Primary, Community and Continuing Care Directorate

Mental Health Services

WORKFORCE DESIGN AND DEVELOPMENT
CONTENTS

1. **Defining Workforce Planning**
   This section would
   - Describe the process of Workforce Planning.
   - Identifies the knowledge, skills and competencies required to undertake Workforce Planning
   - Outline a model for the process.
   - Identify linkages with other significant issues such as Service Planning.

2. **Approaches to Workforce Planning / Methodologies**
   This section would highlight current thinking and practice regarding Workforce Planning, as contained in the report of the Expert Group on Mental Health Policy and international best practice. Three approaches / methodologies are evident from an extensive search. These are
   - Workforce planning based on demographics (which seeks to estimate how many members of a multidisciplinary team are required per head of population)
   - Workforce planning which is based on a needs based assessment of a defined population
   - Workforce planning based on the recommendations of professional groupings.
   The overwhelming consensus of the survey undertaken is that Workforce Planning should be based on and derives from, a Needs Based Assessment of the defined population.

3. **Defining the Client Group**
   This section would define the scope of the client group, i.e. Adult Mental Health Services, Child and Adolescent Mental Health Services etc, and within these, whether, for example, it might include people with a learning disability or substance misuse, combined with a mental health disorder

4. **Defining the Multidisciplinary Team**
   This section would identify
   - The core members of the multidisciplinary team, with definition of their roles
   - Define the roles of each member of the Multidisciplinary Team
   - Describe additional professionals who will work with the core multidisciplinary team
   - Development of specialisms.
   - Describe the dynamics of team formation and team work.
   - Define the interface and relationship with Community Mental Health Teams

5. **Defining the elements of a comprehensive multidisciplinary team led mental health service**
   This section would define
   - The numbers, types of staff, skills mix and needs (a multi-professional manpower plan)
   - Effective links to service planning and delivery process
6. **Defining the Community Mental Health Team**
   This section would detail the requirements made by the Expert Group on Mental Health Policy and locate these in the context of international best practice.

7. **Underpinning Service Ethos and Philosophy**
   This would offer a brief explanation of the “Recovery” philosophy, together with
   - Why the HSE has decided to embrace this philosophy
   - The characteristics of Recovery that will be associated with our service
   - Service objectives and expectations which result from this.

8. **National Competencies Framework**
   Drawing on international best practice, this section would establish a national framework of competencies and capabilities for each member of the multidisciplinary team.

9. **National Occupational Standards**
   National Occupational Standards occur as a consequence of the above competencies framework, and serve to provide a measure against which the effectiveness of the service and the multidisciplinary team can be assessed.

10. **Risk Management Issues**
    The issues dealt with in this section would include,
    - Existing data on service users (i.e. National Morbidity Survey)
    - Lack of integrated information management systems that deliver minimal data sets
    - Design of future data collection sets and systems
    - Local partnership working
    - Lack of planned investment
    - Local re-organisational restructuring

11. **Establishing Local Implementation Teams**
    This section would elaborate on the Terms of Reference for the above and on its membership (i.e. HSE, Independent Sector, Relevant Professional Groups, Service User and Carer)

12. **Professional Issues**
    This section would highlight issues that are likely to arise from implementation of Workforce Planning. These would include
    - Reconciling demand and supply
    - Recruitment and retention
    - Training and continuing education and development
    - Examination of new ways of working across professional boundaries

13. **Development of an Action Plan**
    The action plan is the process that carries forward all of the issues identified through the above headings. It would include headings for
- Establishing current staffing position of multidisciplinary team and those who work in liaison with it.
- Staffing profile
- Commissioning work if needed on the required skill mix
- Verify the availability of suitably qualified staff
- Would also address issues of Education and Development, Recruitment and Retention, and the Performance Management framework.