

NHS East Midlands

Meeting the DARZI challenge to workforce

DRAFT - Project Initiation Document



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1 Introduction

1.1 Background

The 'Next Stage Review' (Darzi) presents NHS East Midlands with an opportunity for service redesign. The East Midlands Strategic Health Authority wishes to implement a process that will ensure a consistent and evidence based approach to the workforce change required in a range of care streams, over the next 5 to 10 years. The associated planning process will involve the 'modelling' of selected health care streams to facilitate the testing of plans for change and to enable the alignment of strategic workforce planning to any operational changes. In this way all stakeholders should be clear and consistent on what change will happen and when; and how training and recruitment policies will ensure that the right staff are in the right place at the right time with the required competencies.

1.2 Project Aim

This project aims to:

- Deliver a set of simulation models that will reflect the operational plans for change of a specified set of care streams, over the next 5 to 10 years;
- Inform the development of a workforce plan that will be aligned to and support that operational change.

1.3 Approach

The critical features that will characterise the development of a workforce plan that can support and enable delivery of the Next Stage Review will be:

- An approach that is 'whole system' i.e. that addresses the challenge at a level that transcends organisational boundaries and considers the underlying competencies and skills required to deliver on new models of service;
- An approach that engages with a wide range of stakeholders in a learning and facilitative environment to ensure that knowledge and understanding is developed together as a basis for the joint ownership and therefore more successful delivery of the emergent plan.

2 Process for undertaking the review

2.1 Outline of process

The Whole Systems Partnership will work with a local Project Board (proposed membership list contained in the Appendix) to develop and agree this Project Initiation Document which will then support ongoing project management.

The project will address two regional work streams:

- Maternity and newborn care;
- Long term conditions/Acute care.

Within these work streams the Project Board will agree specific care streams to be modelled e.g. stroke, cardiac, diabetes, maternity.

A large regional stakeholder group will be convened to provide input to the development of the models, in the form of care pathway changes, policies, organisational boundaries, information flows and parameters.

In the context of developing the approach across two work streams, the stakeholder group will identify a relatively small 'expert reference group' for each work stream which would provide the consultants with additional expertise relevant specifically to their own areas.

It is proposed that a single joint 'expert reference group' be formed to support both of the long term conditions and acute care, since both are likely to have an overlap. "People with long term conditions use around 40% of acute hospital bed days".¹

To ensure that a generic approach emerges with the potential to apply this to other pathway areas some elements of the work will be undertaken jointly, whilst also leaving the specifics of the three chosen work streams to emerge separately.

2.1.1 Preliminary stage

The preliminary stage will involve:

- Initial research and familiarisation with the local situation with an emphasis on the DARZI review process and emerging outputs;
- Initial one-to-one discussions with key individuals to identify the main expectations of the project;
- Establishment of the Project Board.

¹ From Evidence to Excellence, Next Stage Review, 2008.

2.1.2 Phase 1 – establishing the high level maps and significant relationships

The aim of this phase of work is to derive a high-level strategic approach to the identification of workforce implications across the three Darzi workstreams. It entails:

- An initial Engagement Workshop involving people from all three workstreams to develop a generic approach as well as specific, high level pathway maps for each area; and identification of the 'Expert Reference Groups';
- Holding two separate workshops for each of the two Expert Reference Groups to conceptualise the systems models;
- The preparation of two (maternity and newborn plus joint long term conditions and acute care) 'specifications' for the development of systems models to be tested outside the stakeholder workshops with the respective 'expert reference groups'.

2.1.3 Phase 2 – quantifying and testing assumptions with stakeholders

This phase entails more detailed work in two (maternity and newborn joint long term conditions and acute care) parallel work streams and consists of:

- The development of two 'prototype' systems models based on the specifications arising from Phase 1;
- Holding two separate 'Expert Reference Group' workshops to test and refine assumptions and potential future scenarios;
- The preparation of 'emerging findings' statements for each workstream area;
- Checking out with the 'Expert Reference Groups' prior to being fed back into the Project Board and wider Stakeholder Group in Phase 3;

2.1.4 Phase 3 – developing scenarios and inputs to workforce plans

This final phase would bring the full engagement group back together to explore scenarios and implications of the models that have been developed. Key elements of this phase will include:

- The presentation of models and development of scenarios and future workforce implications arising from the work;
- Any refinement and preparation of a report(s) that provides the raw material for future workforce plans;
- Feeding back key messages into the Darzi review workstreams that will inform their ongoing work.

2.1.5 Timescales

The phases outlined above are indicated in the table below along with timescales.

Phase	Outputs	Timing
Preliminary	Refined Project Initiation Document	13 June
	Established project groups	13 June
	One to one meetings	by 26 June
	1 st Project Board meeting	2 pm 26 June
Phase 1	1 st Engagement Group meeting (0.5 day)	25 July
	1 st Expert Reference Group meetings x 2	w/c 28 July
	Specifications for systems models prepared x 2	by 8 August
	Data holders identified and assigned	by 8 August
Phase 2	Pathway specific models developed and tested	by 12 Sept.
	2 nd Expert Reference Group meetings x 2 to confirm/challenge the models	w/c 15 Sept.
	2 nd Project Board meeting	w/c 15 Sept.
	Models refined and tested	end Sept.
	Emerging messages for workforce planning identified	end Sept.
	2 nd Engagement Group meeting	w/c 3 rd Nov.
Phase 3	3rd Project Board meeting	w/c 3 Nov
	Implications for Darzi workstreams identified Workforce planning messages confirmed 5-10 year workforce plan informed	by mid-Dec.

3 Modelling tools and competencies

Models will be developed in the simulation software iThink version 9.

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