



Trust Board

4 May 2017

Title of the paper:	Updated Workforce & Development Strategy, 2016 - 2019
Agenda item:	12
Lead Executive:	Paul da Gama, Director of Workforce & Organisational Development
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Trust aims :	Double click on the box to mark as appropriate: <input checked="" type="checkbox"/> To deliver the best quality care for our patients <input checked="" type="checkbox"/> To be a great place to work and learn
Purpose:	The updated workforce and development strategy, 2016-2019 is presented to the Board for discussion and approval, along with a new synopsis of the strategy for wider, accessible communication to staff. Appendix 1 outlines progress in year 1 (2016/17) and the objectives and success measures for the strategy period. Appendix 2 outlines indicative cost-pressures, not yet formally approved as part of the 2017/18 business planning process.
Link to Board Assurance Framework (BAF)	PR1 Failure to provide safe, effective, high quality care (insufficiently robust and embedded quality governance and risk management) PR2 Failure to recruit to full establishments, retain and engage workforce
Previously discussed:	
Group	Date
Trust Executive Committee	25 January 2017
Patient and Staff Experience Committee	27 April 2017
Benefits to patients and patient safety implications The strategy has at its heart the aim to deliver the very best care for every patient, every day. Positive culture alongside redesign of services and roles and up-skilling our people are all mission-critical to success.	
Recommendations For approval by the Trust Board, noting that additional cost-pressures have not yet been fully detailed as part of the project planning process, nor yet approved as part of the 2017-18 Business Planning process.	

Updated Workforce and Development Strategy, 2016 - 2019

Presented by: Paul da Gama, Director of Workforce & Organisational Development

1. Purpose

- 1.1 The updated workforce and development strategy, 2016-2019 is presented to the Board for discussion and approval.
- 1.2 The Board are also asked to note progress achieved in year 1 of the strategy and the objectives and success measures that will be delivered over the remainder of the strategy period, detailed in Appendix 1.
- 1.3 A structured and phased programme plan to underpin strategy implementation in Years 2 & 3 is being finalised. Appendix 2 contains indicative cost-pressures, not yet fully specified as part of the project planning process, nor approved as part of the 2017/18 Business Planning process unless otherwise indicated. Cost constraints will impact pace and scale of delivery, but not the overall direction of travel.

2. Background

- 2.1 The Trust Board approved the workforce and development strategy in February 2016. Since then, local health and social care contexts have changed with the formation of STPs. The Trust is also exploring closer working with the Royal Free.
- 2.2 Workforce pressures have intensified; there is a clear need to re-focus our strategy and plans on what is most pressing and will have greatest impact. The updated strategy is therefore more outward facing; reflecting systems-wide challenges, collaborating with our systems-partners and delivery of STP plans.
- 2.3 We will align workforce and development objectives and plans with other key enabling strategies, to support delivery of the overall clinical strategy for the Trust.
- 2.4 The strategy also reflects the new 'Developing People, Improving Care' national framework published in December 2016¹. This framework focuses upon critical improvement and leadership capabilities across NHS staff and will determine Health Education England priorities and investments going forward.

3. Analysis/Discussion

- 3.1 The updated strategy has greater focus on being future ready today – to enable our people to be flexible, adaptable and multi-skilled to meet the challenges ahead.
- 3.2 We have reviewed our achievements and learning during 2016/17; we have updated our strategic goals and plans ready for 2017/18. The strategy now aligns with our outline Learning and Development Plan that will be published in 2017.

¹ <https://improvement.nhs.uk/resources/developing-people-improving-care/>

- 3.3 We have made significant progress against each of the strategic pillars in the course of 2016/17 and some of the most notable achievements are described in Appendix 1. We have also clarified our key workforce objectives and identified the measures of success that will demonstrate whether or not we've delivered against our objectives and have set timescales against each of these.
- 3.4 We are in the process of developing a structured and phased programme plan that will set out key projects and milestones. We will use this plan to monitor and report on progress. An indication of likely costings to deliver the plan is included in Appendix 2, but these need to be refined. Full business cases will be presented on a project by project basis, as required.
- 3.5 Communications and far-reaching engagement will follow approval of the updated strategy.

4. Risks

- 4.1 Securing our future workforce is the biggest single system-wide challenge and risk. Closing the gap on skill shortages, overcoming barriers to change, alongside severe financial constraints all mean continued uncertainties around risk management.
- 4.2 In the transition, additional investment in our workforce, change capacity and infrastructure will be required to deliver changes to pace and scale. The estimated cost-pressures associated with delivering the stretch objectives in the strategy are outlined in Appendix 2. Funding constraints will impact the pace and scale of delivery.
- 4.3 The strategy requires far-reaching engagement and effective leadership at the very time services and staffing are very stretched.
- 4.4 There is a continued risk that operational and financial pressures will trump the time and investment required to deliver the strategy.

5. Recommendation

The Trust's Board is asked to:

- 5.1 Discuss and approve the updated strategy
- 5.2 Note Appendix 1 – progress made in year 1 of the strategy (2016/17) and strategy objectives and success measures to be delivered by the end of the strategy period.
- 5.3 Note Appendix 2 - indicative cost pressures that will impact pace and scale of delivery.
- 5.4 To note that governance arrangements for the strategy are currently being reviewed and are subject to change. Governance will align with other key enabling strategies.

Paul da Gama

Director of Workforce and Organisational Development
4 May 2017

Workforce and Development Strategy 2016-2019

Progress in year 1 and objectives for years 2 and 3

Progress in year one (2016/17)

We have lots to be proud of and to build upon. Over the course of the first year of the strategy we have achieved:

Pillar	Key achievements
Laying Firm Foundations	<ul style="list-style-type: none"> • Working with Communications to embed values • New managers guide published to embed values across processes in relation to recruitment, retention and staff support • Trust welcome refreshed to reflect values and new 10 and 20 week 're-connect' sessions take place for all new staff to create a sense of community • Action plan developed and delivered for 2016/2017 staff survey to encourage improved response rates – progress achieved • New divisional structures with clear clinical leadership established
Finding the right people	<ul style="list-style-type: none"> • 'Join our Team' section of Trust internet site launched • Effective HR-led recruitment campaigns and support to divisional campaigns • Restructure of recruitment team to create Recruitment Specialists and On-Boarding Co-Ordinators • Business-aligned Job Planning implemented • Implementation of new junior doctors contract, appointment of Guardian of Safe Working • Significant reduction in agency spend – staff migrated from agency to bank and agency rate caps implemented
Supporting our People	<ul style="list-style-type: none"> • Health and Well Being initiatives launched & champions established • Appointment of Freedom to Speak Up Guardian and launch of associated activities • Implementing the recommendations from our bullying and harassment strategy including zero tolerance • Long service awards now cover NHS service not just WHHT • Increase in appraisal compliance • New staff benefits portal launched
Developing our People	<ul style="list-style-type: none"> • Programme of clinical leadership for senior medical staff • Developed an outline Learning and Development Plan • Review of L&D function and subsequent restructure to make it fit for future leading to savings exceeding £90K • Development of Simulation Suite and Clinical Skills Lab • New e-learning launched which has led to increased compliance for mandatory training - well received in organisation • Leading for Excellence Programme completed – approx. 120 senior staff completed management programme • Core management training programme re-launched for junior/middle managers • Implemented Schwartz rounds

Workforce Strategy Objectives

The strategy sets out a set of objectives to be delivered by the end of the strategy period, along with measures that will demonstrate whether we have achieved what we aspire to within the scope of the strategy. These are set out in the table below, with timescales.

To ensure we deliver the objectives and outcomes effectively, we are in the process of developing a structured and phased programme plan that will set out key projects and milestones. We will use this plan to monitor and report on progress. An indication of likely costings is included in appendix 2, but these need to be refined. Full business cases will be developed for project-specific budget requirements.

Objectives	Success Measures	Date
We will be a genuinely clinically led organisation and our reputation will be built upon this. Clinical staff will join us not only because of the difference they are able to make clinically, but because they will be able to influence and lead the Trust.	Our Medical Engagement survey scores move from bottom quartile to top	March 2019
Every member of staff will understand and be driven by our values and these feel meaningful to all our people	Increase in staff survey results relating to values	February 2019
We engage staff so people feel part of the team and that feedback is driving improvements in our hospitals	A staff engagement strategy has been developed and corporate and local action plans are in place and are monitored	Sept 2017
	Improvement in national staff survey completion rates (42% baseline Dec 16)	February 2019
	We are upper quartile for staff engagement in the staff survey	February 2019
We will align staffing with service needs and reduce reliance on agency staff	We have reduced agency spend to 7% of our total payroll	March 2018
	We have reduced agency spend to 8% of our total payroll	February 2019
We are best-in-class for recruiting & retaining	Our vacancy rate is no higher than 7%	March 2018
	Our vacancy rate is no higher than 5%	March 2019
	Turnover is no higher than 12%	March 2018
	Attrition rate for new joiners is 15%	tbc
Staff complete e-learning mandatory training before they join us and updates	Our compliance rates for mandatory training is never below 90%	March 2018

as required, using the new Learning Management System to demonstrate compliance	90% of new staff completing e-learning mandatory training before starting work	March 2018
We publish our first 'whole-organisation' learning & development plan; we deliver on our pledge that middle managers and senior leaders receive development tailored to organisation and personal needs	Our L&D plan is published and promoted	2018
	Successful implementation of the LMS	June 2017
	Professional revalidation compliance rates	As reqd
	Staff survey results are top quartile for visibility of senior managers, how well senior managers communicate, involve staff in important decisions and act on feedback	February 2019
	Trust utilising opportunities offered by apprentice levy – approach in place	July 2017
We will be a learning organisation, where feedback is the lifeblood of performance.	Our appraisal rate is 90%	August 2017
	Top quartile % of staff feel their appraisal helps them to a better job – staff survey	February 2019
	Evidence that appraisals are aligned with increments	March 2019
We will have made significant progress towards our goal of becoming a University Teaching Hospital	Plans are in place for achieving accreditation	March 2019
Working life is simply better for our people - this includes zero tolerance to bullying & harassment and being a welcoming, inclusive place for everyone	We have a robust WRES in place and are meeting the requirements of this plan	March 2018
	Further embedding of Bullying and Harassment strategy	March 2018
	Reduction in perceptions of bullying and harassment	February 2019
	Top quartile performance for the 'how likely are you to recommend West Herts as a place to work?' staff survey question	February 2019
	Increase in the number of people using our staff benefits and support schemes	March 2019
	Increase in number of staff taking up flexible working opportunities	March 2019
	Top quartile F&F scores for "staff recommending the Trust as a place to work"	March 2018
We will be an exemplar organisation for	We meet national requirements for health	March

health & wellbeing, for our staff and patients	and well being CQUINS	2018
	Approval of a new service specification and provider for Occupational Health	July 2017
	We become a totally 'smoke-free' Trust	October 2017
	We have a Wellbeing Charter rated as 'Achievement' moving to 'Excellence'	March 2019
	Reduce sickness absence from 3.5% to 3.2%	March 2019
	Reduce no of staff saying they feel pressure from managers and colleagues to attend work feeling unwell from 60% to 35%	March 2019
We will work collaboratively with other organisations to provide a better and more efficient HR service	Implementing efficiencies through shared back office HR functions within the STP	March 2019
	Creating a shared bank with partners	March 2018
	New roles designed and being implemented to meet 'hard to fill' gaps	Dec 2018

Workforce & development strategy, 2016 – 2019
Indicative Costs: 2017 – 2019

Table 1 shows additional cost-pressures and/or resourcing requirements for 2017-2018 essential to delivering key elements of the strategy. Objectives with no additional cost implications or BAU are not included. The position is dynamic and will be impacted by plans at both STP and Trust levels. Cost-pressures outlined have yet to be approved as part of 2017-18 plans unless otherwise indicated.

Strategic Priorities	Objectives with cost & resourcing pressures	Indicative £+ 2017-18/19
Laying firm foundations		
Tomorrows roles today	Working with system partners to devise new roles which will help fill current 'hard to fill' gaps and create clearer, attractive career pathways for our staff	WHHT: Strengthen workforce planning & OD plus improvement skills development Dedicated PMO & project support
	Successfully implementing the new apprentice levy	
Collaboration with system partners	Reviewing HR back office functions to ensure these providing maximum efficiency and opportunities to work with system partners to drive streamlining	
Summary of indicative cost & resourcing pressures:		£150k pa for 2017-19
Finding the right people		
Aligning staffing with service needs	Effective temporary workforce strategy	£892k pa for 2017 - 2019 NHSP contract (Business Case submitted)
	Implementing findings of our medical workforce reviews to maximise productivity, better linking of job plans with service needs and working arrangements	£50k recurring to strengthen Medical Staffing
	New business case to sustain overseas recruitment	£900k for 2017-18 overseas recruitm (business case approved)
Summary of indicative cost & resourcing pressures:		£1,849.00 (17 – 19) £37,000 recurring
Flexible and inclusive workforce	Working towards achieving leader status for the Disability Confident scheme, to ensure people have the opportunities to fulfill their potential	c£35 to increase ED Manager post from 0.5 WTE to 1.0 WTE @ Band 8a
	Ensuring the Trust has a robust WRES and is meeting the requirements of this plan	
	Ensuring our processes are fair and equitable and inclusivity is core to all our people processes	
Summary of indicative cost & resourcing pressures		£35k recurring
Supporting our people		

Strategic Priorities	Objectives with cost & resourcing pressures	Indicative £+ 2017-18/19
Looking after your wellbeing	Achievement of our CQUIN plans 2016-2017 charitable funds will be fully spent	£100k business case to be submitted for top-up charitable funds
Helping you to do your job	100% mandatory training being completed via e-learning unless taught session required New staff complete e-learning mandatory training before starting work Implementation of Learning Management System	£25K for Year 2 of ACORN and £25K for Year 3.
Summary of indicative cost & resourcing pressures:		£150k non-recurring
Developing our people		
Developing & supporting our management capability	Publishing a full Learning & Development plan based upon organisation and staffing needs to include: - developing high performance/high potential - clinical & top leadership development - sustaining accredited programmes & CPD (to off-set loss of CPD funding from April 2017)	£100k (includes £50k approved 16-17) ↓
Growing & developing our leaders		£80k (assumes £80k uptake from apprentice levy)
Right education and training		Meeting all our education compliance requirements
Summary of indicative cost & resourcing pressures:		£180k recurring
Total additional indicative cost-pressures in 2017-2018		£2,364,533.00