

Workforce and Organisational Development Strategy 2015 - 2020

Excellent Workforce, Excellent Care.

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At the heart of everything.

You matter most

FOREWORD

What is this Workforce and Organisational Development Strategy all about?

This five year strategy sets out the vision for the effective recruitment, induction, leadership, deployment, appraisal and development of the Trust's workforce.

It is essential for the future development and growth of the Trust that there is a clear and compelling narrative and vision about what our workforce will look like both now, and in the future.

Putting it simply, our patients and service users are at the heart of everything we do. Our vision for the workforce of the future will be one which lives and breathes the Values and Behaviours - Responsible, Respectful and Passionate – which we have carefully developed and agreed with our staff and stakeholders, in delivering the highest standards and quality of safe and effective care that are possible.

The strategy shows how we will prepare our staff and organisation to meet the Trust's three strategic objectives:

- Deliver high quality care
- Work with partners to deliver integrated care
- Ensure clinical and financial sustainability

A stronger spotlight will shine on the themes of the strategy as the Trust works ever more closely with key partners to implement joint service strategy across the communities we serve. The strategy will be developed further as the Trust moves to develop more integrated, community based services.

We want every member of our workforce to feel like VIPs. They should feel Valued, Important and Proud each and every day they come to work.

The impact that a motivated workforce has on delivering high quality care is well researched and recognised and I want the Trust to be relentless in its ambition to be one of the top employers to work for.

It's as simple as that!

Phillip Marshall - Director of Workforce and Organisational Development



At the heart of everything.



You matter most

Developing the best behaviours

The Trust is seeking to embed values and behaviours into the whole of the employee relationship whilst encouraging an environment of personal responsibility supported by an open and learning culture, driven by technological solutions whenever it is possible to do so.

Strategic Aim

At the heart of everything

Ensure that the Trust's Values and Behaviours – Responsible, Respectful and Passionate, are central to the entire employee cycle from recruitment and induction through to appraisal and development.

Embracing Technology

Maximise the benefits and opportunities presented by technology for the delivery of an efficient and effective HR service.

Personal Responsibility

Develop the culture of personal responsibility by implementing the latest self-service HR technology available through the national Electronic Staff Record.

Objectives

- Enable a cultural shift with Values at the centre.
- Recruit the right people to work for the Trust through appropriate methods reflecting the Trust's Values throughout.
- Develop and empower our leaders to role model our desired Values and Behaviours for the future growth of the organisation.
- Ensure the Trust's induction, appraisal, succession planning and retention processes reflect the Trust's Values.
- Develop a culture where technology is embraced and the benefits and opportunities are realised.
- Further develop and utilise metrics to inform the production of a regular HR Performance Dashboard and seek to use real-time information wherever possible.
- Develop staff engagement with the use of modern technology.
- Implement the manager self-service facility via the National Electronic Staff Record system enabling a more productive use of management time and resource.
- Empower employees to own their data through the use of the Employee Self-Service module of the National Electronic Record System.

Learning & Organisational Development

The Trust aims to have a learning culture, which delivers excellence in patient care and safety through having a workforce in which individuals, teams and directorates are supported to maximise their potential

Strategic Aim

New Models of Care

Work with directorates to identify and commission appropriate education and training to support the delivery of new and redesigned services in line with the Five Year Forward View / Vanguard programme.

NHS Workforce of the Future

Develop the provision of high quality educational practice placements for students and others where students are encouraged to adopt the Trust's Values and Behaviours.

Objectives

- Align Service Review/Service Improvement programmes to develop new roles and redesign existing roles utilising the Calderdale Framework as a Workforce Transformation tool.
- Continue to develop robust operational and governance frameworks to underpin the implementation of new and redesigned roles.
- Develop strong partnerships with education commissioners and local education providers.
- Respond to future workforce changes through the introduction of new roles.

- Develop our Learning Environment Managers and Mentors to ensure they have the appropriate supervisory/ mentor qualifications and skills to provide and support education of the highest standard.
- Review and act on student / trainee evaluations and feedback.
- Strive to achieve a position where students recognise the Trust as an Employer of Choice in the future.

Strategic Aim

Talent for Care - Get In, Get On, Go Further

The Trust is committed to the development of its support workforce, and is equally keen to widen participation through increasing employment opportunities for the local population.

Creating a Culture of Learning

Develop a culture that promotes the importance of learning and development for staff (clinical and non-clinical) within the Trust and a culture that learns, is supportive of the workforce and makes improvements when things go wrong.

Objectives

Implement approaches to support and encourage our local population to view the Trust as:

- A provider of high quality apprenticeship opportunities.
- A provider of education and training programmes to ensure Care Support Workers meet nationally recommended training standards, e.g., all Care Support Workers to be given the opportunity to be trained and accredited to receive a Care Certificate.
- Supportive of those staff that wish to develop their NHS Career
- To partner with education, job agencies, and the voluntary sector to promote the NHS as an employer of choice

- Improve patient safety by supporting the Sign Up To Safety programme through the identification and commissioning of Human Factors training approach to encourage staff to have a strong patient safety focus throughout their work.
- Continue to progress our Investors in People Accreditation beyond the first accreditation level.

Strategic Aim

Leadership Development and Talent Management

To set the direction and establish a means by which the Trust will identify and develop leadership capability of the highest quality, to ensure there is a diverse, capable and expanding leadership population across all levels and professions in the Trust.

Current Workforce Skills Development

We are committed to working with the whole of our workforce in creating a training plan to meet service needs, providing access to appropriate training for staff in clinical, non-clinical and support service roles that makes the best use of education funding and sources the best quality, contemporary training provision.

Objectives

- Agree and implement a talent management framework that will identify existing and potential leadership capacity – promoting and developing distributed leadership (leadership at all levels not just at the top).
 - Develop a suite of Leadership Development Programmes/interventions to support the development of current and future leaders, including coaching and mentoring.
 - Create a Trust Succession Plan at all levels to minimise any risk associated with the turnover of staff and enable the continuity service provision.
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- Develop induction arrangements ensuring that all new employees receive a warm welcome and an immediate educational programme which covers the fundamental aspects of their new role and highlights what it means to be a member of the Trust's workforce.
 - Deliver Statutory, Mandatory and Essential Skills Training to all staff, supporting their professional development needs.
 - Maximise the use of technology enhanced learning, including the maintenance and continued development of eLearning programmes to improve access to learning across the Trust.
 - Ensure that all employees are provided with appropriate training in communication skills with a focus on improving the patient and service user experience.
 - Continue to develop Clinical Skills and Simulation training facilities and multi-professional training.
 - Provide Preceptorship Programmes for all newly qualified nursing staff so that their transition to new roles is as safe and effective as it can be.

Workforce Redesign and Reward

We will continually work towards the development of a workforce that is efficient, motivated and fit for purpose always delivering excellent care in an evolving health and social care environment working in partnership with others.

Strategic Aim

Capacity and Capability

By Improving our capacity and capability within the workforce we endeavour to develop the optimal skills mix to deliver high quality services and care to patients and service users, thus ensuring an appropriate environment and that support is in place to nurture and value the NHS workforce of the future.

Personal Responsibility

Embedding a culture of high performance and quality across the organisation ensuring staff are rewarded for taking personal responsibility for their performance and development.

Culture of Transparency

Embedding a culture of honesty and openness where staff are able to reflect on their practice and learn from mistakes.

Objectives

- Ensure appropriate role and skill mix reviews are undertaken within our Agenda for Change Bands 1-4 workforce, in order that the workforce is designed to meet service needs, working across acute, community and social care boundaries.
- Be responsive to the emerging needs of the New Models of Care and Vanguard programmes in terms of workforce redesign and skills mix.
- Innovate and be at the leading edge of new role development to meet the requirements of the changing face of the NHS

- Ensure the Incremental Pay Progression policy remains current and is fully utilised.
- Extend the roll out of the pay progression policy so it is equitable for all staff.
- Implement pay threshold performance criteria for medical staff.

- Implement the Freedom to Speak Up recommendations.
- Implement and embed our Values and Behaviours.

Health and Wellbeing

A state of wellbeing in which every individual realises their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution.

Strategic Aim

Addressing the needs of our workforce

To implement health and wellbeing interventions that are tailored to the needs of the workforce and the Trust and evaluated robustly.

Communicate and Engage

To develop and implement a workforce engagement plan across the Trust.

Staying ahead of the game

To develop networks to ensure the Trust remains aware of developments in the Health and Wellbeing Agenda.

Engaging with our local communities

To develop alliances with local employers, businesses and suppliers to promote and support healthy lifestyle

Objectives

- To pilot a staff wellness programme assessing the Health and Wellbeing of staff
- To pilot a Mental Health Awareness training programme for Staff, Line Managers, Human Resources and Occupational Health
- To develop a sustainable programme of training across the Trust based on the Mentally Healthy Workplace initiative
- To develop a workforce health profile

- To launch a staff health and wellbeing intranet page with information and support
- To utilise the annual staff survey to obtain information on health and wellbeing
- Communicate interventions and pilot programmes through the appropriate channels engaging with relevant stakeholders

- To ensure HDFT has a place on national and local health and wellbeing network meetings
- To attend annual health and wellbeing conferences to ensure innovative practice is implemented at HDFT
- To learn and share best practice across the NHS

- To share interventions that can operate across other large local employers
- To income generate utilising interventions from local employers
- To develop links with local businesses to ensure value for money for the Trust and staff

Equality & Diversity

To embrace diversity and equality of opportunities to deliver both a quality service and in demonstrating that it is organisationally well led.

Strategic Aim

Local Engagement

To improve both the local engagement and awareness of Equality and Diversity issues across the Trust

A Representative Workforce

To anticipate and meet any contractual or regulatory requirements, in pursuit of a representative workforce that will meet the needs of our patients and improve the quality of our services

Objectives

- To improve the access to and quality of information available both internally and externally to the Trust, i.e. Workforce Race Equality Standard benchmarking
- To strengthen workforce aspects of the Trust's Equality Group
- To ensure Trust participation in regional and national forums, events and conferences.
- To ensure that the Trust's workforce is supported with participation in regional or national development opportunities

- To undertake activities in support of, or in the place of, the Equality Delivery System (EDS2) to ensure that the Trust can demonstrate appropriate organisational oversight in relation to Equality and Diversity.
- To complete the Workforce Race Equality standard initial benchmarking exercise
- To publish findings from initial benchmarking and develop a targeted action plan
- To reassess benchmarking data in 2016 to identify and measure progress/improvements.