

National Workforce Programme



Service input and advice to the Integrated Workforce Planning Tool

(for use with Part 3 of the workforce planning template)

Planning for an integrated workforce in order to meet the mental health and psychological well being needs of children, young people and their families.

Workshop guidance

(Process adapted from step 4 Creating Capable Teams Approach developed by Nicki Hollingsworth, NCSS CAMHS National Workforce Programme)

Resources required

- 8 blank flipcharts
- Pens for participants
- Post-its
- Sticky dots (42 dots per participant)
- Sellotape
- Stapler
- Model workforce plan (download from the [ChiMat website](#))
- Integrated workforce planning tool template (download from the [ChiMat website](#))

Preparation

On each of the 7 flipcharts, title each with one of the 7 workforce planning themes and the explanation (see below). On flipchart 8, title this 'Priorities' and split the flipchart into 7 boxes, in each box write one of the 7 workforce planning themes.

The workshop (2 hours in total)

- 1. Welcome and Introductions**
- 2. The web based Integrated Workforce Planning Tool, what is it and what are the outcomes?** (model plan and template)
- 3. Why service input and advice is important** - Introduce the concept of building a local picture of Workforce issues involved in planning an Integrated Comprehensive CAMHS across Universal, targeted, specialist/ Tier 1-4 CAMHS (20 mins total)

Individual tasks (30 mins)

- Ask participants to think of their own service /practice area and what are the issues (strengths and difficulties) relating to the seven workforce themes on the 7 flipcharts

- Ask participants to write their ideas/comments on post-it notes and place the post-its onto the corresponding flipcharts (refer to model workforce plan if participants are struggling for ideas)

Group tasks (20 mins)

- Separate participants into 4 groups (approx 3 per group)
- Allocate 2 flipcharts per group
- Invite participants to look at their flipcharts in turn and look for repeating comments on post-its and ask them to group these together (one post-it on top of the next so you can still see the comments but the post-its are attached to each other)
- Facilitators to circulate and ensure that participants are grouping similar post- its together

Individual tasks (30 mins)

- Give participants six sticky dots per flipchart (42 in total)
- Invite participants to visit each flip chart in turn and place a maximum of six sticky dots on the post- it/group of post-its that represent what they feel are Integrated workforce planning priorities (ask them not to spend all their 6 sticky dots on one post- it/group and not all their 42 sticky dots on one flipchart either!!)

Facilitators (20 mins)

- Keep participants in a group together and visit each of the flip charts in turn to identify 3 post-its/groups of post-its that have the most sticky dots on them(if there is an even spread of dots and you can't differentiate/ decide, then all of them with equal dots will have to go onto the next step)
- Move the agreed identified post-its with the most dots onto Flipchart 8 into the corresponding workforce theme box you have took them off from the main flipcharts e.g. recruitment and retention sticky dot post-its into the recruitment and retention priority box, (when you have visited all 7 flipcharts you will have a total of 21 post-its/groups of post-its from all the flipcharts, if there are more post-its with smaller numbers of sticky dots tell participants that all of the post-its will be typed up so none of their comments will be lost from the workshop)
- Inform the participants that these priorities will be fed, along with the other workshops, into part 5 which will identify themes to go into the workforce plan and feed into action planning part of process

End of workshop

- Sellotape post-its to all the flipcharts (so none fall off and get lost)
- Staple all the flipcharts together and write on the name of the group facilitated and the date (so we can identify which group said what later) .Roll up flipcharts for typing up.

Flipchart themes and explanations

Flipchart one

Improvement of Integrated *workforce design and planning*, rooting it in local service delivery. Having effective Workforce Design and Development practices in place combining need, service models to meet that need and workforce consequences across all agencies is fundamental to enable services to be staffed appropriately over the coming years.

Flipchart two

Identification and use of *creative means to recruit and retain people*. For mental health services to grow and develop, it is vital to recruit and retain good quality staff that reflects the make-up of the community they serve. Currently, mental health is not seen as an attractive place to work. We need to tackle this stigma by showing that it actually provides intellectual stimulus, good career opportunities, a fair rate of pay for the job and good support networks including a family friendly working environment. If there are insufficient staff we will continue to waste resources on agency and locum staffing, we will be unable to provide effective services for users and their carers and government targets will not be achieved.

Flipchart three

Creation of *new roles to complement existing staff types*. We need to recruit from a different pool of people if we are realistically to expand the workforce to the extent required. This may involve targeting people aged 25-60 who do not have GCSE's or graduates, particularly in health and social sciences. Many of these potential recruits do not want to enter the traditional professions, but with the appropriate training and supervision could take on important roles in services to support and release time from professionally qualified staff based on an analysis of the capabilities required.

Flipchart four

Development of *leadership and change management skills*. Having effective leadership in place at all levels across all agencies is crucial to facilitating the engagement of both staff and organisations in modernising mental health services.

Flipchart five

Development of the workforce through *revised, up-to-date education and training at both pre- and post-qualification levels*. Numbers are necessary, but not sufficient. A well educated, capable and supervised workforce committed to continuing learning is key to delivering effective services, which are valued by service users and their supporters.

Flipchart six

Promotion and facilitation of *new ways of working across professional boundaries*. New ways of working are essential because services are changing, are largely multi-disciplinary team based, with a need to provide a clear pathway for the service user and carer. The pressure from demand for services and insufficient supply of professionally qualified staff mean that traditional practice must be reviewed to ensure that the best use is being made of highly trained professionals. It is important that all staff, in whatever sector or setting, look at the functions they perform and consider alternative ways that some of these can be delivered.

Flipchart seven

Commissioners and providers of services *develop the skill mix, capability and competencies* of their staff to deliver all the assessment and treatment components of comprehensive CAMHS.

Flipchart 8

Priorities.