Workforce Implications of the Information Strategy

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“The Power of Information”:

- highlights the importance of local leadership and of local commitment to informatics professionalism and development
- emphasises local ownership and responsibility
“The Power of Information” – Chapter 5:

Greater recognition of informatics as a profession and of the importance of information and informatics skills for all those working in health and care will be critical within and across organisations.
The health & care system from April 2013

Developing our People, Improving our Services.....
“The soft stuff is the hard stuff”

Leadership 42%
Organisation and Culture 27%
People Issues 23%
Technology 4%

"Organisation Dynamics" - Jim Markowsky
The journey – supporting information and informatics skills:

Addressing the cultural and behavioural change needed to make best use of information and IT and to support new ways of working will take time and strong leadership. No strategy in itself can address the issues of cultural and behavioural change but education (in the broadest sense), training and development coupled with effective leadership are crucial to make this happen.
The journey – supporting information and informatics skills:

**Strengthening the status of the informatics profession is needed** across health, public health, care and support to ensure we recruit and then retain the very best information and IT specialists. One way to do this would be to **encourage the development of career pathways and professional accreditation as well as leadership development and other opportunities for informatics specialists to realise their full potential as top leaders.**
Professionalism: Looking after myself, looking after my teams

- Up-to-date skills & knowledge
- Enhancing job performance
- Enhancing career prospects
- Creating an advantage for yourself
- Improving quality of service provided
- Reassuring employers
- Reassuring public
- Self-recognising as HI specialist
- Supporting the profession

Developing our People, Improving our Services.....
How to grow the profession and change the culture

- Register of HI professionals
- Agreed standards, competences, codes of conduct
- CPD
- HI Career Framework
- Developing formal qualifications and the HIQF
- Workforce profiling and planning
- Sharing best practice
- Promoting the profession

**Organisation-agnostic HI workforce development approach** (NHS NW ISD example)
What is the North West ISD Network?

• A learning and development network which brings together all issues associated with informatics workforce development

• Encourages collaboration and debate about what skills are needed for the future through a membership model
What have we got?

1. Small, central team linked to FSD
2. Infrastructure of support through ISD leads
3. Method of assessing high level development needs via workforce profiling tool
4. Portfolio of development
5. Annual conference
6. Governance board
7. Information sheets and initial evaluation
Role of Informatics Skills Development Lead

• The network belongs to its member organisations
• Each organisation has identified an ISD Lead
• Their role is to provide the interface between the network and the organisation and vice versa
• Those undertaking the role are generally middle managers
• This is more than ETD
Workforce Profile

- For first year we did a paper exercise
- For the second year, we have developed a database, adapted from the finance profiling exercise
- This collects information on AfC grade, category of role from Career Framework definitions, qualifications and membership of professional organisations
### Principal Role

(If a principal role cannot be identified or if the role works across all categories – include in ICT)

Mouseover the categories for more information

<table>
<thead>
<tr>
<th>Total Staff in Post (Headcount)</th>
<th>Information Management</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ICT Staff</td>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>Technical Data Manager</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>Data Analyst</td>
<td>E</td>
<td>F</td>
</tr>
<tr>
<td>Business Intelligence</td>
<td>F</td>
<td>G</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>G</td>
<td>H</td>
</tr>
<tr>
<td>HI Educators and Trainers</td>
<td>H</td>
<td>I</td>
</tr>
<tr>
<td>Clinical Informatics Staff</td>
<td>I</td>
<td>J</td>
</tr>
<tr>
<td>Project and Programme Management</td>
<td>J</td>
<td></td>
</tr>
<tr>
<td>Health Records and Patient Administration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### Director Level

Just enter a total on the left

#### Senior Managers (not on A4C but at band 9 or above)

Just enter a total on the left

### Developing our People, Improving our Services.....
Pie chart showing total head count and broken down into 7 roles:

- Directors: 29
- Senior Managers: 29
- ICT Staff: 1375
- Information Management: 894
- Knowledge Management: 394
- HI Educators and Trainers: 390
- Clinical Informatics Staff: 203
- Project and Programme Management: 143
- Health Records and Patient Administration: 1124

Total Headcount - 4581

Developing our People, Improving our Services....
ICT AfC bandings across all organisations compared to total headcount
Information AfC bandings compared to total headcount
Max, min and median of each organisation type total head count

<table>
<thead>
<tr>
<th>Organisation Type</th>
<th>Total Headcount</th>
<th>Min</th>
<th>Max</th>
<th>Average</th>
<th>Number of Orgs in Org Type</th>
<th>Number included in other returns</th>
<th>Number not completed at all</th>
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<tbody>
<tr>
<td>FT Acute</td>
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<td>13</td>
<td>292</td>
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<td>FT Mental Health</td>
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<td>45</td>
<td>157</td>
<td>70</td>
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<tr>
<td>NHS Trust Acute</td>
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<td>12</td>
<td>185</td>
<td>102</td>
<td>8</td>
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<tr>
<td>NHS Trust Ambulance</td>
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<td>52</td>
<td>51</td>
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<td>NHS Trust Community</td>
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<td>9</td>
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<tr>
<td>NHS Trust Mental Health</td>
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<td>290</td>
<td>171</td>
<td>5</td>
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<td>1</td>
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<tr>
<td>TOTAL</td>
<td>4581</td>
<td>9</td>
<td>310</td>
<td>76</td>
<td>70</td>
<td>4</td>
<td>10</td>
</tr>
</tbody>
</table>
Benefits of Workforce Profiling

- Understand the extent and range of informatics staff across the Region
- Allow benchmarking across different organisations with the support of informatics skills development lead
- Provide an understanding of the extent of staff with qualifications and plan for development accordingly
Prospectus of Learning
www.isdnorthwest.nhs.uk

• Commercial Acumen
• Management Development
• Negotiation Skills
• Action Learning
• Mentoring
• Soft Skills Development

• Communicating with Excellence
• Effective Presentations
• Time Management
• Report Writing
• Business Case Development

Developing our People, Improving our Services.....
Bespoke Academic Programme

- Developed in partnership with Manchester University
- Designed for aspiring Directors of Informatics
- 6 months, 30 Masters credits
  1. Essential Informatics for Healthcare Systems
  2. Significance of Recording & Coding Information
  3. Information & Clinical Governance
  4. Interoperability in Health Information Systems
  5. Human & Organisational Factors in Health
  6. Emerging Innovations & Trends in Health
Project & Programme Management Learning Portal

• E-learning supported by exam preparation workshops
  APM Introductory Certificate in Project Management
  PRINCE 2 Foundation
  PRINCE 2 Practitioner
  MSP (Managing Successful Projects) Foundation
  MSP Practitioner
  ITIL (IT Infrastructure Library) - IT Service Delivery

• 90% success rates

Developing our People, Improving our Services.....
Connect 2012 Conference

• Seen as an important part of the informatics development agenda in the North West
• Invitation only to ISD leads and a senior leader in each organisation
• Over 2 days with important networking opportunities
• This year’s theme - Professionalism and Leadership
Governance

• North West Informatics Workforce Skills Development Board
• Comprises Directors of Informatics, Finance, Workforce Development and Service Development
• Important in assuring that the network is effective and is seen as important amongst peers
Information Sheets and UKCHIP Interim Evaluation

www.isdnorthwest.nhs.uk
What are the benefits?

• Develops the capacity and capability of the workforce so that they can survive and flourish in the future NHS
• Links PDR processes to present Network activities as well as future needs
• Aids recruitment and retention-helping us to grow our own and thereby reduce reliance on external contractors over time
• Leaves a legacy from the SHAs and fulfils expectations set out in the Information Strategy
Critical Success Factors

• Multi-professional buy in
• Strong leadership
• Devolved membership model
• Working outside current structures to ensure long term future
Developing our People, Improving our Services.....

KEEP CALM AND HUG THAT COMPUTER
Going Forward

- The development of the informatics workforce and positive shift in culture are central to the success of implementing the Information Strategy
- Leadership and people management skills are just as important as understanding the technology
- Learning & development network provides a cost effective way of developing people – it is much more than just training
Advice & Support

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