



# Practice Models of Workforce Development

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1. A Mental Health for the Future: A planner's guide.  
*The Sainsbury Centre for Mental Health*
2. Delivering Workforce Capacity, Capability and Sustainability in Child and Adolescent Mental Health Services.  
*Barry Nixon*
3. Human Resources and Training in Mental Health: Mental Health Policy and Service Guidance Package.  
*World Health Organization*

## A Mental Health for the Future: A planner's guide.

**Philip, M.; Brewis, R.; Durcan, G.; Knowles, K.; Lindley, P. (2003). *A Mental Health for the Future: A planner's guide*. London: The Sainsbury Centre for Mental Health.**

This is a key workforce planning model and is currently being piloted in two sites in England.

The following is an outline of this model.

- Step one: Planning future services.**  
Significant work is needed locally to develop a clear and commonly agreed model that is fully supported by all the major stakeholders and takes account of local needs.
- Step two: Analysing the current workforce.**  
A full workforce breakdown is required across all mental health providers to ensure a thorough understanding of the current mental health workforce in all major organisations and disciplines.
- Step three: Workforce capabilities.**  
It is important to ascertain staff numbers, consider their skills and capabilities and compare what there is with what is required. This will identify gaps between current capabilities of the mental health workforce and those needed. Findings can be used to inform the training and development needs of current staff so as to improve the quality of current services; to devise training for staff to meet future capabilities required in the new/enhanced services, and to inform the education of future undergraduates in the core mental health professions.
- Step four: Assessing the future workforce.**  
Once service models and specifications for the future are created, they need to be translated into detailed service provision, with resources defined and staffing requirements outlined. The staffing requirements should cover roles (both current and future), staff type numbers and grades.
- Step five: Recruitment and retention.**  
Key workforce trends need to be reviewed from information on current and past recruitment, turnover, retention, vacancy levels, starters and leavers and retirements. These trends need to be projected forward alongside any further information that can be gathered about staffing over the next five years.
- Step six: Labour markets.**  
- It is important to know where staff are recruited from, whether labour markets are local, regional, national and/or international or combinations of these, and the core reasons for the structure of these labour markets. Estimates need to be made over the service's future ability to recruit different types of staff, how much it can meet turnover and existing vacancy levels and how much staff expansion is needed to meet the needs of new services.

**Step seven: Education supply.**

There needs to be an accurate estimate of those who will qualify from the education system in the core mental health professions. There also needs to be an assessment of the numbers estimated to be recruited into the mental health workforce within the region from the newly qualified professionals. It is vital to gauge the numbers that will come from education into the mental health workforce and whether they will replace existing staff, fill vacancies or fill new posts.

**Step eight: Addressing the gaps/issues.**

- Map out the future service model and resources/staffing required.
- Assess resources/staffing available.
- Assess what resources/staffing can be obtained.
- Work out how the plan can be achieved.
- An action plan then needs to be created and implemented that may;
  - identify areas where the workforce can be increased/supplemented
  - review how the workforce can be used more effectively
  - review skill mix and job roles
  - redesign job roles
  - change/streamline working systems.

*Please view the original document for more detailed information.*

## 2. Delivering Workforce Capacity, Capability and Sustainability in Child and Adolescent Mental Health Services.

**Nixon, B. (2005). *Delivering Workforce Capacity, Capability and Sustainability in Child and Adolescent Mental Health Services*. Manchester: Strategic Health Authorities, Northwest.**

Barry Nixon, Northwest Regional CAMHS Workforce Project Director, for Strategic Health Authorities – Northwest England, has developed a workforce planning model for child and adolescent mental health based on the Sainsbury Centre’s workforce planning process model. This model is about to be piloted in child and adolescent mental health services in the UK.

The following is an outline of this model.

### 1. **The Strategic Context**

- Ministerial priorities for the next six months
- Ministerial priorities for the next twelve months
- Workforce planning strategies
- National strategic drivers
- Local drivers and initiatives

### 2. **The Vision**

### 3. **Define the client group**

### 4. **Responsibilities and roles for workforce planning**

### 5. **Aims of workforce strategy**

- To improve workforce design and planning so as to root it in local services planning and make it understandable and meaningful to people in local services and other key organisations.
- To identify and use creative means to recruit and retain people in the workforce in order to increase the overall numbers in successive years.
- To facilitate new ways of working across professional boundaries. To make the best use of specialist staff groups to meet the needs of service users and carers.
- To create new roles to tap in to a new recruitment pool and complement existing staff groups.
- To develop the workforce through revised education, training and development at pre and post qualification levels and for continuing professional and practitioner development, increasingly focusing on the shared and distinct capabilities required to meet both staff and user needs.
- To develop leadership and change management skills within professional and managerial staff in all stakeholder organisations and multidisciplinary settings.

### 6. **Workforce planning model**

Stage 1. Define the locality and care group and establish the workforce team.

Stage 2. Define demand for local mental health services.

Stage 3. Review current services and workforce;

- Review current services.
- Review current workforce.

- Review the local labour market.
- Review the regional, national and international labour markets.
- Calculate demand.
  - Forecast and assess supply chains.
  - Consider the job ready population.
  - Consider organisational development and modernisation.
  - Consider new supply.
  - Consider independent sector.
  - Consider the outflows and loss of supply in the system.

Stage 4. Develop a strategic service plan and estimate workforce needed/skills mix/contextual issues.

Stage 5. Implementation.

Stage 6. Cycle of review – monitoring and evaluation.

***Please see separate resource on our website or view the original document for more detailed information.***

### 3. Human Resources and Training in Mental Health: Mental Health Policy and Service Guidance Package

**World Health Organization, (2005). *Human Resources and Training in Mental Health: Mental Health Policy and Service Guidance Package*. Geneva; World Health Organization.**

The World Health Organization has recently released a document that outlines a planning model for the development of human resources for mental health care which is as follows;

#### **Step 1. Situation analysis**

- Review current HR policy
- Assess current staff supply
- Assess utilization of services

#### **Step 2. Needs assessment**

- Estimate needs
- Map the services required for the identified needs: the WHO service framework pyramid
- Identify the staff required at each service level

#### **Step 3. Target setting**

- Compare supply and need
- Adjust targets according to utilization: “growing” human resources

#### **Step 4. Implementation**

*Please view the original document for more detailed information.*