

# Strategic workforce review – Sheffield PCT

## Case Study

### Background

Sheffield Primary Care Trust commissioned ODS to conduct a strategic review of the workforce implications of its five-year strategy, 'Achieving Balanced Health', which will drive improved services for 550,000 people.

A key objective was to work with provider organisations, which will be critical to the successful delivery of the strategy, to understand their perspectives and to highlight any challenges to jointly achieving its aims.

### Partners

Sheffield Teaching Hospitals NHS Foundation Trust; Sheffield Children's NHS Foundation Trust; Sheffield Care Trust; Sheffield PCT Provider Services; Sheffield City Council

### Activity

- ODS conducted in-depth interviews with key provider representatives
- The 'daunting' challenge of workforce planning in such a complex and fast-changing environment emerged as a key issue. While providers faced different individual pressures, the review highlighted that these could potentially impact on the health and social care system as a whole, due to interdependencies in service delivery
- The competing agendas of the various providers were – perhaps not surprisingly – identified as a potential challenge to achieving the PCT's strategy
- ODS provided detailed recommendations for future action

### Results

- The ODS Population Centric™ workforce planning model delivered clarity of focus in this highly complex area
- Despite competing agendas, the review delivered constructive dialogue and a 'bigger picture' perspective on health and social care service delivery in Sheffield
- ODS are now organising a follow-up event to kick-start a 'whole systems' approach to strategic workforce planning across the city
- The review is also being used to inform the PCT's development of World Class Commissioning

"ODS have been a first-class partner on this strategic and, at times, sensitive project. They have enabled the PCT to take a proactive approach with its provider partners and to further the process of joined-up thinking that will be essential to delivering our vision for a healthier Sheffield."

Jan Sobieraj – Chief Executive, Sheffield PCT