

An independent consultation on proposals for a Centre of Excellence for workforce strategy and planning on behalf of the Department of Health

Please complete this coversheet and include with your response.

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Please indicate whether you are happy for the King's Fund to quote from your response in the final report:

YES/NO

Please indicate whether the response is on behalf of your organisation or in a personal capacity:

Organisation

Please submit your response:

- i. by email to workforce@kingsfund.org.uk, or
- ii. by post to Anna Dixon, King's Fund, 11-13 Cavendish Square, London W1G 0AN

The deadline for response is **Friday, 24 October 2008**.

General questions

1. What do you think the main benefits will be of establishing a Centre of Excellence for workforce strategy and planning? What should be the key success criteria by which to measure the performance of the Centre?

- Consistency
- Good standards of practice
- National oversight of regional workforce plans

2. Are there any factors that threaten the ability of the Centre to realise these benefits? How could these risks / threats be mitigated?

- Funding and hosting uncertainties
- Variation in regional participation and service uptake and involvement

Both can be mitigated by a transparent and inclusive process from the start.

3. How can the Centre ensure that it operates in line with the values set out above? In particular, how can the Centre help promote workforce planning along clinical and patient pathways as opposed to professional lines?

The FPH strongly advocates for workforce planning to be along the line of wider population health, in addition to clinical and patient pathways.

4. How can the Centre strike a balance between strategic and immediate requirements?

Functions and remit

5. Three main functions have been identified for the Centre of Excellence – analytical, networking and capability building. Are these the right ones? Are there any gaps? Which of the functions should be given greatest priority?

Where does the information come from to analyse? What interaction with WRT and NHS IC? Are functions too diverse?

Analytical function

6. A key role for the Centre of Excellence is to develop forecasting, workforce projections and scenario models. How can the Centre ensure that this process is accurate, evidence based, relevant and timely? In particular -
 - a. How should the Centre develop and test its assumptions?
 - b. What data sources will the Centre of Excellence need access to? What can be done to ensure that the Centre has access to high quality data and information?
 - c. At what level should the models be developed - national, regional, local or multilevel?

Should models be specialty specific as well as geographic?
Data integrity always a problem
Suggest links with Royal Colleges/Faculties as well for detailed information on consultant level workforce and training schemes

7. The NSR identifies a role for the Centre in scrutinising workforce plans. How can this be achieved effectively? How will the Centre ensure it is able to provide simple, clear advice and options to the Department of Health, SHAs and the professional advisory boards?

Need strong PH representation here as PH capacity and capability is so high on government agenda

Networking function

8. What are the key relationships and networks that the Centre will need to establish and how could these best be facilitated? How can the Centre build the necessary networks and delivery mechanisms to ensure it communicates with and reflects the priorities of core stakeholders?

Capability function

9. How best can the Centre support capability building at local level and disseminate best practice?

10. What types of consultancy support might the Centre commission in order to support capacity and capability building? How does this fit with their other functions?

Leadership

11. What characteristics will the leadership of the Centre need to demonstrate?

12. What skills will be required among those working in the Centre?

Governance

13. What are the principles that need to underpin the governance of the Centre?

Hosts and transitional arrangements

14. What form should the Centre take and in what type of organisation would it most appropriately be located? For example should it be a single organisation or a managed network of organisations based on a hub and spoke model?

How will it be funded?

15. Which existing organisations have the skills to provide all or some of the functions of the Centre? Where new functions are proposed, do the necessary skills exist to deliver? If not, how could these skills be developed?

Any other issues or comments.

Please limit your response to 3000 words and provide any particularly lengthy supporting documentation as appendices or by web link.