

# THE WORKFORCE STRATEGY

## 2016 – 2021

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## Workforce Strategy

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## Workforce Strategy

### A) Introduction

Rotherham Doncaster and South Humber NHS Foundation Trust (the Trust or RDaSH), along with all parts of the NHS, is facing unprecedented challenges with ever growing expectations of higher quality and responsiveness from our Regulators and the populations we serve running alongside the requirement to deliver significant cost savings. To meet these challenges major service transformation is needed. The Trust spends 75.3% of its income on staff and therefore service transformation will also require a fundamental transformation of the workforce.

This document sets out a Strategic Human Resources framework to support the transformation of the workforce to enable the delivery of sustainable safe, effective, caring, responsive and well led services. The key elements of Workforce Strategy are summarised in a table on a page 6

### B) Purpose

This Workforce Strategy has been developed to support and enable the delivery of the overall RDaSH vision, mission, values and strategic goals of the Trust and it is recognised it is a key enabler to support quality service delivery and transformation.

### Our Vision, Mission, Values & Strategic Goals

The Trust vision, mission and values which were developed with extensive staff engagement, are as follows:

#### **Vision**

The Trust's vision of ***leading the way with care*** is delivered through our five year strategic plan which supports the delivery of quality services across all communities in line with Commissioner intentions and Care Quality Commission (CQC) standards. The strategy is based on three core purposes:

- Maintaining a focus on sustaining core secondary care services in each local area;
- Developing specialist inpatient and community services;
- Transforming community services and diversifying into social care.

#### **Mission**

Promoting health and quality of life in partnership with people and communities

#### **Values**

- Passionate
- Reliable
- Caring and safe
- Empowering and supportive of staff

- Open, transparent and valued
- Progressive

## **Strategic Goals**

The Trust has five strategic goals:

1. To strive for clinical excellence
2. To attract, grow and engage our people
3. To deliver excellent services through sound financial management
4. To work flexibly with partners to offer and deliver market leading services
5. To underpin high quality care with good governance and leadership

The Workforce Strategy is a key enabling strategy to achieve these strategic goals and is designed particularly to deliver strategic goal two “To attract, grow and engage our people”

### **C) Context**

Our people are at the very heart of delivering high quality care. The quality of experiences and outcomes of those who use and access our services are the direct result of the interactions with our people. Their knowledge, skills and commitment are a great strength and we need to continue to develop individuals and use their collective productivity effectively and efficiently to develop our services.

The NHS in England is facing a period of substantial change. The scale of the challenge facing NHS leaders in delivering reforms against a backdrop of the current financial constraints is unprecedented. We will require innovative, strong leadership across all levels within the organisation and across the system within which we operate in order to meet our vision and strategic goals.

As spend on our workforce accounts for over 75% of the Trust’s financial expenditure the circumstances demand that our future workforce be leaner and more efficient, whilst not compromising on quality or safety.

The Trust is developing, in partnership with the Clinical Commissioning Groups (CCGs) of Rotherham and Doncaster, an all age model of service delivery. This model has the potential to bring together clinical pathways for patients of any age into one integrated team which would cover a locally defined area. This developing service model will require a whole system approach to transformation, covering all existing Business Divisions within the Trust. It shall require a review of the current structure and service provision, identifying where services from a number of divisions would come together to create all age teams.

The Trust has identified a number of key themes with its partner agencies and Commissioners, which shall act as the drivers for change within the Trust’s Transformation Programme, and which focus around service delivery for the future. These are encompassed in the following:

- Provision of co-ordinated integrated care which is patient focused and

- needs based;
- Improved access to and responsiveness of services, particularly out of hours and in times of crisis – 24/7 access;
  - All age services and pathways of care;
  - Eliminate poor patient experience of transitions between teams;
  - Improved multi-disciplinary and multi-agency working, including working with third sector organisations;
  - Improved liaison and joint working with primary care, with a preference for locality based models of care;
  - Review of specialist services, including inpatient beds;
  - Eradicate silo working of current divisional structure;
  - Deliver transformation Quality, Innovation, Productivity and Prevention (QIPP) savings;
  - CCG and Local Authority (LA) requests for more locally managed services;
  - Parity of esteem.

The Trust's overarching intent is to wrap services around the individual patient, rather than the patient around the services – and this is central to the Transformation Programme

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We have a diverse workforce incorporating a number of different professional groups and roles. This diversity is further expanded when we recognise the breadth of knowledge and experience across our integrated teams. Every individual has a unique and valuable contribution to make but this diversity does have challenges. The development of new roles, capabilities and skills within the workforce is an essential element of any service transformation programme but this needs to be achieved alongside continually improving quality, productivity and performance. The continuous development of the workforce linked to service and financial plans are key strategic objectives. To really drive the change in the workforce, it will also require current and future leaders to be highly competent and to be able to balance the complexities of the clinical quality, effective management of resources and operational

performance agendas. It is recognised that for our people to be most effective and for services to remain resilient during transformation investment in staff health and well-being and engagement is important.

The provision of high quality healthcare services to the local populations the Trust serves is built upon the commitment and capabilities of the current workforce. The challenges facing the Trust, now and in the next few years, requires different and new ways of working to ensure services remain relevant for today and ready for tomorrow.

The following table outlines the key elements and workstreams required to achieve our goals:

Leadership and Management and equality and diversity are overarching strategies.

The attraction, growth and engagement of our people will be undertaken through our leaders and managers at all levels throughout the Trust. We recognise therefore that the 'leadership' community is critical to the successful delivery of the five strategic priorities. We also recognise that promoting difference, diversity and inclusivity is a requisite to creating a remarkable place to work.

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## **1.0 Leadership and Management**

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The Care Quality Commission have identified in their regulatory requirements, that to deliver safe, effective, caring and responsive services we must be well led. Good effective leaders and managers are an essential part of high quality services and key to achieving the service transformation programme required to meet the financial challenges facing the NHS and public services. The *Francis Report* (February 2013) highlighted that poor leadership and a disengaged workforce were important factors in what went wrong in Mid Staffordshire.

There are many definitions of both leadership and management and of the terminology used within each one. Within this document leadership refers to the preferred behaviours adopted in influencing ourselves and our colleagues across our systems, whilst management is deemed to be the effective and efficient use of resources, including staff, premises, equipment, finance, information, policies and processes.

Leaders and managers have a key role in ensuring service delivery occurs in a manner consistent with the Trust's mission, values and strategic goals, service and financial plans, and its responsibilities as a public sector body. This is not an easy task given the rising expectations from the people who use our services and the significant cost pressures across all of the public sector. Therefore, leaders and managers must have clarity about these responsibilities and expectations and have the capability and support to lead and manage services within a complex and challenging environment.

Our '*5-year Strategic Plan 2014-19*' (June 2014) sets out how we intend to deliver our goals. We are committed to developing leaders and managers who

create and facilitate environments where safety is maintained and quality of care is improved through innovation. This will result in transformed, efficient and effective services. Research evidence indicates that success in both transforming and improving healthcare provision together comes from an integrated systems working approach adopted across health, social care and the wider public sector.

### **Our Leadership Challenges**

The current key leadership challenges faced by leaders and managers across the Trust include the following:

- Developing greater resilience in a time of great uncertainty, change and reducing financial resources;
- Managing risk and influencing change in service delivery whilst maintaining safety, improving quality and meeting multiple compliance requirements;
- Developing and embedding revised management structures across clinical and corporate services through transformational change to improve these services;
- Improving and managing relationships both within and outside the Trust, resulting in improved staff morale and well-being and enhanced confidence in our ability to deliver our services;
- Finding, developing and retaining talent to aid succession;
- Enhancing our business acumen to ensure retention of contracted services and winning new business.

### **Our Approach in Developing Competent Leaders and Managers**

Our commitment to developing the capabilities of our leaders and managers is reflected in the significant investment we have made in implementing the first and subsequent phases of *‘Fit for the Future’* (2013).

We plan to meet the leadership challenges through Trust-wide support to leaders and managers which includes the following current and emerging leadership and management development activities:

***RDaSH Leadership and Management Competency Framework*** – by reviewing and where necessary further developing our current leadership and management competencies and embedding them into our leadership and management practices via the following activities:

<b>Activity</b>	<b>Action</b>
<b><i>Annual appraisal</i></b>	by embedding the leadership and management development competencies into performance and development discussions during annual appraisals in order to identify the individual needs of leaders and managers, devise personal development plans and to inform the Trust’s leadership and management development programme, thus ensuring appropriate support and provision of development opportunities.
<b><i>360-feedback</i></b>	where agreed and deemed mutually appropriate offering an opportunity to benchmark individual

	effectiveness and capabilities as leaders, including receiving feedback from respective managers, peers and key stakeholders.
<b>Personal development planning</b>	by giving all managers protected time to identify their specific leadership and management development needs. Also to receive advice and guidance about leadership and management development opportunities and support in order to establish a personal development plan.
<b>Education</b>	by giving leaders and managers the opportunity to undertake formal educational programmes and qualifications that support identified organisational and service needs and/or individual development needs. We will do so by further developing our relationships with key providers, including the NHS Leadership Academy, Universities, Colleges and other specialist providers.
<b>Training and development</b>	by providing training, learning and development opportunities to leaders and managers that meet identified organisational and service needs and / or individual development needs. We will do so by further developing the capability of our people across the Trust to design and deliver training, learning and development activities and by further developing relationships with specialist providers external to the organisation. Support to those new and existing managers in undertaking this element of their role.
<b>Technology-enabled learning</b>	by working with colleagues with specialist subject and technical knowledge to identify, design, procure and deliver learning activities using technologies. This includes e-learning, webinars, virtual communities of practice and learning.
<b>Coaching/mentoring and supervision</b>	by providing 1:1 coaching, team coaching, transition coaching (moving between roles), virtual coaching (remote coaches via skype from anywhere, on any subject) and return to work coaching.
<b>Rolling out and embedding leadership and teamwork research (Leading To Quality{LTQ})-</b>	In 2013 the Trust launched the results of a three-year research project involving NHS organisations in Yorkshire and the Humber who provide Mental Health Services. The LTQ research team was made up of members of the School of Management at the University of Bradford. They examined the impact of leadership and culture on the effectiveness of teams and the quality of care received by adults who receive mental health services in the community. Through this research service user and carer questionnaires and developmental toolkits have been developed and will be used to support our leaders and managers with involving and engaging stakeholders, including our staff. Leaders and managers can access a toolkit of resources on the Trust website.

## What next?

There are a number a number of priority leadership and management development activities arising from the current challenges which include the following:

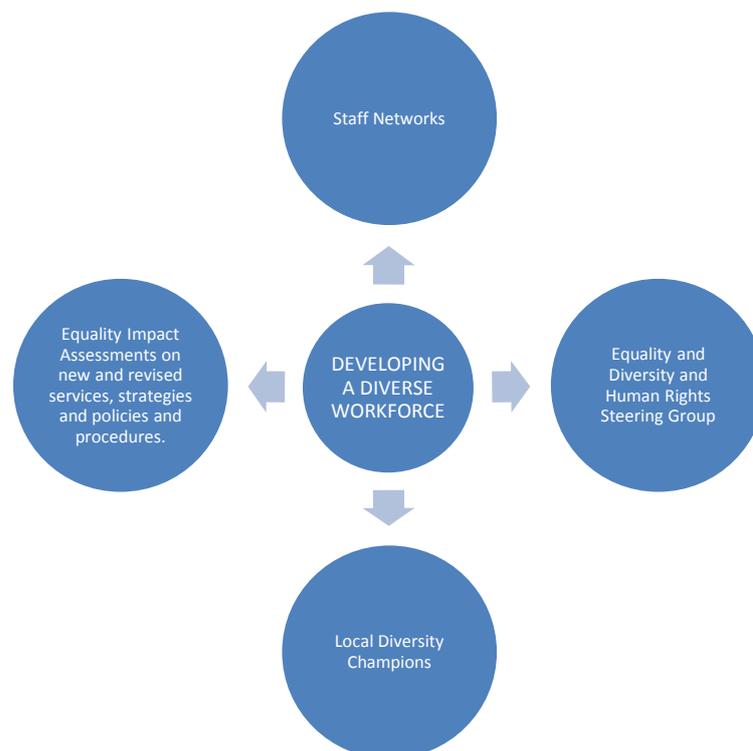
- To clarify and define the role and capability requirements of leaders and managers;
- To further develop the capability of managers to: assess risk; facilitate transformational change; better manage relationships; innovate and improve services faster; identify and develop talent; grow the teams potential; ensure safety, quality and compliance; enhance business acumen; manage agile working. To ensure this is reflected in our 'Competency Framework' for leaders and managers;
- To ensure a corporate programme of leadership and management development activities that meets our identified education, learning and development needs to enable us to meet the aforementioned leadership challenges eg through implementation of Listening in to Action;
- To identify and foster 'talent' and ensure appropriate 'succession' arrangements across all key areas of the Trust, enabling us to 'grow' our own staff across a range of clinical / medical / nursing/ and general management functions, and reflected in a diverse cultural workforce.

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## 2.0 Equality and Diversity

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### Developing a Diverse Workforce



Equality and Diversity is not an add on but is central to all we do as a Trust, as both a provider of services, as an employer and as part of the public sector with a further duty to positively promote diversity and equality. One of the challenges for the organisation is that of an older workforce, in order to address this and encourage a younger element the Trust has undertaken apprenticeship schemes and the Princes Trust Scheme.

The Trust has four Care Group Equality and Diversity Meetings that meet quarterly, each chaired by Locality Senior Leaders and includes appropriate care group representation and targeted corporate service representation dependent upon agenda requirements. The Equality Diversity and Human Rights (ED&HR) Lead also meets all corporate service directorates on a quarterly basis, and provides across organisational sharing of actions and incidents relating to ED&HR.

EDS became mandatory in NHS organisations from April 2015 through the NHS Standard Contract. Through the steering group the 4 goals and 18 outcomes of EDS will link in to action plans being developed following the recent CQC inspection reiterating Equality and Diversity as central to the Trust and not requiring separate work streams.

Research strongly suggests that less favourable treatment of Black and Minority Ethnic (BME) staff in the NHS through poor treatment or lack of opportunities has significant implications on the effective and efficient running of the NHS. The Workforce Race Equality Standard (WRES) was introduced nationally in July 2015 and is being undertaken again for reporting on 1 July 2016. The ED&HR steering group aim to benchmark the 2 years information. From the 2015 information; work is on-going to review the numbers, role and reporting arrangements of the 'harassment officers' across the organisation. Understanding further how this system is being used will provide vital information in order to further strengthen channels for staff support.

There is a strong connection between how staff are treated and a higher staff turnover, absenteeism and higher and lower patient satisfaction. Robert Francis' report 'freedom to speak up' (June 2014) a review of whistleblowing in the NHS found that black and minority ethnic (BME) whistle-blowers are treated significantly worse than white whistle-blowers with a likely impact on patient safety. By using the WRES the Trust can demonstrate year on year further improvements in Workforce Race Equality and this will keep the Trust connected to the diverse needs of the communities we serve.

The ED&HR steering group will be co-ordinating the work / action plans required for the implementation of the Workforce Disability Equality Standard (WDES) in 2017. The Trust already has the 'two tick symbol' – positive about employing people with disabilities and is also part of the 'Mindful Employer' initiative, positive about employing people with mental health concerns. The Trust will aspire to the following objectives:

1. The numbers of staff declaring they have a disability on the staff survey is comparable to those who have confidence to declare their disability on the Electronic Staff Record (ESR) system;
2. Disabled staff have the same, or higher levels of support in the workplace

- as their non-disabled counterparts staff with and without disabilities;
3. There is no difference in the appraisal rates, or the experience and quality of appraisals between staff with and without disabilities;
  4. Disabled staff have the same experience of and access to training (both mandatory and non-mandatory) as non-disabled staff;
  5. Reasonable adjustments for disabled staff take place routinely, are regularly reviewed and make a difference to the experience of the NHS as a work place;
  6. Job satisfaction is the same for disabled staff as non-disabled staff;
  7. Representation of disabled staff as non-disabled staff at all levels within the NHS workforce is proportionate to the local working age population;
  8. Staff who become disabled during the course of their employment are supported, and this is recorded on the ESR system;
  9. Data of disabled staff is recorded by type of disability, and not just as 'disabled' or non-disabled'.
  10. There is no difference in bullying and harassment levels between disabled and non-disabled staff, in an environment where there is a zero tolerance approach to all bullying and harassment.

Recovery and wellbeing oriented practice has been successfully embedded in many aspects of the services we provide and the term 'recovery and wellbeing' is becoming a far more familiar part of our everyday vocabulary. Our ambition is to overcome the many challenges to embed the cultural and practice changes required so that we can all say 'recovery and wellbeing' is a major focus of what we do here.

The Trust encourages a workforce that can recognise and react to the individual needs of staff. Examples of this can be seen in supporting people with disabilities to remain in work and meeting the spiritual needs of people through the Chaplaincy teams, with initiatives such as spiritual awareness and mindfulness sessions.

The Trust has appointed an Assistant Director to link with the transformation team as part of service transformation. There are work streams taking place developed by the recovery focused steering group, chaired by the Assistant Director of Recovery and Wellbeing that aims to work with staff and service users to improve practice and the organisational culture to promote recovery and wellbeing.

The focus of the work streams are primarily to create an environment which empowers and enables people to have hope, opportunity and control. Adopting a recovery-based approach can literally transform the way that we support our staff and service users. It is recognised that a recovery orientated organisation can have a significant and beneficial impact on the performance of the Trust. Getting recovery right is likely to mean that the Trust will also improve its reputation for being responsive, caring, safe, efficient and well led in addition to meeting our service users, staff, partner and commissioner expectations.

## What next?

### The Trust will ensure that:

- the Equality and Diversity Care Group Meetings will ensure this agenda is informed by active staff engagement;
- all individual colleagues and/or groups of staff will receive appropriate support in order to fully engage with their team, service and the wider organisation;
- equality and diversity issues are being fully considered in line with the Trust's policies and equality impact assessment processes;
- promote the use of equality networks within in our localities as an enabler for staff engagement and involvement;
- Review our workforce data considering our workforce profiles in relation to the protected characteristics and any potential areas that require attention e.g. an aging workforce and potential impact of skills loss.

## 3.0 Attract

### 3.1 An employer of choice that attracts the best

As an employer of choice people will actively wish to work for the Trust, will choose to really dedicate themselves to our success and will choose to stay with us even if they are courted by other employers. As a consequence this also has an impact on reduced turnover and has a positive impact on improved morale, stronger relationships and the dedication of each and every employee.

The Trust will build relationships with schools and universities and supporting work experience and student placements helps to develop relationships with prospective candidates early on and attract new talent in to the Trust. Aligning our vision and values with those of our prospective and current employees is also crucial.

To continue to be an employer of choice the Trust provides development opportunities and career pathways to engage and retain our workforce. This is also achieved through coaching, professional development and training for managers to identify how to best facilitate employee growth.

Through staff engagement and by gathering input and feedback from employees regarding the workplace and related decisions employees tend to feel more invested in by the organisation from a personal and a business perspective.

## What next?

- Increase our organisational profile through external recognition of the innovative and outstanding work we do e.g. HSJ awards and research;
- Develop and apply values based recruitment;
- Attend and promote our organisation in schools, at universities and at

**recruitment fairs;**

- **Continue to provide work experience and training support;**
- **Continue to celebrate and recognise the contribution our people make through long service awards and our graduation events.**

### **3.2 Selection and induction**

The Trust operates robust recruitment processes based on the NHS Employment Check Standards which clearly outline the type and level of checks NHS employers must carry out before recruiting staff. Associated policies and procedures are updated in line with employment legislation and good practice to ensure that the Trust selects the best candidates, and pre-appointment checks verify appropriate preconditions of employment. The level and degree of checks undertaken are intended to be proportionate to the potential risk the post being applied for may pose. All pre-appointment practices and processes are clearly set out to be thorough, objective and unbiased; and fully compliant with all relevant employment legislation such as data protection, human rights, equality and diversity.

It is recognised that the time involved in ensuring recruitment is undertaken effectively needs to be balanced with the requirement to ensure safer staffing is maintained in a cost effective manner. It is intended that current processes are reviewed to explore whether any further changes would assist in managing timely and safe recruitment. It is also planned to develop further work in the area of values based recruitment.

Supporting a colleague fully as they commence a new role with the Trust is a key element of the recruitment process. Investing in the development and delivery of a relevant and informative induction programme is an extremely positive starting point for the working relationship. It provides both parties with a clear picture of the direction of the role and effectively introduces the new colleague to others within the team, department and beyond, helping them to become established in the post as soon as possible. We recognise the first few days and weeks in a new job are crucial to the motivation and retention of staff and a good induction experience lays the foundations for future staff development.

#### **What next?**

- **Review the effectiveness and efficiency of our current recruitment processes;**
- **Work with Services to ensure they have the right staff, in the right place at the right time and work with managers to identify/address any “hot spot” recruitment issues in a timely manner;**
- **Further develop values based recruitment and the involvement of service users/carers in our recruitment processes;**
- **Regularly review the induction programme to ensure it remains fit for purpose;**
- **Ensure existing staff moving to new jobs within the Trust receive an induction programme tailored to suit their needs;**

- **Ensure that the planned induction programme is adhered to and completed during the initial period following appointment in order to maximise its benefits;**
- **Appointing managers to devise programmes that are welcoming and offer a mix of formal and informal elements and meetings;**
- **Ensure any additional support or adjustments are in place for an appointee to facilitate her/him within the workplace;**
- **Further develop values based recruitment.**

## **4.0 Grow**

### **4.1 Developing the workforce and succession planning**

This covers 4 key areas:

1. Workforce planning
  - identifying the numbers, skills, values and behaviours to meet current and future patient need;
2. Attracting and recruiting the right people to the posts identified
  - using NHS Careers, value based recruitment, return to practice and widening participation;
3. Commissioning excellent education and training based on our training needs analysis (TNA) process;
4. Lifelong investment in people supporting staff to be the best they can throughout their careers through on going and relevant training and development.

Learning is a key and fundamental element in making sure that all our staff have the necessary skills and knowledge to deliver and support the provision of high quality care as well as being given the opportunity for on-going personal development. As part of the workforce and education strategies, the Learning and Development Service actively works towards the identification of training needs across the organisation that underpin an annual training plan. The aim of this is to ensure that our people are equipped with the knowledge and skills that will enable them to achieve excellence in health care delivery. The training needs analysis (TNA) is used to identify performance requirements or needs within the organisation in order to channel resources into the areas of greatest need and those closest to fulfilling the Trust's mission, vision and strategic goals.

As part of our widening participation activities the Trust have delivered and will continue to deliver Princes' Trust programmes offering young people hands-on practical training and vocational knowledge in hospital services. All the young people who take part in these programmes are aged between 16-25 and are interested in a career in the NHS. Many graduates from these programmes go on to secure apprenticeship places within the Trust. In addition apprenticeships are provided which follow a rotational format to allow apprentices to experience a number of different areas and gain more knowledge and skills from those

areas.

The Trust delivers and will continue to deliver the care certificate to all newly employed health care support workers as part of their induction. Completion of this programme provides the Trust and our patients' assurance that our non-professionally registered staff have been trained and developed to a specific set of standards and have had their skills, knowledge and behaviours assessed to ensure that they provide compassionate and high quality care and support. The Trust continues to support the training and development of non-professional staff to offer them opportunities to further enhance their professional career.

Secondments into higher education pre-registration nursing degrees within the widening participation agenda are offered to health care support workers with the appropriate qualifications to complete BA (Hons) Nursing which is a 4 year part time course with the Open University. Secondments are also available for Allied Health Professionals. The Trust is currently working with Higher Education Institutions to offer secondments for experienced health care workers with the appropriate qualifications who wish to undertake preparation to become a qualified nurse.

Staff members are encouraged to take ownership of their own development with support from their manager. This will be underpinned, where mutually agreed, by the provision of internal and external developmental opportunities to acquire new skills and behaviours to support Professional, Service and Trust development. The potential for progression into new and challenging roles will be available to those staff with the appropriate skills and potential and who demonstrate behaviours which support the Trust's objectives.

### **What next?**

- **Improve workforce planning and redesign in line with the sustainability and transformation plans;**
- **Review our workforce data considering our workforce profiles in relation to the protected characteristics and any potential areas that require attention eg an aging workforce and potential impact of skills loss;**
- **Broaden the ways into training and employment in the NHS, especially to attract more young people and improve diversity within the workforce;**
- **Engage more staff to act as NHS Ambassadors who can promote NHS careers to schools, colleges and local communities;**
- **All new healthcare support staff to obtain the new Care Certificate;**
- **Double the number of apprenticeships supported and trained in 2016/17;**
- **Provide opportunities for career progression from Princes Trust (non-qualified/long term unemployed) through to Advanced Practitioner roles;**
- **Support talent development that identifies and nurtures people with the potential to go further;**

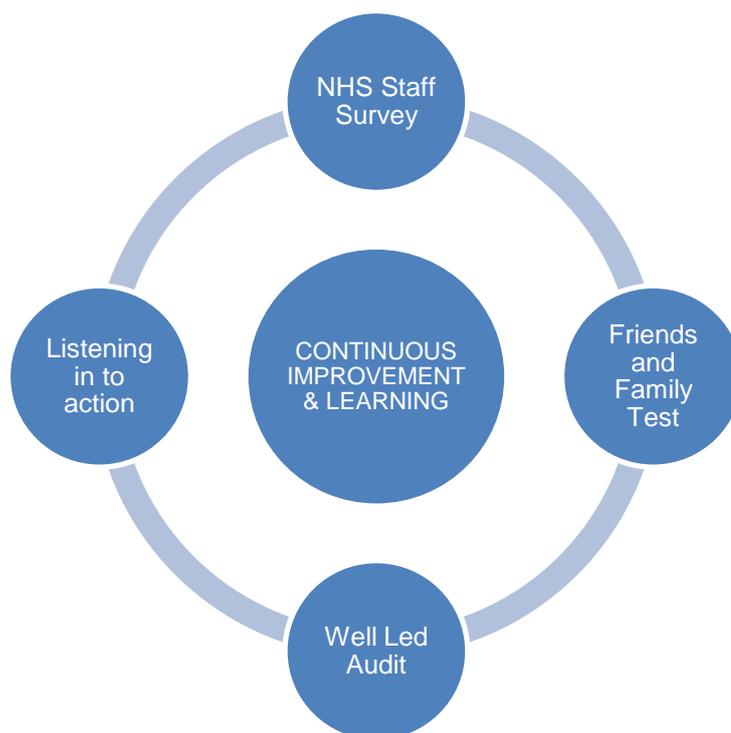
- Use the Calderdale Framework to establish if there are gaps in the workforce and opportunities to develop new roles such as band 4 Associate Nurse roles, Advanced Practitioner roles or Physician Associate roles;
- Through transformation ensure future structures are mindful of career development opportunities whilst also ensuring cash releasing efficiency savings are made recurrently.

#### **4.2 Performing for excellence – continuous improvement and learning**

The Trust is committed to continuous improvement and learning around the implementation of this strategy which will include feedback gained through the NHS staff survey, internal audits and external reviews such as the well-led audit and any regulatory body (e.g. Care Quality Commission) reviews.

As the Trust becomes leaner it is crucial that all our staff are performing to their optimum and that they receive regular feedback from their managers. Our managers will also need to have the skills to be able to have honest yet fair conversations with their team members about their performance.

#### **Continuous Improvement and Learning**



There are a range of indicators which will be used to evaluate the implementation of this strategy, these include:

- NHS Staff Survey results which includes a measure of overall staff engagement;
- Feedback from the well led audit;
- Feedback gathered through the NHS Staff Family and Friends Test;

- Feedback from listening in to action;
- Feedback from staff on the implementation of the service transformation programme;
- Feedback gathered through individual and team appraisal.

The feedback gained through these indicators will be used to review and evaluate the implementation of this strategy.

#### **4.3 Health, well-being and resilience**



It is recognised that staff engagement and involvement in decision making is a key element that contributes to staff well-being and resilience. A key aim is to improve employee health, well-being and resilience particularly through supporting staff to remain in work whilst managing their individual health issues and reduce the impact of non-attendance.

Recovery principles are overarching to people both receiving and providing service as part of the recovery steering group work streams, the steering group will be reviewing employment and sickness absence policies to support the employment of staff with the right values, experience and attitude to deliver care in a compassionate and recovery orientated manner. We also aim to Increase the number of employees who are experts by experience, paid and unpaid; develop training and support structures for staff who are employed with a lived experience of mental health and staff who experience stress or mental health issues related to their jobs or personal circumstances and gather feedback to support improvements in employee well-being,

resilience and engagement.

The Trust is committed to improving the health and wellbeing of the workforce, and reducing sickness absence. Support is provided to managers to enable them to manage sickness absence when problems arise within the workforce and encourage health promotion approaches across the organisation. Improving health and wellbeing has also been identified as a national priority and the Trust plans to implement and consolidate initiatives to improve physical activity, access to physiotherapy and mental health support, healthy eating and improving the uptake of influenza vaccinations for the workforce.

### **What next?**

- **Seek feedback from staff through a well-being survey to inform the action planning around supportive health and well-being activities and processes;**
- **Work alongside managers to ensure they are supporting their staff to maintain attendance at work and managing attendance at work in line with the sickness absence policy;**
- **Continue to target and improve attendance at work, reducing our levels of sickness absence management;**
- **Review the occupational health provision and contract;**
- **Achieve the requirements laid out in the health and wellbeing CQUIN.;**
- **As part of our transformation workstream ensure open and regular communication regarding the changes, put in place Organisation Development support to prepare and take staff through the changes and impact associated with the changes.**

## **5.0 Engage**

The Trust is committed to engagement and involvement across all staff groups. Staff engagement is essential if the Trust is to achieve its mission of promoting health and quality of life in partnership with people and communities. The Trust's values were developed through a comprehensive engagement process with staff, service users and governors and resulted in a set of words and statements that underpin the way we work internally, the services offered to the local communities and our approach to partnership.

We define staff engagement as 'A systematic approach to ensuring that the whole workforce is committed to delivering the mission, values and goals of the Trust'. The Trust recognises the following essential elements of effective staff engagement:

- Visibility of senior leaders;
- Engaging leaders and managers;
- Everyone in the organisation has a voice;
- Everyone in the organisation live the values in what they do.

Staff engagement is everyone's responsibility within the organisation. It is a 'participation sport' and 'contact sport' in which leaders / managers and all

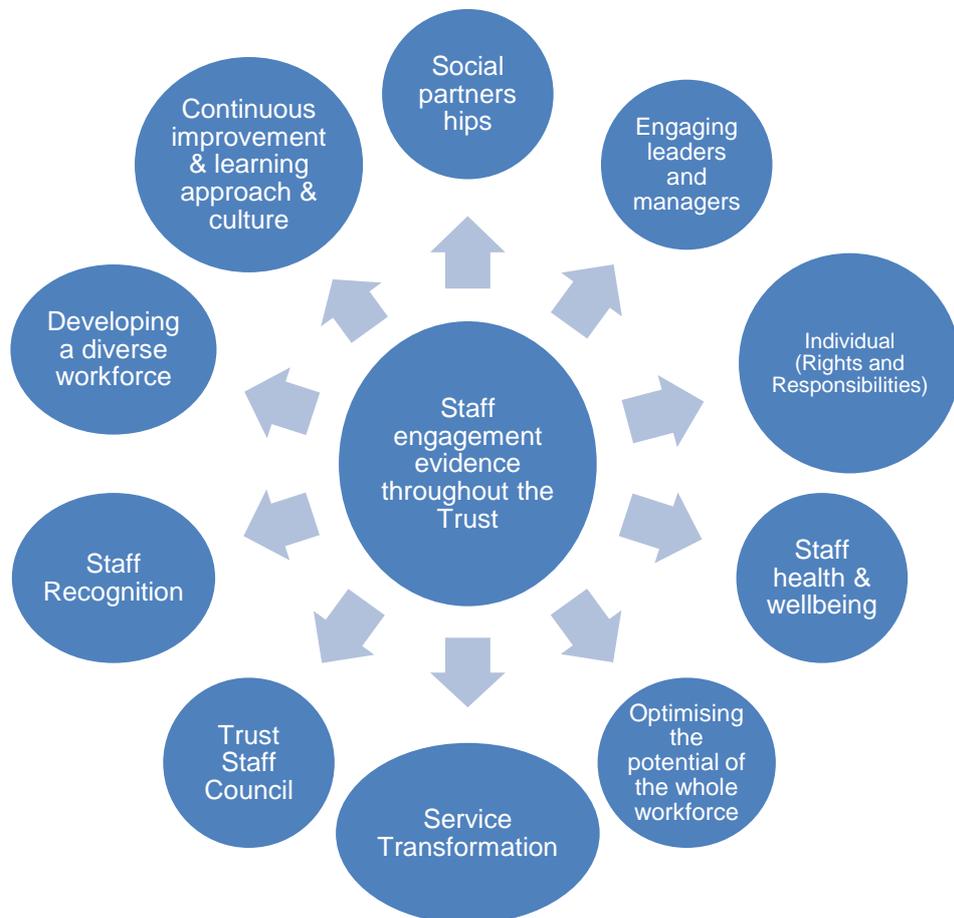
colleagues within the Trust must engage in a two way process of dialogue to support service improvement and development.

The Trust recognises the critical importance of staff engagement to the success of the organisation, transformation and achievement of key objectives. There is a strong correlation between engaged employees and organisational performance and productivity across all sectors. In the NHS it has been shown that high levels of staff engagement lead to better patient outcomes and more effective use of resources (see Professor Michael West research referenced at the end of this strategy). Staff engagement is also essential to the achievement of the Trust's quality priorities.

The Trust's service transformation programme will only be successful if it is built on sustained employee engagement where the views of staff (and all stakeholders) help shape the future direction and delivery of the services. Staff engagement will support staff to work in new ways and ensure that we improve service quality through a shared understanding of plans and priorities. A key element of employee engagement includes recognition and valuing individual employees and teams.

The following diagram pictorially articulates the key elements which support staff engagement

### Key elements that support staff engagement



The Trust's mission, values and goals are the foundation for the Trust's

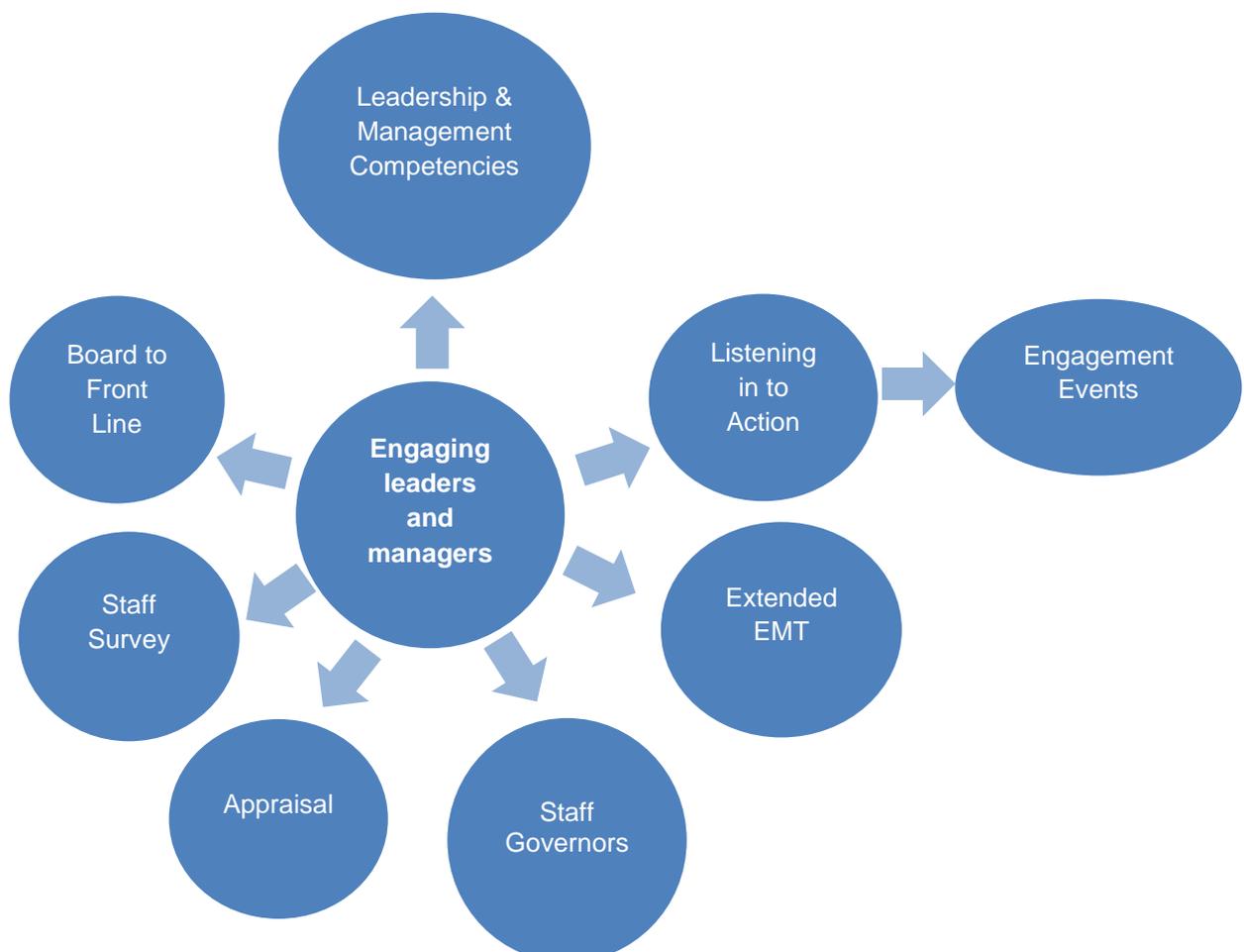
approach to staff engagement. The Trust's leaders and managers have a prime responsibility for staff engagement and this will be a key focus on the action plan. It is recognised that staff recognition and reward is a key element of effective staff engagement. The rights and responsibilities of all colleagues working in the organisation to not only work within an environment where staff engagement is valued but also to actively engage in service change and development.

The Trust's values include being 'open, transparent and valued'. Service transformation and the organisational change that will result, require everyone to engage in honest, open and transparent conversations whilst valuing each other in support of service improvement. The Trust's key workforce priorities such as supporting improvements in well-being and resilience, developing a diverse workforce and optimising the potential of the whole workforce will be delivered through engaging with colleagues across the organisation.

A key element of staff engagement involves the leaders and managers working in partnership with staff and staff side representatives. This is critical to the development of the organisation. The Trust Staff Council and Local Negotiating Committee are key processes for supporting staff engagement through elected staff representatives and appointed staff side representatives.

The Trust will regularly review the effectiveness of our processes using feedback gained through staff engagement events and survey feedback.

**Key enablers to promote a culture of staff engagement and support:**



## Individual Rights and Responsibilities



The Trust recognises that staff engagement is a two way process involving active involvement of leaders / managers and colleagues working jointly to develop and improve services for service users and carers. If the Trust is to achieve the benefits of employee engagement everyone must adopt the values and behaviours which promote an involvement culture. Employee engagement is a shared responsibility between employer and employee.

All individual colleagues have rights within the workplace, for example, to be subject to the Trust's employment policies, to receive leadership and management advice and support, to be involved in team and service developments etc. With individual rights also come responsibilities as detailed in the Trust's contract of employment and employment policies. This strategy recognises the responsibilities of all colleagues to actively engage in the development of their team and service, contributing their ideas and suggestions for improvement.

### What next?

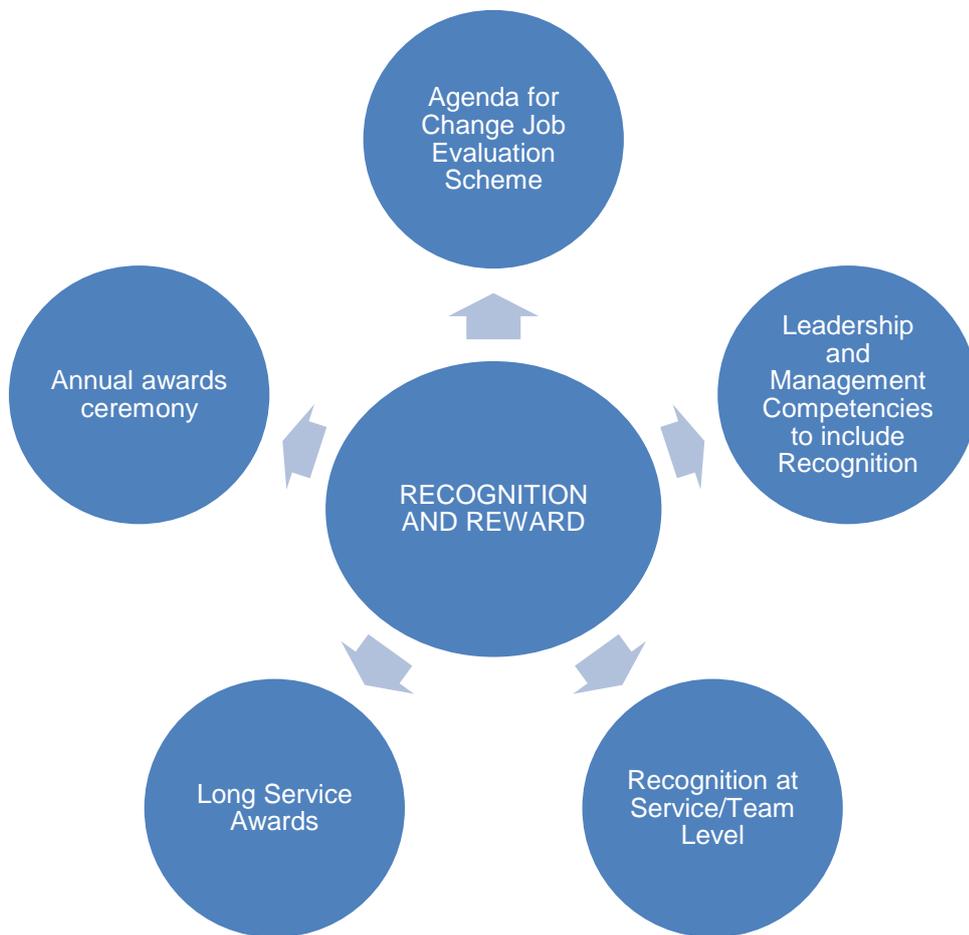
- **Continue to develop the Trust as a modern progressive employer committed to best practice in workforce development. Use feedback from the Listening in to Action processes, NHS Staff Survey to support action planning;**
- **Encourage all colleagues to engage with the service development**

activity as part of their role;

- Encourage the use of staff suggestion schemes;
- Encourage an open and transparent organisational culture and put further systems in place to support staff raising concerns at work and feedback mechanisms that demonstrate how the issues raised have been reviewed and addressed.

### 5.1 Recognition and reward

The Trust's approach to rewarding and recognising staff is built upon the principles of total reward, in which the benefits of working for the Trust are considered in their entirety, taking account of the whole range of financial and non-financial benefits, rewards and working environment available to staff.



Recognition and Reward is an essential element of staff engagement. Recognition can include formal Trust schemes such as the annual awards ceremony and long service awards and informal day to day praise by service and team managers. It is vital that staff receive recognition and acknowledgement. Feedback from staff indicates that feedback and recognition from their manager is extremely important and supports employee motivation and the sense of feeling valued. The Trust's appraisal process also enables formal recognition of colleagues' contribution in the workplace.

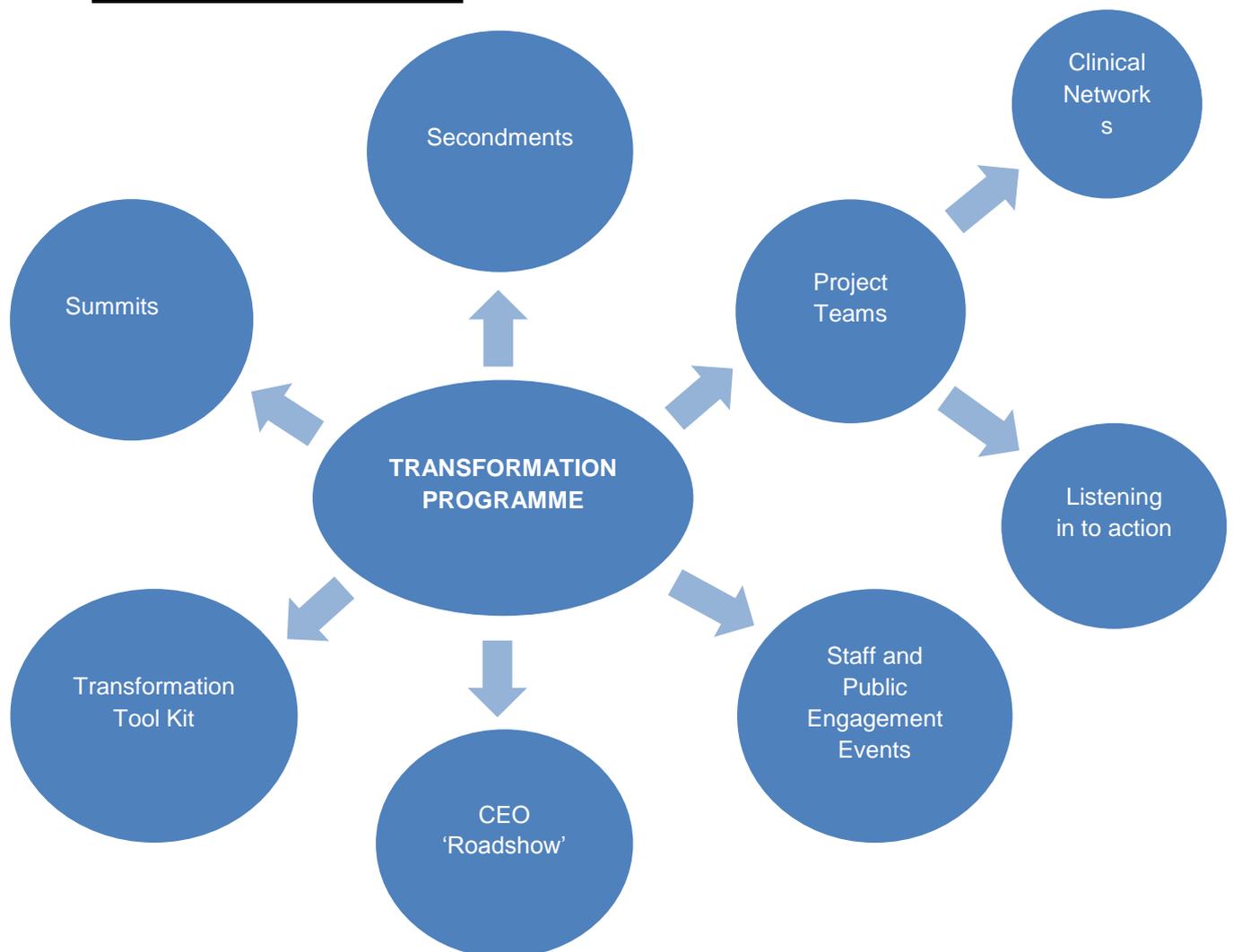
The Trust is committed to ensuring that its reward schemes are implemented

fairly and consistently in line with national and local policies. The agenda for change agreement has been implemented in partnership with staff side organisations.

### What next?

- **Prepare our local benefits page and use your local benefits page as a communication tool to promote our local offer to employees;**
- **Review our current reward offering – does it offer what employees want? ;**
- **Make sure all the local benefits RDaSH offer are included – eg. car lease schemes, childcare vouchers, credit union or gym membership. Review our most popular employee benefits;**
- **Review the Trust’s arrangements for staff recognition including formal schemes and also informal feedback;**
- **Encourage managers to recognise good work in their teams and for teams to talk about positive achievements at their team meetings/ get-togethers.**

### 5.2 Service Transformation



To date the service transformation workstreams have involved working together within our communities and with our partners, service users, carers

and staff. Staff involvement and engagement is essential if we are to develop a truly sustainable model of service that fits the needs of people moving forward. There is a need for open, honest and transparent communication. The transformation programme involves colleagues in many ways. The primary route is through direct involvement in a project/change. This may be as part of a project team, or part of a wider clinical network, which acts as a 'sounding board' for the project team, or formal involvement in developing and evaluating options for the future configuration of services.

One of our approaches will be to hold large scale staff and public engagement events to test what people want, think and feel and to feedback on progress. These events are and will be supplemented with sessions usually led by the Chief Executive or Directors which are entirely focussed on staff and transformation. These 'roadshows' will offer all staff the opportunity to talk about what transformation means to them and to ask questions of senior leaders involved in the transformation programme. These sessions will take place at venues across the Trust's geography to encourage participation.

All of these approaches are to be supported by the Trust's Transformation support materials which will include tools, templates and supporting materials to ensure we deliver change effectively. A key part of the transformation is the engagement and involvement of colleagues and other stakeholders.

### **What next?**

- **Each transformation workstream will implement a staff engagement plan which will be reviewed on a regular basis;**
- **A communication plan to be used to aid engagement ;**
- **Provide different ways in which to involve staff so that all staff have the opportunity to be engaged with the transformation process;**
- **Work in partnership with affected staff and staff side colleagues on the service transformation programme seeking their feedback and input as key stakeholders;**
- **Ensure appropriate controls are in place to review workforce expenditure and redeployment opportunities in relation to the transformation agenda**
- **Seek regular feedback and improvement in the engagement process.**

### **6.0 Conclusion**

The organisational outcomes from the above strategic workforce initiatives are to:

- Ensure we have the right people, with the right skills, knowledge and experience, at the right time and in the right place
- Improve service quality
- Improve organisational performance

Action plans have been written to support each element of this strategy and will

be reviewed via the Trust governance structures of the People Sub Committee, the Quality Committee and the Trust Board.

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**Rosie Johnson**  
**Director of Workforce and Organisational Development**