

Star Model*

for workforce design

Workforce Design for Pathways

WT&E Directorate





Introduction



The Star Model for Workforce Design guide, is a new way of looking at an established tool, to bring further impact in the context of ever-changing structures and priorities.

Workforce Design is the process by which organisations ensure they have the right people to meet their objectives. There are a variety of enablers required to achieve this, which this model explores.

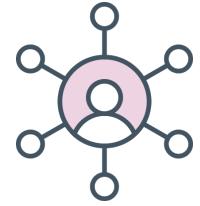
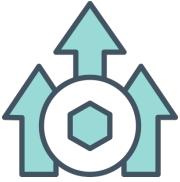
* Adaptable to fit your priorities or challenge

Citizen	At the centre of decisions
Clinical Priorities	As defined at the appropriate level (service, pathway, provider, system, region, national) against current priorities. E.g. finance, quality of care, EDI
Organisational priorities	As defined at appropriate level e.g. maternity, UEC, PCC, MH
Workforce Design Enablers	Supply, skill mix, role mix, new ways of working, management and leadership





Key enablers of workforce transformation



Supply	Skills	Roles	New ways of working	Management and leadership
<p>Identifying current and future workforce availability in terms of skills, capabilities and numbers, in order to identify the appropriate workforce interventions.</p> <p>Consider education and recruitment activity and pipelines, reduce competition through collaboration to meet workforce challenges.</p>	<p>Ensuring the right skills within the workforce to meet current and future needs. To improve the aptitude for work (of a person) by additional training, the aim of which is to create: -</p> <ul style="list-style-type: none">• A competent workforce working to its maximum potential• An agile workforce that may be flexibly deployed• A capable workforce with future-facing knowledge and skills	<p>Health and care roles designed to meet a defined workforce requirement, considering the right mix across the multi disciplinary team. This may warrant the introduction of roles new to the service, the likely ingredients including a formal education and training requirement (whether that be vocational or academic), an agreed scope within the established Career Framework, and national recognition (although not necessarily regulatory) by clinical governing bodies.</p>	<p>Adapting and adopting ways of working to deliver workforce improvement and respond to change.</p> <p>Deploying staff more flexibly in response to needs, including integrated deployment across organisational boundaries within systems.</p> <p>Use of digital technology to enable workforce changes and redesign.</p>	<p>The support of individuals, organisations and systems in their leadership development, ranging from individual behaviours and skills, to organisational development of systems through partnerships.</p> <p>Developing the workforce with compassionate people centred approaches, supporting retention and talent development.</p> <p>The management and leadership considerations to deliver change including delivery and governance frameworks.</p>



Using the model flexibly in our roles

	By using the model, we can:	When can it be used?
One minute (elevator pitch)	frame the issue as....	To initiate a conversation. A convincer with senior leaders, corridor conversations, as part of other priority conversations. A slide in a presentation to show how a methodology will help define a way forwards.
15 minutes (meeting agenda item)	strategically understand the issue by....	Workforce planning meeting where there is a challenge that needs redesign / transformation. As an exercise in a 6 steps of workforce planning process.
Two hours (dedicated meeting)	Get consensus over initial diagnostics and action planning for local priorities using relevant enablers	Coalescing around a workforce challenge in a provider, system or national programme. Where a shared issue requires a facilitated and structured review. The permission to drive transformation against a workforce challenge has been granted, but there is limited time.
Six weeks (full days workshop planned and delivered)	deliver a full cycle following legacy model in full	The complexity of the workforce challenge is well recognised, and a comprehensive solution is required.