

## BOARD OF DIRECTORS MEETING (Open)

Date: 13<sup>th</sup> September 2017

Item Ref:

6

<b>TITLE OF PAPER</b>	Workforce and OD Strategy
<b>TO BE PRESENTED BY</b>	Caroline Parry, Deputy Director of Human Resources
<b>ACTION REQUIRED</b>	To receive the final version.
<b>OUTCOME</b>	To be noted at Board. Next steps: Workforce and OD Strategy Delivery Plan to be received by October Board.
<b>TIMETABLE FOR DECISION</b>	N/A
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	Trust Strategy. Trust Objectives and Values. Workforce and OD Committee Terms of Reference. People Plans.
<b>LINKS TO OTHER RELEVANT FRAMEWORKS, BAF, RISK, OUTCOMES</b>	Please refer to section 10 of the Strategy.
<b>IMPLICATIONS FOR SERVICE DELIVERY AND FINANCIAL IMPACT</b>	As noted in the Strategy, as appropriate.
<b>CONSIDERATION OF LEGAL ISSUES</b>	As above.

<b>Author of Report</b>	Caroline Parry
<b>Designation</b>	Deputy Director of Human Resources
<b>Date of Report</b>	6 <sup>th</sup> September 2017

## SUMMARY REPORT

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**Report to:** Board of Directors Meeting (Open)

**Date:** 13<sup>th</sup> September 2017

**Subject:** Workforce and OD Strategy – final version

**Presented by:** Caroline Parry, Deputy Director of Human Resources

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### 1. Purpose

Following presentation of an earlier draft to EDG 06-07-17, Trust Management Group (TMG) 13-07-17, and Workforce and OD Committee 28-07-17, the Board are asked to receive the attached final version to support the revised Trust Strategic Framework.

### 2. Summary

The draft has been developed following input from EDG, TMG, WODC, Kevan Taylor, Margaret Saunders, People Plan priorities, a strategic planning event with senior managers (Nov 2016), meetings with OD, Education and Training, Medical, and Equality and Diversity Leads, in addition to consideration of NHS strategic initiatives including the Five Year Forward View and Mental Health Workforce Strategy.

### 3. Next Steps

Following feedback received from WODC and the Effective Staffing Group, a strategic Delivery Plan will be produced, clearly defining objectives, actions and key performance indicators. It is also proposed, but not yet confirmed, to include 'Trust approved' photographs in the final version of the Strategy, which will be presented to October Board along with the Delivery Plan.

### 4. Required Actions

The Board are asked to receive the final version of the Strategy.

### 5. Monitoring Arrangements

To be monitored via EDG and Workforce and OD Committee.

### 6. Contact Details

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# Workforce and OD Strategy 2017

## 1. Introduction

Our staff are central to the success of The Trust, and pivotal to the achievement of our vision and strategy.

The health sector is faced with unprecedented challenges, both financially, and in terms of the resources available, requiring great change in the way that services are designed and delivered. National developments including the Five Year Forward View and the Mental Health Workforce Strategy emphasise the need to adopt new models of care, to meet rising demand, and to better integrate the way care is delivered to a population with complex physical and mental health needs.

Accountable Care System developments recognise staff as the main enabler to achieve transformation in health and care. This will require ambitious, far reaching and innovative workforce plans, building on a strong record of clinical transformation and workforce innovation, with an increased focus on collaboration.

Further challenge relates to the United Kingdom's vote in the European Union (EU) Referendum to leave the EU which has created significant uncertainty amongst our NHS workforce.

Investment in our staff, will focus on engagement, development and effective recruitment and retention. In addition, it will help to ensure that our workforce is motivated, healthy, happy and able to deliver excellent care that meets the needs of our service users.

## 2. Vision and Strategy

During 2016, the Trust commenced a review of its current strategy and strategic direction, through Board development work, service wide strategic planning, engagement of stakeholders, and the development of service level business plans and joint reviews with commissioners. The revised strategic framework provides a foundation which will guide Directorate and Departmental business planning to enable delivery of the Trust's strategic aims and objectives.

### The Trust Vision

To improve, the mental, physical and social wellbeing of the people of our communities.

### Trust Strategic Aims

The Trust's strategic aims are focussed on:

- Quality and Safety
- People
- Future Services
- Value for money

Underpinning all four Aims is our commitment to service user engagement and coproduction in everything we do.

**People:** Good care and the changes we need to make will be delivered through active contributions and support from our staff. This is about every member of staff being able to effectively deliver care and support with a focus on improvements in quality and safety.

It is about every member of staff delivering our values and being responsible for high standards of care, whilst working to improve the quality of the care they provide. Building a culture in which our workforce can demonstrate our values of respect, compassion, partnership, accountability, fairness and ambition in all we do, will provide a foundation on which to achieve our vision.

We will continue to create and develop the environment across all our services to enable this to happen. We will support staff to develop new skills, to innovate and work in ways which takes account of the needs of current and future service users, as well as knowledge of clinical developments.

We will ensure staff are; supported through change, able to shape how we move forward, helped by quality supervision, training and appraisals, thereby ensuring their ability to put quality improvement at the heart of what they do.

### **3. The Workforce and OD Strategy**

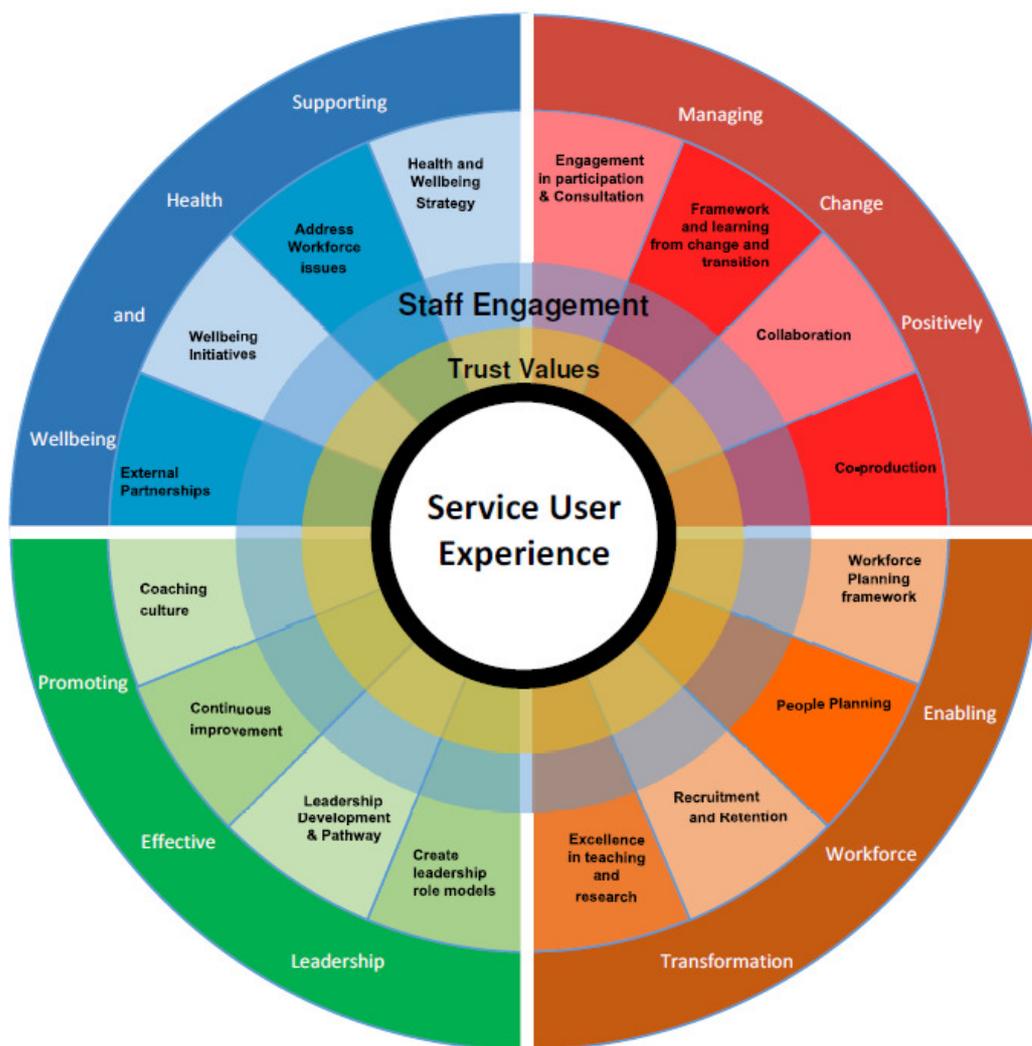
The Workforce and OD Strategy will play a key role as an enabler of change and be fully supportive of our vision, values and strategic aims. The strategy sets out the actions needed to achieve our vision by developing a confident and skilled workforce. The strategic objectives for our People will support staff through change as we transform the workforce, by developing competencies and skills required for roles which will meet the future needs of our service users. Staff engagement is a key factor which the People objectives seek to develop and nurture, through a two-way relationship between employee and employer, where the expectations of each are clear.

The workforce strategy will encourage and enable collaboration across all staff groups, and with our stakeholders to build a strong, adaptable and resilient workforce to provide excellent services.

### **Putting the Workforce and OD Strategy into practice**

Strategic objectives focussed on health and wellbeing, organisational change, leadership and management, workforce transformation and staff engagement will support the achievement of our Vision.

Strategic People Aim Wheel



Trust Values: **Respect** **Compassion** **Partnership** **Accountability** **Fairness** **Ambition**

**People A2 01: We will manage change positively and effectively, ensuring support for our staff**

People (individuals, teams and workforce as a whole) offer the key to lasting change and in the NHS change has become a regular feature of our activity. It remains very challenging and in need of careful planning, management, measurement and review. Engagement of staff in change is key to transformation, and a primary focus in our delivery objectives.

Delivery objectives:

- Support staff to engage with change through meaningful participation and consultation to deliver quality outcomes that meet organisational and service needs whilst adhering to Trust Values.

- Embed a framework to support staff through transition and change aligned to Trust Objectives, and Trust Values, based on learning from change processes and in response to service needs, including co-ordinated management and mobilisation of staff through redeployment, retraining, and skills development.
- Develop effective working relationships to support collaboration across services both internally and externally by working in partnership with Clinical Commissioning Groups, Sustainability and Transformation Partners and other providers.
- Develop feasibility plans for opportunities for shared service delivery, collaborative working and co-production, building on areas of joint working in education, training and development.

### **People A2 02: We will develop a strategic approach to enable workforce transformation**

Workforce planning is vital to ensure the Trust is developing sufficient capacity to adapt to changing service needs, new modes of delivery and to take advantage of emerging opportunities. Workforce planning involves putting strategy into action, providing information on the capability and capacity of the workforce and forecasting the skills and capabilities needed to take the organisation forward. It also involves identifying and enabling transferable skills to enable greater flexibility to respond to changing requirements. During 2016, Directorate People Plans were developed to focus on workforce challenges, to feed into the business planning process, and will be further developed as part of the strategy to support workforce transformation.

Delivery objectives:

- Develop and implement a workforce planning framework to support the transformation agenda.
- Embed the new apprenticeship standards as a part of workforce planning to build a compassionate and productive workforce.
- Develop People Plans to provide focussed action to address leadership, capacity, resourcing, capability, wellbeing and engagement
- Develop recruitment and retention plans to support workforce transformation by increasing attractiveness, and providing a clear vision of the career pathways available in mental health
- Collaborative working delivering excellence in teaching and research to support the needs of our service users

### **People A2 03: We will promote an effective culture of leadership and management based on Trust values**

Leaders have a crucial role to play faced with continuous change and the provision of excellent services. They must focus on both systems of care and on engaging staff in delivering results. Consultation with our leaders explored and identified key leadership qualities, which formed a basis on which the Trust leadership development pathway was created. This will support succession planning, talent

management, recruitment and retention, and ensure we have sufficient leadership capability and capacity in the future.

Delivery objectives:

- Provide a variety of opportunities, including the leadership development pathway to strengthen management and leadership skills to improve compassion, productivity, capability and accountability, helping to deliver outstanding service.
- Prioritise time for reflection and continuous service improvement to support the quality aims
- Use coaching as a strategic enabler to create a culture which places the Trust's values at the heart of all we do
- Create leaders from diverse backgrounds to inspire, innovate and be role models for the workforce

#### **People A2 04: We will prioritise the health and wellbeing of our employees**

Supporting the health of our staff is vital to our success, and delivery of high quality services. The established Trust health and wellbeing group have been pivotal in the implementation of initiatives to support health and wellbeing. We continue to build on improvements in the management of sickness with a focus on prevention and support for staff through our 'Support for You' webpages to drive down levels of sickness absence.

Delivery objectives:

- Develop a health and wellbeing strategy to enable proactive support to improve staff wellbeing.
- Address issues impacting on the capacity, capability and motivation of the workforce.
- Further develop initiatives to support staff wellbeing, including physiotherapy, psychological services, promoting attendance and smoking cessation.
- Work with external partners and organisations to create a healthy and active workforce.

#### **4. Workforce Engagement**

Organisational success is built on its people, and employee engagement needs action from leaders at all levels in the Trust (from Board to Ward). Key components of employee engagement include; clear communication, reinforcing Trust purpose and vision, providing employees with opportunities to voice their views and concerns, and demonstrating our values in our work. Staff engagement is essential to ensuring high quality of care for our service users.

Delivery objectives:

- Develop a clear communication strategy which will ensure channels for open and honest exchange in a safe environment.
- Promote the psychological relationship that exists between staff and the Trust to enable transparency, and clarity of mutual obligations to support engagement.

- Improve the effectiveness of supervision systems and Performance Development Reviews.
- Enhance further the opportunities for service user involvement in our processes

## **5. Staff Survey**

We will continue to identify areas of good practice and areas for development by taking into account our national staff survey results year on year, and by acting where needed to continuously improve the staff experience through the development of annual action plans. It is important that we understand, engage with and live our values, demonstrating this in all we do.

## **6. Equality and Diversity**

Equality and diversity is a thread throughout the workforce and OD strategy, and central to our success. We aim to excel in embracing equality and diversity and demonstrate this within the organisation and beyond, building on excellent foundations including award winning work on personal development and our executive sponsored mentoring scheme. The Trust Workforce Equality Objectives and Priorities practically underpin the strategy in relation to equality and diversity, and Equality Analysis scoping of the strategy will be undertaken as part of implementation so that key interfaces and potential gaps are identified to support these aims.

## **7. Employee Relations**

The Trust promotes employee relations as part of its approach to employee engagement and to ensure involvement in the determination of terms & conditions and the operation of our policies and procedures. The Trust is committed to building on our positive employee relations environment. This will involve further development of partnership working with Trade Unions.

## **8. Reward**

A Trust Reward Strategy will be developed to motivate, engage and attract the workforce. National terms and conditions and local arrangements will be used to assist with the delivery of Trust Services.

## **9. Measuring and reporting the impact of the Workforce Strategy**

The Trust already measures a range of Key HR Performance Indicators each month, these are reported at Trust Board and the Workforce and OD Committee, and include measures such as sickness absence rates, PDR rates, turnover, agency staff usage, etc. In addition, the Friends and Family test for staff and the annual National Staff Survey will provide us with evidence to support the success of our strategic intent.

The underpinning Workforce and OD Strategic Delivery Plan details key workforce performance indicators, deliverables and actions, and will provide a monitoring tool for the Workforce and OD Committee to track progress in the achievement of the delivery objectives.

Directorate People Plans will also support strategic workforce planning and provide evidence of progress, and enable focussed action to address Directorate specific needs.

## **10. Risk Management**

The risks associated with the Workforce and OD Strategy and Delivery Plan, will be assessed and recorded on the Board Assurance Framework (People Strategic Objectives A201 – A204, and Quality and Safety strategic objective A102) and monitored through the Corporate Risk Register.

Caroline Parry  
Deputy Director of Human Resources  
6<sup>th</sup> September 2017