

WORKFORCE STRATEGY UPDATE NOVEMBER 2017

1. Background

In March 2017, the OD and Workforce Committee of the Trust Board approved the Trusts Workforce Strategy called Maximising our Potential. That document is contained in Appendix 1.

Maximising our Potential recognises the importance of having a workforce of dedicated people supported to deliver outstanding healthcare to achieve the ambition of the Trust to become an outstanding organisation. It was developed in a collaborative way, with input from the Trust Board and workshops involving senior leaders, the majority of staff from the HR and OD Directorate and other staff groups.

The philosophy of Maximising our Potential is that, through the strategy, the Trust can maximise the potential and contribution of every member of staff. It also shows how strategic priority no. 2 “to support each other to do a great job” will be met.

This Workforce Strategy has purposely been kept very simple and has six key pillars.

Attract	<ul style="list-style-type: none"> • The Trust attracts well qualified and experience people to its jobs, who have the right values. Workforce gaps are reduced and safe staffing levels are maintained.
Engage	<ul style="list-style-type: none"> • Staff are highly motivated and feel valued and engaged. They embrace the Trust values and live them. Staff actively contribute to service improvement and are listened to.
Develop	<ul style="list-style-type: none"> • All staff are trained to do their job well, they have personal development plans linked to their appraisal and nursing and medical revalidation is fully supported.
Nurture	<ul style="list-style-type: none"> • Career paths are visible and talent conversations which link career aspiraitons to succession planning take place and are valued. Staff are coached, buddied and mentored.
Perform	<ul style="list-style-type: none"> • Jobs are well designed, performance standards are clear and team work encouraged. Staff are appraised and strong performance recognised. Rosters are effectively managed.
Retain	<ul style="list-style-type: none"> • Staff regard SFH as a good employer and are keen to stay for their whole career. The Trust offers benefits and rewards that are valued by staff. Feedback from leavers is acted upon.

The Workforce Strategy is supplemented by six individual implementation plans, approved by the OD and Workforce Committee in May 2017. These were:

- Recruitment, Reward, Recognition and Retention Plan
- Organisational Development and Engagement Plan
- Training, Learning and Development Plan
- Leadership Development, Talent Management and Succession Plan
- Staff Health, Safety & Well-being Plan
- Enlightened HR Plan.

These plans capture the transformation actions scheduled to take place over the 2017/18 financial year.

2. Changes to the original strategy

The original strategy was due to include the development of a five year workforce plan by September 2017. This would have contained a detailed breakdown of the staffing numbers and skill mix required by the Trust over the next five years.

However, the Trust already submits a two year detailed workforce plan to NHS Improvement to accompany its operational plan and given the changes to pathways and services which are likely to materialise through the STP in the medium to longer term it was not felt that a plan going further than the next two years would be particularly useful at this time.

Instead, work is concentrating on developing a dynamic modelling tool which will permit the Trust to maintain a baseline staffing position which can be used to test out the workforce impact of likely change scenarios and then make adjust when service and workforce changes are clarified.

In addition, the Trust received significant assurance on its internal audit of workforce planning in the summer of 2017, which confirmed that workforce planning is satisfactorily integrated with business and financial planning in the Trust.

3. Collaborative working

The Trust is also working closely with the Better Together Alliance and the STP with representatives on a number of groups.

These include the Nottinghamshire Strategic Workforce Transformation Delivery Group and both the HR and OD collaborative meetings. SFH representatives chair or participate in workstreams such as those for the development of Advanced Clinical Practitioners, development of rotational nurses, creation of a Talent Hub, collaborative banks and STP Workforce Planning.

For the MSK Alliance Programme, SFH representatives chair the groups dealing with employment arrangements and organisational development.

Through the East Midlands Regional HR Directors Group, the Trust is involved with collaborative work on locum and bank rates of pay.

It is expected that the level of involvement in collaborative working initiatives around workforce and organisational development will increase in the future

4. Progress with the 2017/18 plans

Key goals from each of the six implementation plans were collated into a Blue, Red, Amber, Green (BRAG) progress report which is presented on a quarterly basis to the OD and Workforce Committee. The most recent report is attached in appendix 2. This shows progress to September 2017. At that time there were six blue (completed) actions; twenty green (on schedule) actions; two amber (behind schedule) and one red (significant slippage expected) actions

Of the two Amber actions (behind schedule) there has been significant progress made. The red action cannot be fully completed without national apprenticeship frameworks being available, which is not within the Trusts control. However, significant work has been delivered on this action where they are available.

Some notable achievements in the first 6 months of this plan are:

Attract	<ul style="list-style-type: none">• Recruitment branding introduced with a nursing campaign that uses SFH Staff. Significantly increased use of Social Media and developed micro-sites. Nursing and Manager assessment days.
Engage	<ul style="list-style-type: none">• CARE values work takes engagement out to staff in the workplace. Full census staff survey. Stronger leadership visibility.
Develop	<ul style="list-style-type: none">• SFH runs the Mary Seacole leadership programme for Nottinghamshire. Trust Induction revised and Managers Induction introduced. A senior leadership programme planned. Dental simulation suite opened.
Nurture	<ul style="list-style-type: none">• Talent conversations process and talent mapping / succession planning piloted for very senior leaders.
Perform	<ul style="list-style-type: none">• Medical bank on allocate. Weekly pay for bank staff. Job planning now embedded as business as usual. Integrated rostering services team. Allocate dashboards in use, supporting effective rostering practice.
Retain	<ul style="list-style-type: none">• Staff well-being initiatives increased. Internal MSK physio service introduced for staff. Staff benefits leaflet created. Recruitment and retention incentives policy. HR processes simplified.

5. 2018/19 Work Programme

Engagement activities designed to feed into next year's plans have already commenced through the Maximising our Potential launches at Kings Mill and Newark. In addition, a number of workshops have been held with staff from the Human Resources and Organisational Development Directorate so that they can influence the content of future work under this strategy. Whilst the detailed plans are yet to be developed the work will be based on key themes such as:

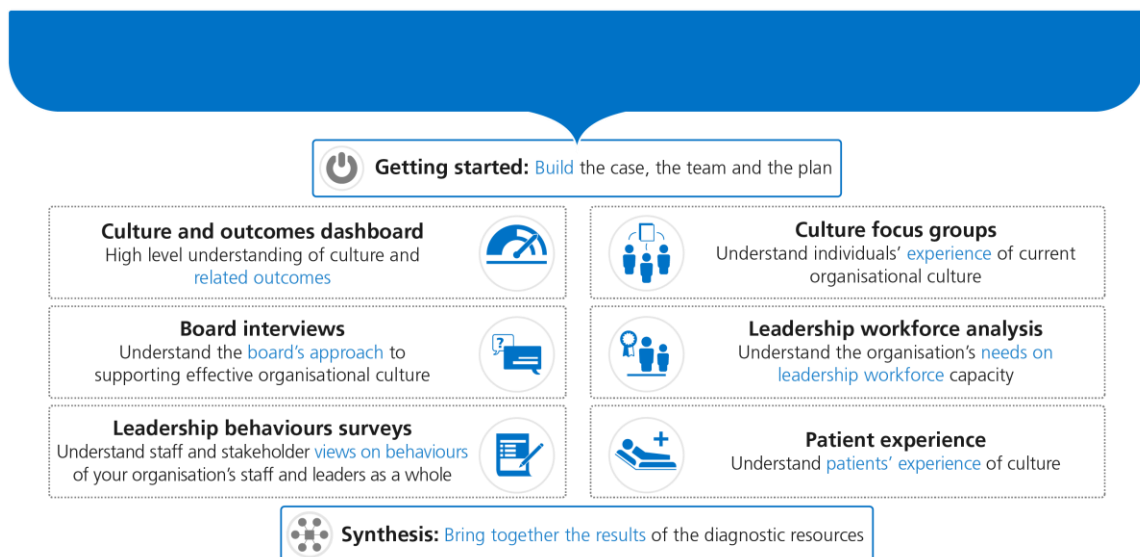
5.1 Consolidation of the 2017/18 work

Some of the existing transformation work spans more than one year and therefore there are elements of the 2017/18 plans which will be completed or consolidated into business as usual during 2018/19. These include the following:

- Launch/consolidation of appraisals to include talent conversations
- Finalisation of leadership talent mapping and succession planning
- Career path guidance available
- Embedding coaching, mentoring and “wise owls”
- Launch of the senior leadership development programme

5.2 Culture and leadership diagnostic and dashboard

A major piece of work will involve undertaking the discover element of the NHS Improvement / Kings Fund Culture and Leadership Toolkit which is designed to provide an understanding of the organisations current and desired culture.



This work will then be synthesised. Some of it will be used to articulate the desired leadership style of the Trust and inform further organisational development work;

some aspects will support the Sherwood Way and other elements will feed into the development of a culture heat-map / culture outcomes dashboard and inform the board about the prevailing culture and hot-spots.

5.3 Workforce planning

Although the NHS has more clinical staff than ever before, SFH like the rest of the NHS is facing significant issues with workforce supply in many of its services. This is for a number of reasons:

- Rising demand for services has outstripped workforce supply
- Quality improvements have impacted workforce numbers
- Allocated funding has not kept pace with the workforce required
- The pipeline of newly qualified staff has not grown quickly enough. This is exacerbated by long lead times for qualified staff
- Retention as well as supply is an issue
- Work / life balance challenges have become more prominent and expectations about careers have changed
- Pay has fallen in real terms
- There is a reliance on international workers but issues with Brexit and language tests are impacting supply
- It is proving difficult to recruit and retain senior leaders
- It is difficult to transform the workforce at the pace required to deliver care differently

The improvements made to our recruitment offering and nurse assessment centres, together with initiative such as the Certificate of Eligibility for the Specialist Register (CESR) programme and Clinical Fellows are having a positive impact. However, the Trust still needs to see a step change in the development of new roles to address workforce gaps and changing pathways.

The workforce planning work will be executive led and involved cross-divisional representation and:

- Develop a dynamic workforce plan that can model and respond to changing workforce requirements and identify and address critical workforce gaps
- Coordinate the development of new roles and professions in the Trust
- Maintain an overview SFH's contribution to the wider system work pertinent to workforce planning, workforce changes and new role development.

MAXIMISING OUR POTENTIAL

1. The Workforce Strategy

“Maximising our potential” is a strategy for enabling dedicated people to deliver outstanding healthcare. It has been developed in a collaborative way, with input from the Trust Board and workshops involving senior leaders and the majority of staff from the HR and OD Directorate.

The Maximising our Potential Strategy underpins the Trust vision of dedicated people delivering outstanding healthcare to our patients and communities.

In particular it sets out how the contribution of every member of staff will be maximised to deliver this. It also describes how strategic priority no. 2 will be met, which is to support each other to do a great job.

The main body of the strategy sets out the maximising our potential approach. This will be supplemented by six individual implementation plans to be finalised by May 2017 and a five year workforce plan which will be developed by September 2017.

2. The five year workforce plan

This workforce plan will describe the number of staff, types of jobs and skills we need in a workforce that can deliver the Trusts strategy and priorities. The plan will describe these in sufficient detail to be able to be used as an implementation guide.

The existing workforce skill mix and staff in post will be used as a baseline.

	Jan-17					
	Budget - FTE	SIP - FTE	SIP - Headcount	Vac - FTE / Gap - FTE	% Vacancy / % Gap	% Turnover
Total Trust						
Admin & Clerical	1111.50	1030.03	1266	81.47	7.33%	0.87%
Allied Health Professionals	213.96	203.84	252	10.12	4.73%	2.26%
Ancillary	38.46	37.27	43	1.19	3.09%	0.00%
Medical & Dental	482.02	421.79	440	60.23	12.50%	0.24%
Registered Nurse Operating Line * - ALL Bands	1327.73	1162.21	1359	165.52	12.47%	1.14%
Scientific & Professional	214.72	186.99	201	27.73	12.91%	1.07%
Technical & Other	268.64	244.76	303	23.88	8.89%	0.82%
Unregistered Nurse	550.75	566.69	666	-15.94	-2.89%	0.66%
Total - Trust	4248.60	3853.58	4530	395.02	9.30%	0.92%
Band 5 Registered Nurse Only operating line *	775.59	628.83	744	146.76	18.92%	0.56%

In addition to the staff in post, there were significant levels of agency nursing staff and locum medics used within the Trust during the base year.

As can be seen from the January 2017 chart, there are still significant medical and nursing vacancies. The band 5 ward based nursing gaps fluctuates around 18%, although turnover is relatively low. The workforce plan will include measures to address significant workforce gaps, especially those relating to doctors and nurses which could undermine the Trusts ambition and the safety and quality of care.

The Workforce plan will also take account of the changes across the local health and social care system. It will reflect the Sustainability and Transformation Plan (STP) and our collaborative “Better Together” programme.

In order to make sure that all Divisions of the Trust, as well as those responsible for human resource management and training are involved in its development, an internal steering group has been established.

3. Maximising our Potential

Our approach to workforce is all about enabling dedicated people to deliver outstanding healthcare. It sets out how we can best maximise the potential of all staff. In essence it is an organisation wide approach to talent management.

It is built upon the philosophy of marginal gain. If we can get even only a small amount of extra expertise, talent and effort from each member of our 4,000 staff, it will add up to a huge impact on the trusts journey to outstanding.



The maximising our potential approach aims to attract, engage, develop, nurture, enable good performance and retain staff at all levels to do the very best job they can. Our aim is to be able to maximise the contribution that every single member of staff makes, whether or not they are a high flyer.

We will encourage everyone and every team to do their very best for our patients, to live our values and to aspire to fulfil their potential.

We expect our leaders to reflect this approach in the way that they lead their teams and we will develop them to do this. They have a responsibility to make sure that their teams are fully enabled to deliver outstanding care.

We intend to attract the right people to our jobs and make sure they have the right skills, attitude and potential to excel as part of the Sherwood team. At the heart of

the maximising our potential approach is the engagement, development and nurturing of individuals and teams so that they are confident, competent and motivated to deliver outstanding performance.

What we expect in return is a workforce that puts the patient first, behaves in ways that reflects our values, has a thirst for improvement and is committed to remaining in our Sherwood Forest “family”.

3.1 Attract

We will expect recruitment to be treated as a significant investment decision and apply the same rigour that we would give to an equivalent financial purchase.

Our ambition is to attract talent to us by making sure that job candidates see the Trust as a great place to work and reach them through good use of recruitment channels and social media. We will become much better at selling ourselves to prospective employees.

We will be clear, transparent and inclusive about what we need from candidates for our jobs and identify people with the right skills, behaviours, attitude and potential. Candidates have to be able to do the job they apply for, but just as importantly, they need to have the right values and fit with our Trust and be absolutely dedicated to delivering outstanding care.

Our fast, lean, recruitment process which was introduced during 2016, will continue to engage recruits even before they get here. Work experience will attract future staff, with apprenticeships used as a key pipeline.

Our Key Actions for “Attract” - Use innovative recruitment campaigns and branding to promote the Trust as a great place to work and use social media to reach a wider audience.

3.2 Engage

Our ambition is for staff to feel engaged, embrace the Trust values, live them and feel able to challenge those who don't. This means that we have a key duty to ensure that we effectively communicate with our workforce and take active steps to engage and involve them.

We want all members of our workforce to provide feedback on topics, confident that it will be acted upon. This means that we will make sure that they are listened to.

We expect all leaders to role model the values and understand the importance of good staff engagement and will continue to train them in this. Overall we want the Trust to have a collaborative, inclusive leadership style. This will be reflected in how we select our leaders in the future.

Part of our plans for our engagement work will be to ensure that all staff understand their role and how they contribute to delivering outstanding healthcare, even if they do not get involved directly with patients.

Our Key Actions for “Engage” - Deliver staff communication and engagement initiatives that harness the views and ideas of all staff, that truly inspire them to outstanding performance, embed our values and create the right culture for an outstanding organisation.

3.3 Develop

We already have a good reputation for the provision of learning and development especially as we have one of the few fully integrated functions in the East Midlands and can boast of some wonderful training facilities. However, we will strive to make that a reputation for delivering outstanding training and development in the future.

All staff will be trained to do their job well, they will have personal development plans linked to their appraisal and nursing and medical revalidation will continue to be fully supported. Career paths will be made more visible, so that staff can see how they could have a whole career at our Trust and they can understand the development they will need in order to progress.

Clinical and non-clinical leaders will be developed to ensure that they are competent and confident to be able to make a positive impact on the local health and social care system as well as within the Trust.

We will develop a transparent talent process, which will enable the Trust to build a workforce for the future, using the maximising our potential philosophy.

We will make sure that we support staff to adopt new roles and ways of working to bring in best practice and to address our workforce gaps. This means that we will systematically develop and support new professions in the Trust and use rotations to make sure that a robust learning experience is delivered.

Our Key Actions for “Develop” - Build a reputation for excellent leadership development which promotes a collaborative style and system leadership for clinical and non-clinical leaders.

Use apprenticeships and build career paths to maximise workforce potential

3.4 Nurture

Our workforce will be supported to put their learning into practice. Leaders will be coached and mentored. Secondments, rotations and job swaps will be encouraged with Action Learning Sets and projects used to embed learning.

Honest talent conversations will take place between managers and staff, so that staff know how well they are doing and are enabled to do a great job. Staff will be encouraged to fit their aspirations with what the Trust needs in the future.

Team work is highly valued. We will encourage teams to use set-backs and challenges as learning opportunities and support them to collaborate and continually improve what they do. Team development will include wider team members such as agency workers, bank staff and those working flexibly across areas.

Our Key Actions for “Nurture” - Implement an approach to talent management which revolutionises the way that the Trust maximises the potential of all staff and plans for succession.

Understand what makes high performing teams and build them through targeted team development activities.

3.5 Perform

All staff will understand what is expected of them and be able and motivated to deliver it. Appraisals will continue as an essential tool in managing performance and in developing of our workforce. Those who perform well will be recognised.

Jobs will be well designed. Work patterns will match patient care needs and rotas will be well managed so that the skills, efforts and experience of our existing staff are put to best effect. We recognise that work / life balance is important and staff who need to work flexibly will usually be able to do so, but delivering the service will always be the overriding priority.

We will reduce reliance and expenditure on agency staff, the cost of which detracts from effective performance but will always ensure that safe staffing levels are met.

Standards and the level of performance expected will be made clear. Poor performance or behaviour will be dealt with quickly, so that it does not affect patient care or the whole team.

Our Key Actions for “Perform” - Complete the roll-out of Allocate. Integrate roster support with temporary staffing and promote e-Rostering best practice.

Plan the development of new roles and ways of working, making sure the change is well managed

3.6 Retain

Our vision is for staff to want to spend their whole career with us, in an environment of stability and low turnover. Our “grow your own” philosophy to careers and leadership positions will mean that staff are loyal and most aspire to remain.

We want the Trust to be regarded as a great employer, evidenced by the Friends & Family Test results highly recommending the Trust as a place to work. It will be important to us to ask why people want to leave and the take actions to retain them. Staff reward, recognition schemes and benefits will be highly valued.

Staff can become frustrated with bureaucracy and the things that they perceive as getting in the way of them being able to do a good job. We will work hard to make sure that we are operating in the most efficient way, with policies and processes that are easy to understand and adhere to.

All staff will feel able to raise concerns, but the Trust will have a culture where matters are dealt with proactively by managers anyway. Bully and harassment complaints will be low.

Staff well-being will be considered a must do, with a variety of initiatives available which have a positive impact through reduced stress levels and sickness absence.

Our Key Actions for “Retain” - Actively invest in the health, safety and well-being of staff by offering a comprehensive programme of targeted initiatives.

Review policies, processes and practices to remove bureaucracy and improve the experience of the individual

4. The Implementation Plans

The delivery of the maximising our potential workforce strategy will be through the development, implementation and evaluation of a number of individual annual plans. Each year a new set of plans will be created in order to build on what has been delivered previously. These plans will be fully developed by May 2017 and will consist of:

- Recruitment, Reward, Recognition and Retention Plan
- Organisational Development and Engagement Plan
- Training, Learning and Development Plan
- Leadership Development, Talent Management and Succession Plan
- Staff Health, Safety & Well-being Plan
- Enlightened HR Plan.

The plans will be split into quarterly deliverables and a progress report will be brought to the OD and Workforce Committee on a regular basis. An example of the structure for the quarterly report is contained in Appendix 1