

Workforce and Organisational Development Strategy



2018 - 2020

“Outstanding for our patients”

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1. Introduction

This document describes our Workforce and Organisational Development Strategy 2018-2020. It sets out our vision, ambitions and plans for the development of our organisation, drawing together strategically all that the Trust does to attract, retain, support and reward its people to meet its priorities.

Our vision is to have a healthy organisational culture, a sustainable and capable workforce, working in an integrated manner with partners and where leadership is effective and conducted in a manner that improves staff experience and lets us demonstrate that we have put our values into action. Our success will be delivered through our people and in collaboration with our staff side colleagues.

Together, this document draws together our objectives for enhancing the working lives of our staff who strive to provide and deliver excellence every day to achieve “Outstanding for our patients” (CQC).

Through delivery of this strategy we believe we can create a sustainable and thriving organisation with an excellent reputation for positive staff and high quality patient care.



Silas Nicholls
Chief Executive Officer



Jane Royds
Associate Director of Strategic HR

2. Our workforce holds the key to our success

The strategy takes account of the known and anticipated challenges and opportunities that will shape our workforce and organisational development activities over the next two years. These include the following, to name a few:

- The continued national skills shortages
- Ongoing financial constraints
- Delivery of the Five Year Forward View including increased integration of services
- Changes to local and national commissioning arrangements
- Ongoing need to meet external governing body requirements i.e. CQC
- Recommendations from the Carter Review including better use of clinical staff, reducing agency spend and absenteeism, and good people management
- Local sustainability and transformation plans

Our model for organisational development through our workforce forms the basis of this strategy and reflects the strong evidence base that links excellent workforce capability and higher levels of staff experience with higher levels of patient experience. If we develop our staff to be the best they can be within a supportive and accountable leadership culture, wider organisational improvements will follow.

Where we refer to 'workforce' or 'staff' within this strategy we include those employed by partners but who are working in integrated care teams in services provided by our Trust as well as temporary workers, students and trainees.



3. Our vision for our workforce

Our workforce has been commended for its care of our patients. We value and are proud of the commitment and contribution of every member of staff. We want our staff to be equally proud to work for us as a provider of trusted acute services and as

a desirable employer.

We want our staff to feel fulfilled, fairly treated, valued in their roles and recognised for the important contribution they make each day. We also want our staff to be engaged, positively shaping the services they provide and the culture of the environment they work in. Great leadership is fundamental to delivering this, so we attract, develop and retain staff who do their very best for our patients and their carers, and live our values through their actions.

4. Our ambitions and plans

This is an ambitious strategy. There is a lot to deliver and from where we are now it will take considerable time to fully achieve consistent, sustainable improvement across our organisation.

Our approach is to set a realistic framework and pace. Whilst this is a two year strategy, it sets the time for transformational change during this period and beyond. This over-arching strategy will be supported by detailed annual plans covering key aspects of the three enabling pillars identified in our model below.

Strategic Pillars



The contribution to the overall outcomes from this Workforce and OD Strategy will be an effective, sustainable and affordable workforce that puts patients at the centre of everything the Trust does. The focus is on developing internal capacity and capability to balance the challenges of providing high quality, safe patient care with the efficiencies necessary for re-investment, which in turn will achieve our financial plans.

There are a number of existing plans and programmes feeding into the delivery of this Workforce & OD strategy (illustrated below) and these will be added to as the implementation of the strategy progresses.



Strategic Pillar 1 - Create a healthy culture

While every domain of our strategy is important, improving staff engagement – the sense of belonging, commitment and enthusiasm for our work and alignment to the organisation's vision and values – most powerfully supports sustainable transformation. Great leadership equals a more engaged workforce enabling achievement of all of our strategic goals.

This means:

1. We will align and embed our values and behaviours in all that we do
2. We will improve staff health and wellbeing
3. We will recognise the value of all our staff through a reward and recognition strategy and implementation plan
4. We will build compassionate and inclusive leadership capability across the organisation through informal and formal leadership developmental opportunities

Strategic Pillar 2 - Build a responsive workforce

To support our strategic goals of achieving financial sustainability, it is imperative that our workforce individually and collectively is able to respond to changing needs and priorities.

This means:

1. We will design our services and supporting workforce structure so that these follow the patient journey and they are readily adaptable to changing operational needs, using technology to support delivery
2. We will build in contractual flexibility to attract and retain a flexible workforce in recognition of different needs
3. We will develop more responsive, higher quality and more cost effective temporary staffing arrangements
4. We will develop a recruitment and retention offer to attract and retain talented staff

Strategic Pillar 3 - Develop a skilled workforce

To deliver and continually improve the quality of our services, we need a skilled workforce which is continuously developing and learning.

This means:

1. We will have a flexible approach to role design and career pathways
2. We will have future focused workforce planning
3. We will have innovative and flexible approaches to the delivery of staff education, training and development
4. We will develop succession and choice of capable staff through a robust talent management and succession planning framework



5. Responsibility for delivery

Our Trust Strategy 2018 - 2020 sets out the operating model and accountability framework. This means while Executive Directors have accountability for the overall strategy implementation, day to day accountability for delivery sits with everyone in a

management and leadership role. However, every member of staff has an essential role to play; as we can only achieve this Strategy and make our Trust a great place to work and a great place to receive care by working collaboratively.

With overall leadership from the Associate Director of Human Resources, this Strategy will be managed as a transformational programme of work through the Workforce Committee and monitored by the Trust Board.

The enabling strategies and supporting implementation plans will be led by the Head of Education and Training, the Head of Human Resources, the Head of Health, Work & Wellbeing, the Deputy Director of Nursing and Deputy Medical Director plus others, as appropriate, on a day to day basis. The implementation leads will work collaboratively with our staff side colleagues to ensure effective delivery of the programmes of work.

The annual operation implementations plans will feed into our Trust's Annual Plan.

6. Measuring success

The true success of this strategy will be evidenced by our Trust meeting its strategic goals. It will be seen, by all stakeholders, as a safe, effective, caring, responsive and well led organisation, operating within financial balance.

A set of detailed quantitative and qualitative indicators will be developed which will be used to assess performance and success in line with the implementation plans.

7. Workforce & Organisational Development Strategy on a page

