

Richard Robinson

Audit Manager, Audit Scotland

#CDNCare

NHS workforce planning

Richard Robinson
Audit Manager
27 September 2017

 **AUDIT SCOTLAND**



77



Central government bodies and Scottish Parliament
(including police, fire, Scottish Water)

23



NHS bodies

32



Councils

74



Joint boards and committees
(including 30 health integration boards)

21



Further education colleges

227 Public bodies audited

In two parts

- Part 1 – published July 2017
- Part 2 – published 2018/19

Informed by our wider audit programme

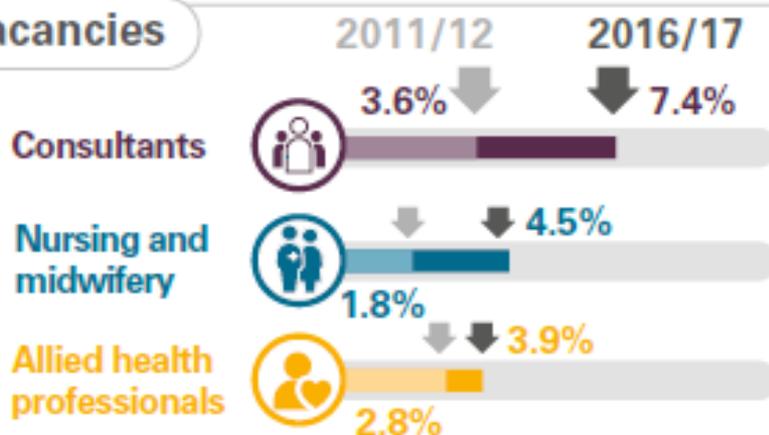
- NHS in Scotland 2017
- Health and Social Care Integration

Context of change

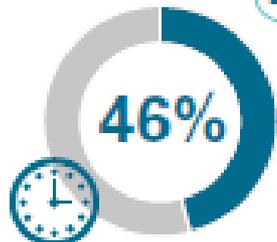
- National Health and Social Care Workforce Plans
- Health and Social Care Delivery Plan, National Clinical Strategy

Current pressures

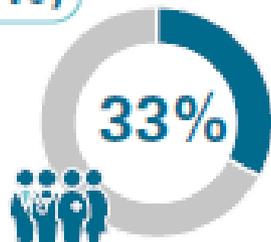
Vacancies



2015 staff survey



I can meet all the conflicting demands on my time at work



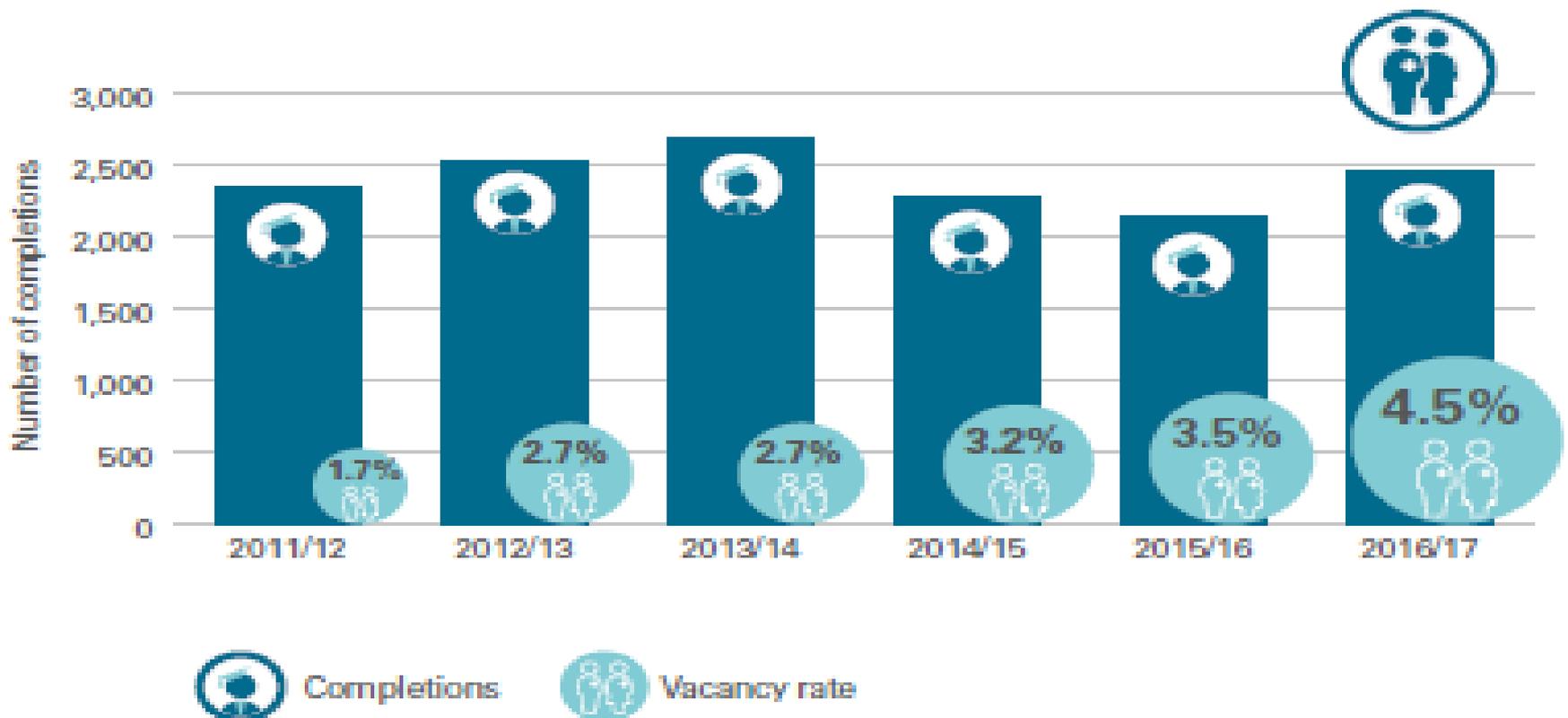
There are enough staff for me to do my job properly



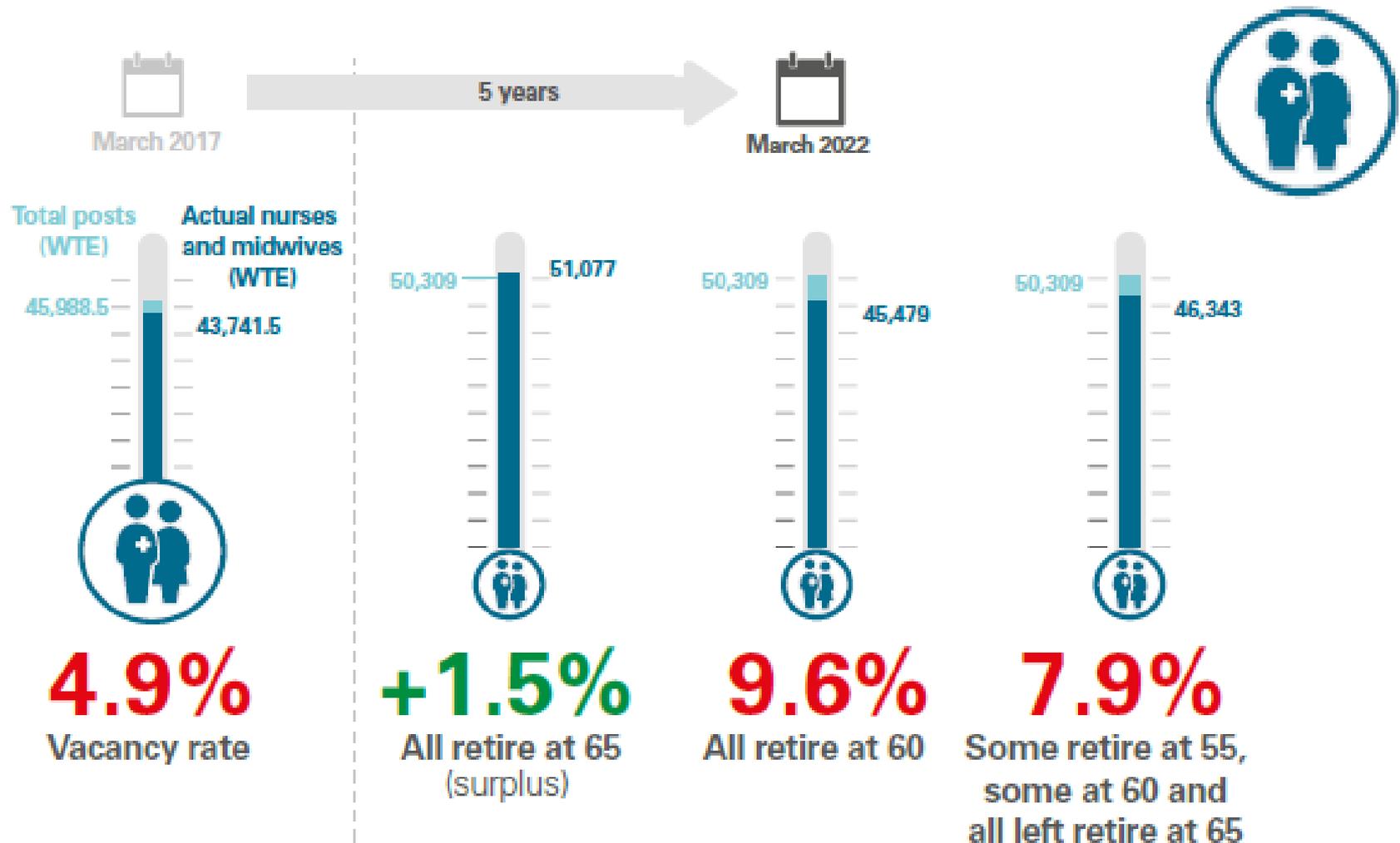


- **In 2016, 30 per cent of interview panels for consultants had to be cancelled** as either the candidate withdrew, or there were no suitable applicants.
- **Vacancies vary by specialty** - Twenty-seven of the 75 specialties had vacancy rates higher than the 7.4 per cent total rate for consultants.
- Scottish Government and NHS boards have had some success in finding other ways to recruit
 - Clinical Development Fellows, International Medical Training Fellowships
 - Local initiatives
- **Better understanding of data needed** – the medical pipeline

The impact of an ageing workforce, retirements, data, new recruits and Brexit



Supply issues in nursing and midwifery



- Projections in NHS boards
- Considering demand in long-term recruitment decisions (supply-based modelling)
- Scenario planning
- Considering changes in demand for services
- Costs associated with meeting future demand and reform are unclear
- **Skills mix**



- Clarifying roles and responsibilities between NHS boards, regional groups and Scottish Government
- Mapping out regional and national workforces
- An increasing number of workforce plans will need to fit together
 - further national workforce plans regional workforce plans
 - workforce plans within integration authorities, and potentially
 - workforce plans for other cross-board networks such as elective centres.
- Recruitment decisions need to consider mix of skills better