The Darzi Challenge

A university perspective on workforce needs

Presentation by

Professor Steven West
Vice-Chancellor UWE, Bristol
Vice-Chair of South West Strategic Health Authority

The University Role

- To educate, research, innovate and challenge
- To work in partnership to co-create different futures, different opportunities
- To contribute to society through learning and teaching, research, knowledge creation and exchange
- Not a simple transactional ‘training role’
- The future academic workforce in health therefore needs to be connected to practice and service innovation

Context

- What is **affordable** and **desirable**
- Patients/clients at the heart of service design
- Workforce designed around service need
- Roles of all professions joined up
- Priority is effective team working across and within disciplines and organisations
- Dynamics between tribes, professionals, patients, clients and carers
- Where, how and by whom diagnostics, treatment and ongoing care is going to be delivered & monitored

Look to the futures – more than one

- Change agenda:
  - Our NHS our future – Lord Darzi review
  - Changing for the better – NHS
  - Modernising careers (MMC,MNC,MAHPC,MMC)
  - ?? More to come
- Challenges
  - Less money, less people but increasing demand
  - Aging population increasing chronic disease & co-morbidity
  - Delivery closer to home with increasing customer demands
  - Reductions in funding without impacting on quality and safety
  - Impact of technology and new treatments
  - Costs – human and physical resources

What is happening now?

- Changing roles of healthcare professionals – better educated, trained & regulated, looking for enhanced career development – hungry for advancement
  - Role enhancement not substitution as scope of practice develops – cannot be stopped
  - Clinical tasks once the domain of doctors now taken on by others – no reduction in quality of care, no increased risk to safety – outcomes just as good and access times reduced
  - Emphasis on multi-disciplinary learning & working
  - Increasing expectation from the public and professions in respect of access, timeliness and effectiveness of diagnostics and treatment

A workforce doing things differently

- Modern healthcare:
  - doctors supporting new roles and competencies
  - teams working more effectively – supporting each other – recognising the talents and skills or each member
  - blurring between primary and secondary care
  - more high tech care delivered out of hospital
  - specialist practice changing as technology advances - think about the potential impact of telemedicine on how practitioners will work.

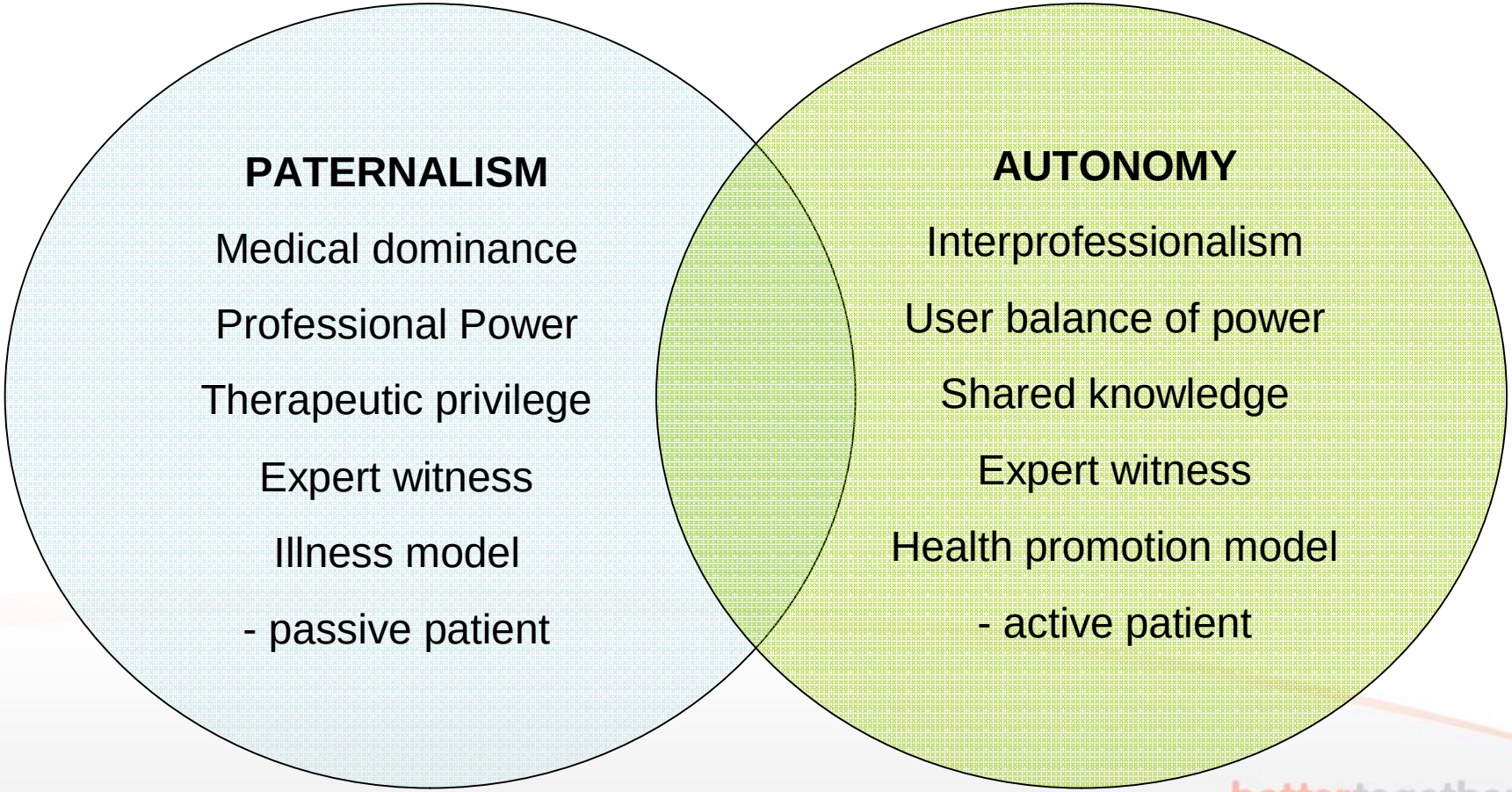
"What's the Role of the Healthcare Professional in the 21st Century?"

- Partner in decision making, scientist, diagnostician, problem solver, technician, coordinator, advocate, communicator, advisor, care deliverer
- Must be:
  - flexible and able to adapt to and lead change
  - good team players working inter-professionally
  - transformational leaders and followers
  - supportive of power-sharing with the patient and other professionals
  - working within and across role boundaries
  - trained and educated in community settings – including specialist
  - Where do HIECs fit ?

Why Change?

Shifting paradigms in healthcare

Illness model X → Y **Health model**



bettertogether

What we need to deliver for patients

- Fast access to reliable health advice and interventions
- Effective treatment by trusted professionals
- Shared decisions and respect for preferences
- Clear information and support self-care
- Attention to physical & environmental needs
- Emotional support, empathy and respect
- Involvement of and support for family and carers
- Continuity of care and smooth transitions

(Levy 2008 –An Independent NHS – what's in it for patients and citizens? – Report from the Picker Institute Europe)

Workforce for the future

Challenges in developing the workforce:

- Ensure staff are skilled for increasing complexity
- Develop new approaches to education to reflect shift to community-based care
- Develop capacity for affordable services
- Ensure effective leadership development
- Expand skills in new ways of working

Workforce for the future

Workforce and Education

- Needs of existing staff need greater focus
- Fast tracking current staff – train for what we need and build in need for change
- More flexibility/adaptability – general skills and knowledge to cope with co-morbidity
- Staff able to respond to variation driven by needs of commissioners working to meet public demand

Workforce for the future

Workforce and Education

- Focus on health improvement
- Need to develop portfolio career approach rather than early specialisation
- Increased focus on diagnostic and risk taking skills for all professional groups
- Programmes to run across health and social care

My Predictions

- More flexible commissioning need to respond differently
- Changes in balance between graduate and non-graduate workforce
- Shifts in numbers year on year within overall resource bundles
- More use of IT assisted learning (VLEs, learning networks, WBL)
- Use of private and independent sector
- More informal carer training
- Shift to health promotion and healthy living
- What the service needs and what support for education providers to deliver it?
- Workforce planning capability or capacity across the UK and globe!