

CONFERENCE ABSTRACT

Integrated Health Workforce Planning: The Key Enabler for Delivery of Integrated Care?

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The Health Service Executive's role is to provide health and social services for everyone living in Ireland. Its Corporate Plan includes Care, Compassion, Trust and Learning as the organisation's values and sets out five goals, the fourth of which is to:

"Engage, develop and value our workforce

to deliver the best possible care and services to people who depend on them".

Its People Strategy is developed to deliver this fourth goal with the key premise of achieving our ultimate goal of delivering Safer Better Healthcare. Its fourth priority is Workforce Planning with the outcome of delivering:

"Comprehensive workforce plan in place based on current and predicted service needs, evidence informed clinical care pathways and staff deployment".

which breaks into four key areas:

Workforce Planning Framework

(being established nationally for public and private sectors supported by Cross-Sectoral Group)

Workforce and Service Design

(Workforce priorities and requirements being led by Clinical Service Redesign)

Workforce Talent Management

(exciting new work underway for this)

Workforce Organisation

(Integrated HWFP Unit being established to deliver a self-sufficient, sustainable 10-year plan)

International Alignment: Our approach supports the 'Quadruple Aim' that is centred around the following four overarching goals; as we accept that the rewards to be achieved within an inspirational workplace could be immense:

Improving the individual experience of care

Improving the health of populations

Reducing the percapita cost of healthcare and

Improving the experience of providing care

Highlights: The following examples of clinical redesign have incorporated integrated HWFP as a key enabler for the delivery of new models of care and patient pathways:

System redesign: With the establishment of a new Children's Hospital Group and the development of our new National Children's Hospital at its' hub, a comprehensive workforce planning process has been initiated to oversee the transition from services delivered across three hospitals to one new hospital in Dublin.

Service redesign: With the establishment of an Integrated Care Programme for Older Persons and development of the 10-step Integrated Care Framework for Older Persons we had the opportunity to consider workforce developments and new roles in a comprehensive service design.

New Ways of Working & New Roles: With consultant delivered services urgently needed over extended days/week new ways of working and roles must continually be under review. Apart from re-engineering processes and changing work practices we have also introduced new ED Consultant contracts (with hours out of work specified outside traditional core hours) and we have piloted the introduction of an Associate Physician role in a Major Academic Teaching Hospital.

Conclusion: We are convinced that we are on the correct track in establishing a Framework and Unit to support the delivery of Integrated Health Workforce Planning here in Ireland. The approach that we've taken in valuing our staff and engaging early in the planning process to deliver service redesign has already yielded significant benefits for the organisation and healthcare system overall here in Ireland. It's onward and upwards from here.

Keywords: integrated health workforce planning; corporate values; clinical redesign
