the Secretary of State expects to be delivered from the reformed education and training system in support of improving patient care and health outcomes”. This is supported and further defined within technical guidance for the indicators (Department of Health, 2013). As a result the overall goals for England are explicit and set out in the Mandate and the Education Outcomes Framework that include long, medium and short term timeframes as well as outcome indicators.

Health Education England ensures ‘that the future workforce has the right numbers, skills, values and behaviours. HEE annually sets out its intentions (in terms of education and training commissions) in the Workforce Plan for England which is subsequently used as the basis of the contracts that each Local Education and Training Board (LETB, see local bodies in figure 1) places with local education providers for that academic year (Health Education England, 2014). To inform these training commissions, HEE takes the five-year plans from LETBs, who in turn have taken five-year projections from NHS Providers (e.g. NHS Foundation Trusts in Figure 1). For 110 workforce roles, HEE then decides on whether to increase or decrease training commissions based on triangulation of the LETB projections with other workforce intelligence, such as that from the CfWI. The Mandate aligns with the Education Outcomes Framework, which describes the outcomes that are expected from the training and education system and progress is reported on a periodic and annual basis (HEE, 2014).

The CfWI is a key contributor to the planning of future workforce requirements for health, public health and social care in England. The CfWI is commissioned by the Department of Health, as well as Health Education England and Public Health England. It looks at specific workforce groups and pathways, and provides materials, tools and resources to inform workforce planning policy decisions at a national and local level such



as those relating to the in-scope for the JA HWF planning and forecasting professions of doctors and dentists (CfWI, 2012), nurses (CfWI, 2013a), midwives (CfWI, 2013b) and pharmacists (CfWI, 2013c).



National to local organisations (Department of Health, 2013)

Describing the arrangements for health workforce planning in more detail, the mandate from the DH to HEE describes the strategic objectives in the areas of:

- *workforce planning;*
- *health education;*
- *training and development.*

Results:

Future demand, health need and analysis of skills are also examined as part of the CfWI work for its commissioners within England as well as for the EU JA HWF work and specifically the Horizon 2035 commission from the Department of Health.

Further information:

- Department of Health (2014) *About us / What we do* <https://www.gov.uk/government/organisations/department-of-health/about>

- Department of Health (2013) *Helping people live better for longer: A guide to the Department of Health's role and purpose post-April 2013* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/226838/DH_Brochure_WEB.pdf
- Department of Health, (2014) *A mandate from the government to Health Education England.* <https://www.gov.uk/government/publications/health-education-england-mandate-april-2014-to-march-2015>
- Department of Health (2013) *Education outcomes framework for healthcare workforce.* <https://www.gov.uk/government/publications/education-outcomes-framework-for-healthcare-workforce>
- Department of Health (2013) *Education Outcomes Framework Indicators - Technical Guidance 2013/14.* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/225361/EOF_Indicators_-_Technical_Guidance_2013_14.pdf
- Department of Health (2012) *Liberating the NHS: Developing the healthcare workforce - from design to delivery.* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/152168/dh_132087.pdf
- Health Education England (2013) *HEE's national Workforce Plan* <http://hee.nhs.uk/wp-content/uploads/sites/321/2013/12/Workforce-plan-UPDATE-interactive.pdf>
- Health Education England (2014) *HEE's Annual Report and Accounts 2013/14* <http://hee.nhs.uk/wp-content/blogs.dir/321/files/2014/07/HEE-Annual-Report-and-Accounts-2013-14-interactive.pdf>
- Centre for Workforce Intelligence (2012) *A strategic review of the future healthcare workforce.* <http://www.cfwi.org.uk/publications/a-strategic-review-of-the-future-healthcare-workforce-informing-medical-and-dental-student-intakes-1>
- Centre for Workforce Intelligence (2013a) *Future Nursing Workforce Projections.* <http://www.cfwi.org.uk/news/publications/future-nursing-workforce-projections-starting%20the%20discussion>
- Centre for Workforce Intelligence (2013b) *Future Midwifery Workforce Projections.* <http://www.cfwi.org.uk/news/publications/future-midwifery-workforce-projections-starting-the-discussion>
- Centre for Workforce Intelligence (2013c) *A strategic review of the future pharmacist workforce.* <http://www.cfwi.org.uk/publications/a-strategic-review-of-the-future-pharmacist-workforce/@@publication-detail>
- Centre for Workforce Intelligence (2013d) *A strategic review of the future dentistry workforce: Informing dental student intakes.* <http://www.cfwi.org.uk/publications/a-strategic-review-of-the-future-dentistry-workforce-informing-dental-student-intakes>
- Centre for Workforce Intelligence (2014) *Horizon 2035: Health and care workforce futures progress update.* <http://www.horizonscanning.org.uk/publications/h2035-progress-update/>