

Part 2

Self Assessment, Guidance & Questions



Part 2 of the self-assessment tool begins to assess the workforce profile which will be required to support the One Devon Health and Care system in 2035. We are aware that there's a level of subjectivity in this next set of questions. It should be completed as a group exercise with as many people as possible inputting their thoughts from within your organisation and from your partners. You are being asked to complete this next section through the lens of 2035. The 2035 One Devon vision for Health and Social Care should provide a focus and the self assessment completed up to this point should provide valuable context. You may not be able to provide an answer for every category/ job role but please complete as much as possible.

Part 2 of this tool asks you and you colleagues to do two things. First, map out the staff numbers and key roles you think will be needed to support the 2035 workforce vision **at a system level**, and second, consider the roles and staffing levels **for your organisation**. By filling out part two, you are helping create a 2035 Devon-wide workforce demand profile. For each of the roles listed below, we ask you to consider what kind of percentage change is required from today's figures to support this vision of 2035: from a range from >25% decrease to a >25% increase. This will be both for the part of the system in which you are based, and how many of each role you see working across all of One Devon.



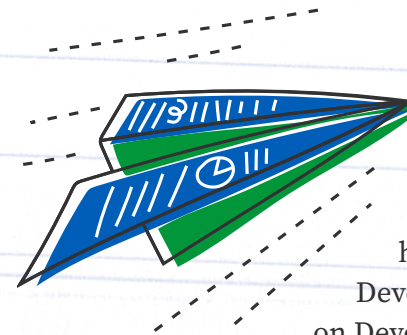
The vision for Devon's workforce, 2035

By 2035, the One Devon Health and Social Care system is prevention-oriented, digitally sophisticated, and genuinely collaborative with regards to workforce planning and decision-making across different organisations and professions. While we are still on a journey to fully achieving our ambitions in some respects, it is undeniable that a significant distance has been travelled since the early 2020s, and there is an increasing sense of confidence amongst the workforce that the system is up to the task of meeting the challenges of 2035 and beyond - as well as pride at having overcome severe difficulties and crises to get here.



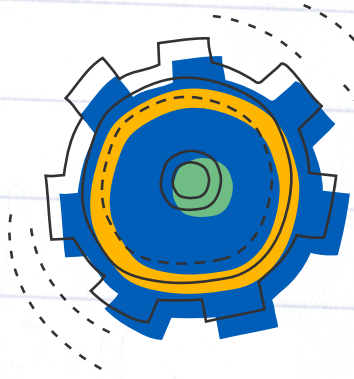
The 2020s and early 2030s have seen important changes take place across a number of key areas, with far-sighted leaders and planners taking a range of forward-thinking actions and decisions which we now see bearing fruit. As described in further detail below, these changes have had the cumulative effect of **making Health and Social Care in Devon a more rewarding sector** in which to work, and Devon a healthier place in which to live - moving us closer to making the hopes and ambitions of the early 2020s into a reality, and helping us to avoid the worst fears and anxieties from this time from being realised.

Firstly, there has been a **successful shift towards prevention** in terms of the resources allocated across the system, beginning in the late 2020s and gathering pace in the early 2030s. In part, this has been enabled by a redoubled focus on **promoting public health from the early 2020s onwards**, with habits and lifestyles conducive to individual and collective wellbeing now forming an integral part of school curricula and helping to inculcate a greater **sense of personal responsibility** with regards to one's health amongst people in Devon, in particular younger generations. The shift has been further driven by a proliferation of social prescribing, as well as a growth in approaches such as peer health coaching intended to **promote health education and awareness in the community**. Of course, it has been important to recognise that culture and habits can take a long time to change, and there remain sections of the population -



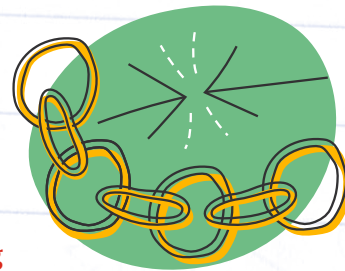
particularly amongst the elderly and in the continuing pockets of deprivation in parts of the county - where **demand for acute care** remains high by recent historical standards. Nonetheless, the overall impact of the shift towards prevention has been to ameliorate health inequalities across different localities in Devon, while also starting to **alleviate the pressure** on Devon's acute care services.

Secondly, our use of **technology** has become more sophisticated and efficient with regards to its role in helping the workforce and its impact on the patient experience. During the 2020s, the many different parts of the One Devon healthcare system underwent a successful transition to using **one fully integrated and interoperable IT system**. This has come to be seen as a milestone moment in the recent history of Health and Social Care in Devon, helping both to increase the **day-to-day usability and convenience** of Devon's digital system for the workforce, and to foster stronger links between previously digitally-disparate organisations working across the county. Other key actions in this respect include the

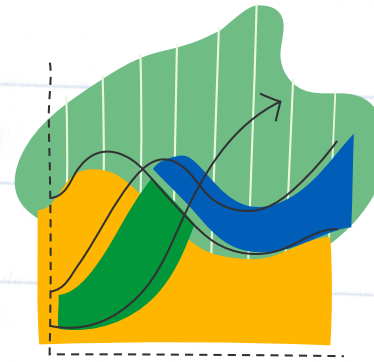


mandating of digital literacy training for staff as a key part of Continuing Professional Development, the implementation of a smarter approach to commissioning for digital tools and equipment with a focus on open source interoperability across different providers, and the increased prevalence of **digital tools** such as Hololens, virtual wards and the NHS app as ways of improving the patient experience. While care has always been taken to preserve the 'human element' of healthcare in Devon in recognition that digital solutions are always not desired or appropriate, there has also been work to ensure that all people in Devon have **equitable access to digital tools** should they wish to access services in this way.

Next, partners across the One Devon system have embraced a **truly collaborative, systems-oriented approach** to strategic decision-making, including regarding workforce planning. Several **changes to governance and commissioning structures** have helped facilitate the adoption of this approach, such as wider system representation at the ICS-level (including of universities) and a move towards longer-term funding cycles nationally, opening up greater space for creative long-term thinking regionally. This wider sense of what the 'system' is has also fed into the way in which the ICS as an actor now seeks to use its influence in a strategic way in relation to **local priorities in areas such as housing, education, food and the economy** - all highly relevant to the long-term strategic challenges faced by Devon's healthcare system in the 21st century. The overwhelming sense amongst most of those working in Health and Social Care in Devon in 2035, whether as frontline staff or at a leadership level, is now of **'serving Devon, rather than our organisation'** - with the barriers between different providers



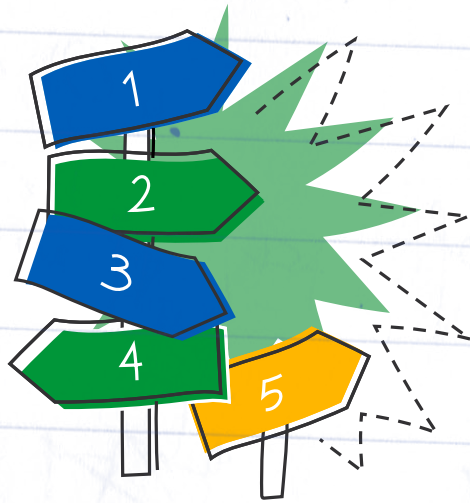
gradually diminishing in importance in recognition of the shared challenges we now face across the whole system.



This adoption of a more **collaborative approach to strategic decision-making and planning** has ultimately only been possible because of concerted efforts made in the 2020s to achieve **genuine integration** between Health and Social Care, with a greater parity in this respect a prerequisite for the implementation of a truly whole system approach to **tackling shared challenges** (particularly with respect to

workforce). Following decisive action at the local, regional and national levels to stave off immediate crisis in the early 2020s, pay and working conditions in social care have undergone a sustained improvement, helping to bring about a gradual transformation in the public perception of the sector. Changes in **commissioning arrangements** have also helped to improve retention and recruitment of the workforce of social care - such as, for example, a move away from funding care work by time and task, providing **greater autonomy to care workers** to support the people they care for as they feel is most appropriate. In addition, an increased emphasis on the joint delivery of training where possible has supported the development of **strong relationships** and common understanding between Health and Social Care, while better **recognition of learning achievement and skills** in the care sector has helped change the perception of care work as being 'unskilled', with greater numbers of people now moving between the Health and Social Care parts of the system throughout the course of their careers in healthcare. With an **ageing population** a visible and undeniable part of our reality in 2035, no one can deny the importance of social care work in supporting the **dignity of millions** across the country, and in Devon there is now a clear sense that the **sector is valued** accordingly.

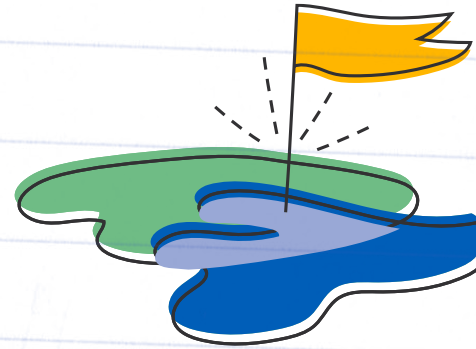
Relatedly, a **reconsideration of roles and responsibilities** more broadly has also helped to make healthcare in Devon more rewarding to work in, with **tasks now allocated across the workforce** in a more efficient



way, greater numbers of staff enjoying opportunities for portfolio working, and better prospects for **career pathways** and progressions encompassing the full breadth of the system. **Training and education** has been pivotal in bringing about these kinds of shifts - there is now a greater focus on the development of generalist skills across the workforce, and educational institutions are engaged increasingly early with regards to their role **building up**

key skills and competencies amongst the local population in Devon. Training and professional development, meanwhile, has become more **'locally centralised'** at several Devon training hubs, which act as crucial nodes for the exchange of learning and knowledge and the building of relationships amongst those working in Health and Social Care in the county. Looking back, we can attribute much of our progress in these areas to the development of a real and tangible workforce plan in the early 2020s, encompassing the whole system and supported by key educational institutions. This helped create a culture whereby **long-term, coordinated and strategic thinking around skills and training is now the norm**, and in which the promotion of opportunities for learning and career development acts as an effective 'selling point' with regards to **recruitment and retention**.

Finally, it is important to recognise the benefits to the **patient experience** that have arisen as a result of these successes in strategic planning and decision-making. The typical person accessing the health service in



Devon in 2035 enjoys a **seamless, simplified, 'joined-up' experience**, with different parts of the system collaborating and coordinating more smoothly and effectively at different stages in the patient journey. **Better waiting times for emergency** care, along with the

accessibility and usability of digital options for accessing advice and care, have also helped **boost public trust** in Health and Social Care services in Devon - a virtuous cycle with benefits for both the pride and professional enjoyment of those working in services and the quality of care experienced by people locally. Indeed, this is not the only factor that has helped to increase the professional satisfaction of the Health and Social Care workforce in Devon - efforts have been made to make **Devon's hospitals more convenient places to work**, for example through the provision of subsidised parking and onsite nurseries, while a balance has been found (following much **consultation locally**) between the local and the central delivery of services which is well-suited to the needs of both the workforce and patients.

Each of the above factors has in turn contributed towards a growing sense locally that a career in Health and Social Care in Devon represents a rewarding, exciting and meaningful option. This is something that has proved key in enabling the One Devon system to overcome the most severe recruitment challenges of the 2020s, and to build a diverse, stable and sustainable workforce fit for meeting the needs of the people of Devon through the 2030s and beyond.



Part 2

Work sheet

Workforce Profile

You are are being asked to complete this next section through the lens of 2035.

The 2035 One Devon vision for Health and Social Care should provide a focus and the self assessment completed up to this point should provide valuable context.

You may not be able to provide an answer for every category/ job role but please complete as much as possible.



Estates

Administrative and Clerical

6

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Estates staff** do you estimate would be required in the Devon system in 2035 (1695 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Estates staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



NHS infrastructure and support

Administrative and Clerical

7

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many NHS infrastructure and support staff do you estimate would be required in the Devon system in 2035 (7088 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many NHS infrastructure and support staff do you estimate would be required in your organisation in 2035?



3. Any further comments?



Art/Music/dramatherapy Allied Health Professionals (AHPS)

8

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Art/Music/dramatherapy staff** do you estimate would be required in the Devon system in 2035 (26 FTE in 2022)?

Please circle your estimate



- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Art/Music/dramatherapy staff** do you estimate would be required in your organisation in 2035?

- 3.** Any further comments?

Chiropody/ podiatry

Allied Health Professionals (AHPS)

9

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Chiropody/ podiatry staff** do you estimate would be required in the Devon system in 2035 (88 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Chiropody/ podiatry staff** do you estimate would be required in your organisation in 2035?



- 3.** Any further comments?



Dietetics

Allied Health Professionals (AHPS)

10

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dietetics staff** do you estimate would be required in the Devon system in 2035 (106 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dietetics staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Occupational Therapy

Allied Health Professionals (AHPS)

11

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Occupational Therapy staff** do you estimate would be required in the Devon system in 2035 (663 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Occupational Therapy staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Operating Theatres

Allied Health Professionals (AHPS)

12

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Operating Theatres staff** do you estimate would be required in the Devon system in 2035 (290 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Operating Theatres staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Orthoptics

Allied Health Professionals (AHPS)

13

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Orthoptics staff** do you estimate would be required in the Devon system in 2035 (21 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Orthoptics staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Paramedics

Allied Health Professionals (AHPS)

14

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Paramedics** do you estimate would be required in the Devon system in 2035 (25 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Paramedics** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Physiotherapy

Allied Health Professionals (AHPS)

15

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Physiotherapy staff** do you estimate would be required in the Devon system in 2035 (645 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Physiotherapy staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Radiography (diagnostic)

Allied Health Professionals (AHPS)

16

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Radiography (diagnostic) staff** do you estimate would be required in the Devon system in 2035 (389 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Radiography (diagnostic) staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Radiography (therapeutic)

Allied Health Professionals (AHPS)

17

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Radiography (therapeutic) staff** do you estimate would be required in the Devon system in 2035 (79 FTE in 2022)?

Please circle your estimate



>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Radiography (therapeutic) staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Speech and Language Therapy

Allied Health Professionals (AHPS)

18

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Speech and Language Therapy staff** do you estimate would be required in the Devon system in 2035 (173 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Speech and Language Therapy staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS - Blood Scientists

Healthcare Scientists

19

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Blood Scientists** do you estimate would be required in the Devon system in 2035 (115 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Blood Scientists** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS - Cellular Scientists

Healthcare Scientists

20

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Cellular Scientists** do you estimate would be required in the Devon system in 2035 (110 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Cellular Scientists** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS - Clinical Engineering Healthcare Scientists

21

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Clinical Engineering** staff do you estimate would be required in the Devon system in 2035 (75 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS - Clinical Engineering** staff do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS CVRS Sciences Healthcare Scientists

22

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS CVRS Sciences staff** do you estimate would be required in the Devon system in 2035 (77 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS CVRS Sciences staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS GU Sciences Healthcare Scientists

24

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS GU Sciences staff** do you estimate would be required in the Devon system in 2035 (6 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS GU Sciences staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS Infection Sciences Healthcare Scientists

25

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Infection Sciences staff** do you estimate would be required in the Devon system in 2035 (84 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Infection Sciences staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS Medical Physics Healthcare Scientists

26

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Medical Physics staff** do you estimate would be required in the Devon system in 2035 (93 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Medical Physics staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Qualified HCS Neurosensory Sciences Healthcare Scientists

27

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Neurosensory Sciences** staff do you estimate would be required in the Devon system in 2035 (48 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified HCS Neurosensory Sciences** staff do you estimate would be required in your organisation in 2035?



3. Any further comments?



Adult Nursing Nursing and Midwifery

28

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Adult Nursing staff** do you estimate would be required in the Devon system in 2035 (5150 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Adult Nursing staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Children's Nursing Nursing and Midwifery

29

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Children's Nursing staff** do you estimate would be required in the Devon system in 2035 (386 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Children's Nursing staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Community Nursing Nursing and Midwifery

30

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Community Nursing staff** do you estimate would be required in the Devon system in 2035 (840 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Community Nursing staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



District Nurses Nursing and Midwifery

31

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **District Nurses staff** do you estimate would be required in the Devon system in 2035 (59 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **District Nurses staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Health visitors

Nursing and Midwifery

32

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Health visitors** do you estimate would be required in the Devon system in 2035 (89 FTE in 2022)?


Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Health visitors** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Learning Disability Nursing Nursing and Midwifery

33

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Learning Disability Nursing staff** do you estimate would be required in the Devon system in 2035 (89 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Learning Disability Nursing staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Mental Health Nursing

Nursing and Midwifery

34

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Mental Health Nursing staff** do you estimate would be required in the Devon system in 2035 (878 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Mental Health Nursing staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

School Nursing Nursing and Midwifery

36

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **School Nursing staff** do you estimate would be required in the Devon system in 2035 (8 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **School Nursing staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Applied Psychology staff

Other Scientific, Therapeutic and Technical Staff

37

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Applied Psychology staff** do you estimate would be required in the Devon system in 2035 (158 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Applied Psychology staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Dental

Other Scientific, Therapeutic and Technical Staff

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dental staff** do you estimate would be required in the Devon system in 2035 (84 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dental staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Multi-therapies

Other Scientific, Therapeutic and Technical Staff

39

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Multi-therapies staff** do you estimate would be required in the Devon system in 2035 (19 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Multi-therapies staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Other Optics

Other Scientific, Therapeutic and Technical Staff

40

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Other Optics staff** do you estimate would be required in the Devon system in 2035 (25 FTE in 2022)?

Please circle your estimate

 >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Other Optics staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Pharmacists

Other Scientific, Therapeutic and Technical Staff

41

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacists** do you estimate would be required in the Devon system in 2035 (216 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacists** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Psychological therapy

Other Scientific, Therapeutic and Technical Staff

42

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Psychological therapy staff** do you estimate would be required in the Devon system in 2035 (183 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Psychological therapy staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Social Services

Other Scientific, Therapeutic and Technical Staff

43

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Social Services staff** do you estimate would be required in the Devon system in 2035 (333 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Social Services staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

ST&T (any other specialisation)

Other Scientific, Therapeutic and Technical Staff

44

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **ST&T (any other specialisation)** staff do you estimate would be required in the Devon system in 2035 (242 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **ST&T (any other specialisation)** staff do you estimate would be required in your organisation in 2035?

3. Any further comments?

Nurse Associate Support to Clinical

45

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Nurse Associate staff** do you estimate would be required in the Devon system in 2035 (97 FTE in 2022)?

Please circle your estimate



>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Nurse Associate staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Pharmacy Technician Support to Clinical

46

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy Technician staff** do you estimate would be required in the Devon system in 2035 (187 FTE in 2022)?

Please circle your estimate



- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy Technician staff** do you estimate would be required in your organisation in 2035?

- 3.** Any further comments?

Pharmacy Technician (trainee)

Support to Clinical

47

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy Technician (trainee) staff** do you estimate would be required in the Devon system in 2035 (13 FTE in 2022)?

Please circle your estimate

 >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy Technician (trainee) staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Pharmacy trainees

Support to Clinical

48

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy trainees** do you estimate would be required in the Devon system in 2035 (16 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pharmacy trainees** do you estimate would be required in your organisation in 2035?



3. Any further comments?



AHP Support

Support to Clinical

49

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **AHP Support staff** do you estimate would be required in the Devon system in 2035 (682 FTE in 2022)?

Please circle your estimate

  >25% 16-25% 6-15% 0-5% no change 0-5% 6-15% 16-25% >25% 

- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **AHP Support staff** do you estimate would be required in your organisation in 2035?



- 3.** Any further comments?



HCS Support

Support to Clinical

50

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **HCS Support staff** do you estimate would be required in the Devon system in 2035 (417 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **HCS Support staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Nursing and Midwifery Support

Support to Clinical

51

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Nursing and Midwifery Support staff** do you estimate would be required in the Devon system in 2035 (4877 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Nursing and Midwifery Support staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



ST&T Support

Support to Clinical

52

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **ST&T Support staff** do you estimate would be required in the Devon system in 2035 (818 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **ST&T Support staff** do you estimate would be required in your organisation in 2035?



- 3.** Any further comments?



Qualified Ambulance Support

Support to Clinical

53

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified Ambulance Support** staff do you estimate would be required in the Devon system in 2035 (31 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Qualified Ambulance Support** staff do you estimate would be required in your organisation in 2035?



3. Any further comments?



Care Workers

Social Care

54

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Care Workers** do you estimate would be required in the Devon system in 2035 (21500 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Care Workers** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Managers

Social Care

55

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Managers** do you estimate would be required in the Devon system in 2035 (2800 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Managers** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Professionals (eg Occupational Therapists etc) Social Care

56

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Professionals (eg Occupational Therapists etc)** do you estimate would be required in the Devon system in 2035 (950 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Professionals (eg Occupational Therapists etc)** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Social Care (other roles)

Social Care

57

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Social Care staff (other roles)** do you estimate would be required in the Devon system in 2035 (4800 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Social Care staff (other roles)** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Clinical Oncology

Medical and Dental

58

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Clinical Oncology staff** do you estimate would be required in the Devon system in 2035 (35.5 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Clinical Oncology staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Clinical Support

Medical and Dental

59

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Clinical Support staff** do you estimate would be required in the Devon system in 2035 (27.1 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Clinical Support staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Corporate Medical and Dental

60

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Corporate staff** do you estimate would be required in the Devon system in 2035 (16.8 FTE in 2022)?

Please circle your estimate


>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Corporate staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Dental/oral Medical and Dental

61

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dental/oral** staff do you estimate would be required in the Devon system in 2035 (62.9 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Dental/oral** staff do you estimate would be required in your organisation in 2035?

3. Any further comments?

General Acute Medical and Dental

62

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **General Acute staff** do you estimate would be required in the Devon system in 2035 (109.1 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **General Acute staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Imaging Medical and Dental

63

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Imaging staff** do you estimate would be required in the Devon system in 2035 (154.9 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Imaging staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Medicine

Medical and Dental

64

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Medicine staff** do you estimate would be required in the Devon system in 2035 (1056.4 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Medicine staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Mental Health

Medical and Dental

65

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Mental Health staff** do you estimate would be required in the Devon system in 2035 (81.6 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Mental Health staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Obstetrics and gynaecology

Medical and Dental

66

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Obstetrics and gynaecology staff** do you estimate would be required in the Devon system in 2035 (138.8 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Obstetrics and gynaecology staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Pathology

Medical and Dental

67

- 1.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pathology staff** do you estimate would be required in the Devon system in 2035 (111.5 FTE in 2022)?

Please circle your estimate



- 2.** Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Pathology staff** do you estimate would be required in your organisation in 2035?

- 3.** Any further comments?

Primary Care Medical and Dental

68

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Primary Care staff** do you estimate would be required in the Devon system in 2035 (29.7 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Primary Care staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



Psychiatry

Medical and Dental

69

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Psychiatry staff** do you estimate would be required in the Devon system in 2035 (78.3 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Psychiatry staff** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Surgery

Medical and Dental

70

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Surgery staff** do you estimate would be required in the Devon system in 2035 (968.6 FTE in 2022)?

Please circle your estimate

>25%	16-25%	6-15%	0-5%	no change	0-5%	6-15%	16-25%	>25%
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2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **Surgery staff** do you estimate would be required in your organisation in 2035?



3. Any further comments?



General practitioners

General Practice

71

1. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **General practitioners** do you estimate would be required in the Devon system in 2035 (874 FTE in 2022)?

Please circle your estimate



2. Based on your discussions of the 2035 One Devon scenario and the first part of your self assessment exercise, how many **General practitioners** do you estimate would be required in your organisation in 2035?

3. Any further comments?

Health and Social Care Practitioner

New Roles (2035)


72

Health and Social Care Practitioners: A role which combines the more traditional responsibilities of a care worker with an increased focus on proactive, wellbeing-oriented care - for example, the provision of prescription health coaching to those who request it.

1. Based on your discussions of the 2035 One Devon scenario, how many **Health and Social Care Practitioners** do you estimate would be required **in your organisation** in 2035.



2. Any further comments?



Innovation and Research Practitioner

New Roles (2035)


73

Innovation and Research Practitioner: A role aimed at ensuring the services on the ground make successful practical application of data- and network-driven innovations, as well as helping other parts of the workforce, for example nurses and care workers, become more comfortable with new, tech-driven aspects of service provision.

1. Based on your discussions of the 2035 One Devon scenario, how many **Innovation and Research Practitioner** do you estimate would be required **in your organisation** in 2035.



2. Any further comments?



Personal Health and Wellbeing Specialist

New Roles (2035)

74

Personal Health and Wellbeing Specialist: A role primarily orientated around tracking and analysing data arising from new wearable and home-based health-monitoring technologies, enabling a preventative and proactive approach to protecting health and wellbeing to be taken should this data indicate potential causes for concern.

1. Based on your discussions of the 2035 One Devon scenario, how many **Personal Health and Wellbeing Specialist** do you estimate would be required **in your organisation** in 2035.



2. Any further comments?

