

Whittington Health Trust Board 23 January 2013

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|---------------------------|--|--------------|----------|
| Title: | Workforce strategy | | |
| Agenda item: | 13/010 | Paper | 5 |
| Action requested: | For discussion and agreement | | |
| Executive Summary: | <p>In March 2012 the Trust Board agreed the Workforce Strategy to contribute to the delivery of the Trust's strategic goals. Since that time, further reviews have taken place as this is so critical to the ways services are delivered in the future, and to the success of the organisation. Attached is a revised workforce strategy which has been agreed by the Trust Operational Board and Executive Committee, The strategy was being considered at the Finance and Development committee on 21 January 2013 too.</p> <p>The overall aim of the strategy is to ensure Whittington Health services are outstanding in quality, delivered by empowered, entrepreneurial, highly skilled, motivated staff providing improved and transformed services to meet the health needs of local people. The aspirations of this strategy are that:</p> <p>Staff will be:</p> <ul style="list-style-type: none"> ○ involved in shaping and increasing the productivity of the services of the future ○ patient and customer focused ○ skilled up to deliver current and future transformed services ○ supported through change in particular through their health and wellbeing ○ valued as employees <p>Leaders will be:</p> <ul style="list-style-type: none"> ○ skilled up to effectively manage current services and develop innovative and transformed services ○ able to support and manage staff through transition ○ supported through change ○ valued as leaders | | |

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|--|--|---|--|------------------------------------|-----|-------------------------------|-----|
| | <p>The Trust will:</p> <ul style="list-style-type: none"> ○ Increase its productivity and reduce its costs, whilst providing high quality services ○ plan and manage changes effectively, in particular through its workforce and education planning ○ be an employer of choice, to be recommended to friends and family ○ recognise and celebrate the success of its staff ○ strive to achieve effective two way communications with staff ○ build on its partnership with trade unions and professional organisations to achieve future change | | | | | | |
| Summary of recommendations: | 1. to discuss and agree the strategy | | | | | | |
| Fit with WH strategy: | Contributes to the achievement of all organisational goals | | | | | | |
| Reference to related / other documents: | IBP | | | | | | |
| Date paper completed: | 15 January 2013 | | | | | | |
| Author name and title: | Margaret Boltwood Director of People | | Director name and title: Maria Da Silva Chief Operating Officer | | | | |
| Date paper seen by EC | | Equality Impact Assessment complete? | N/A | Risk assessment undertaken? | N/A | Legal advice received? | N/A |

Workforce strategy 2012-2018

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Whittington Health: revised Workforce Strategy 2012-18

Executive summary

Whittington Health is ambitious to be the provider of choice for health services for the diverse population of North London, delivering more care, to more people, with less money. The Trust can only provide this new way of delivering services if our workforce are engaged, trained and supported through this process. It will be a period of continuous change so staff's health and wellbeing will underpin this strategy. This workforce strategy aims to:

Ensure Whittington Health services are outstanding in quality, delivered by empowered, highly skilled entrepreneurial, motivated staff providing improved and transformed services to meet the health needs of local people.

Staff costs of 4053 wte represents 72% of the Trust's current cost base. The context within which the trust is operating in terms of its workforce has been analysed within the document. Based upon that environment a workforce strategy has been devised to support the delivery of the Trust's strategic goals. It is detailed around the following organisational systems:

- Culture
- Processes
- Structure
- Capability

and aims to achieve a workforce who is:

- Productive
- Efficient
- Motivated
- Skilled

The Trust's strategy will require fewer staff because of the way that the services will be delivered. The current plans are to reduce the workforce over the next six years i.e. by 2018 by transforming the delivery of its services. It aims to build on its positive reputation for minimising redundancies and will continue to make every effort to avoid redundancies. So any redundancies would be as a last resort. It will achieve this by:

- Effectively planning, implementation and monitoring of workforce plans
- Managing retirements from service
- Redeploying staff
- Retraining staff to work in areas of service growth.
- Natural wastage through turnover. The current rate of turnover is c10% which means over any year approx 400 posts will become vacant allowing for reshaping of the establishment or redeployment of staff
- Flexing its workforce requirements through its use of bank staff. Only using agency staff when absolutely unavoidable.
- Redundancies as a last resort

Delivering this workforce strategy will be a challenging programme, and to ensure its programmes/activities are achieved the following metrics will be used to monitor progress and the impact of the workforce strategy based upon:

- Business performance
- Workforce productivity
- Workforce skills
- Workforce engagement

1 Introduction

1.1 Whittington Health has to transform the way it delivers its services so that it continues to be successful and prosper. Compared to how healthcare is currently delivered, going forward, we have to provide more care, to more people, with less money. We also have to improve significantly people's experience of care. Whittington Health (WH)'s strategy is to continue to build on our early successes in integrated care. We envision providing new healthcare solutions at every level of care to create a healthier future for our patients, families and communities. We will explore new ways to engage with patients and carers so they remain lifelong partners in achieving their health and healthcare goals.

1.2 Our ambition is to be the provider of choice for the diverse population of North London especially when they need fast high quality assessment and treatment services as close to home as possible. A pioneer in integrated care, we will collaborate with commissioners, social care, GPs and other healthcare providers to expand patient access to health care, improve care coordination, and achieve the triple aims of improved health outcomes (quality), lower total healthcare costs and increased patient satisfaction.

1.3 Whittington Health aims to achieve this by 2018 through the following five goals:

1. ***Integrated care***
2. ***No decision about me without me***
3. ***Efficient and effective care***
4. ***Improving population health***
5. ***Innovation and improvement***

1.4 To deliver this new way of delivering services our workforce have to be fully engaged, and developed to enable services to be transformed. It will be a period of continuous change so staff's health and wellbeing will be of the utmost importance too. There is extensive research which demonstrates the linkage between how well staff feel engaged and valued and its positive impact upon how they deliver the highest quality care for patients/service users. There is considerable evidence that demonstrates, staff engagement is critical to the success of the organisation and to the quality of patient care. This research underpins this workforce strategy, for example:

- *The team working and effectiveness in health care: findings from the Health Care Team effectiveness project 2000*¹ found that health care teams that have clear objectives, high levels of participation, emphasis on quality and support for innovation, provide high quality patient care. Such teams also introduce innovations in patient care.
- *Employee well-being and the psychological contract 2004*² research demonstrates that the psychological contract between staff and their employer will increase their contribution at work and to the experience of service users. This relationship is seen by employers as more and more important in the effective management of staff.

¹ *Team working and effectiveness in health care: findings from the Health Care Team effectiveness project.* C. Borrill, M.A. West, J. Dawson, D. Shapiro, A. Rees, A. Richards, S. Garrod, J. Carletta, A. Carter 2000

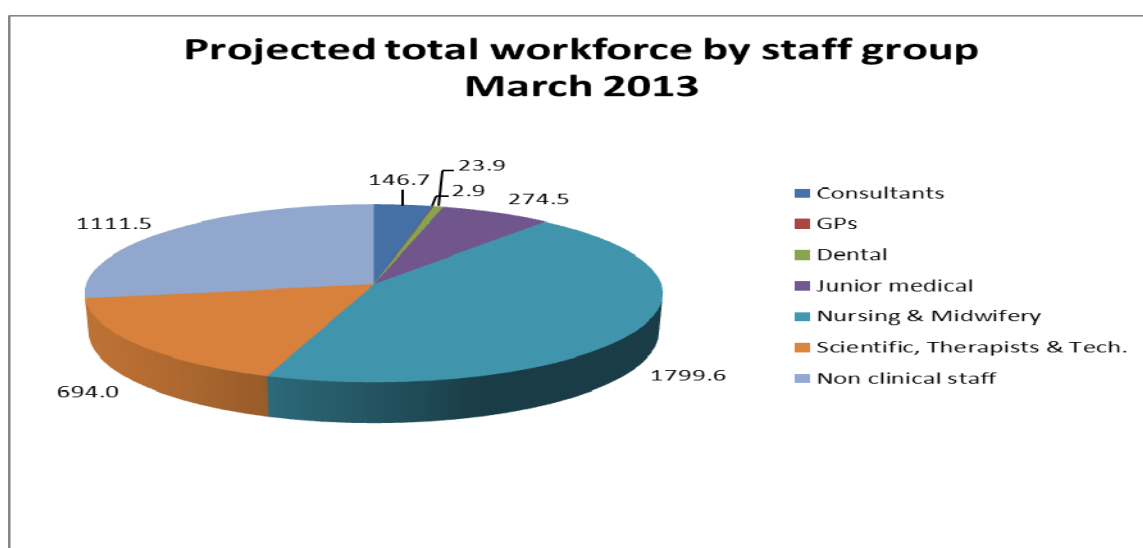
² *Employee well-being and the psychological contract: a report for the CIPD. Research report GUEST, D. and CONWAY, N. (2004)*

2 Current workforce: Profile of the Trust's staff

Whittington Health's funded establishment as at 31 March 2013 is projected to be 4054 whole time equivalent (wte) staff of which 3640 wte were employed on permanent contracts. This ratio enables the trust to flexibly employ the balance of its staff, to reflect the needs of the services, through its temporary staffing office. Staff costs represented 68 % in 2010/11 and rose to 72% in 2011/12 of the Trust's cost base. The delivery of the Trust's strategic goals is dependent upon the skills and effectiveness of its staff. The importance placed on the workforce by the Trust Board reflects just how much they are valued by the trust.

2.1 Staffing profile

The current staffing projected to 31 March 2013 (total 4054 wte), including temporary staff, is analysed below:



Staff wte profile by occupational group as at 31 March 2012

2.2 Key workforce indicators: current position

| KPI | 2010/11 | 2011/12 | 2012/13* | London Benchmark |
|--|---------|---------|----------|------------------|
| Staff in post (wte) | 2370 | 3678 | 3640 | |
| Staff headcount | 2580 | 4057 | 4027 | |
| Turnover | 11% | 13% | 11% | 13% |
| Stability | 84% | 87% | 84% | |
| Vacancy rate | 12% | 14% | 12% | |
| Sickness rate | 3.0% | 3.2% | 3.1% | 3.5% |
| Paybill cost per FTE in £k for 2011/12 | £45k | £46k | £46k | £47k |

**projected to 31 March 2013*

| Division/ directorate | Staff in post Oct 2012 | Sickness absence rate % Oct 2012 Target <3% | Vacancy rate % Oct 2012 Target <12% | Turnover rate % Oct 2012 Target <10.0% | Stability rate % Oct 2012 Target >80% |
|-------------------------------|------------------------|--|--|---|--|
| Integrated Care & Medicine | 1201.2* | 2.6% | 11.6% | 14% | 92.4% |
| Surgery, Cancer & Diagnostics | 725.4* | 4% | 11.6% | 9.1% | 86.2% |
| Women, Children & Families | 1159.6* | 2.4% | 3% | 10.8% | 87.6% |
| Facilities | 311.5* | 5.7% | 24.4% | 4.1% | 94.8% |
| Corporate | 253.8* | 3% | 17% | 7.5% | 85% |
| Trust total | 3651.5* | 3.1% | 11.1% | 10.9% | 83.2% |

* excludes agency and bank staff

Whittington Health has a wealth of experience and expertise through its merged community and hospital workforces. This workforce strategy will build upon those strengths to maximise the whole organisation striding forward enabling best practise and learning through experience to be shared, to the benefit of Whittington Health and its local population. It is facing unprecedented change over the next five years. The workforce strategy aims to mitigate the potential risks by ensuring:

- Staff are fully engaged with the organisation and its goals
- Changes are well planned and managed, increasing productivity, whilst minimising redundancies
- Staff are involved, with patients/users, in shaping the services of the future and have the skills to deliver these services
- Staff are supported through changes whilst working in partnership with trade unions and professional organisations
- Leaders have the skills and expertise to effectively manage change

3 Shape of the future workforce

3.1 The workforce requirements forecasted are reflected in the Trust's Long term financial Model, for its Integrate Business Plan. Work will continue to refine these requirements and to minimise its impact upon the quality of services and upon staff.

4 Context for the workforce strategy

4.1 A variety of analysis have been undertaken to inform the workforce strategy for Whittington Health. These include:

- *Workforce PEST analysis (see appendix 1)*

The political, economic, social and technological context within which the Trust is operating is very challenging and will reflect in the requirements of the workforce strategy. The view of economic commentators' is that this challenging financial climate is likely to continue for the next five years at least. In appendix 1 is an analysis of the key features of this context, which have been taken account of within the workforce Strategy.

- *Workforce SWOT analysis (see appendix 2)*

An analysis of the strengths, weaknesses, opportunities and threats from a workforce perspective has been undertaken

Annual Staff survey 2011

Whittington Health carried out its first annual staff survey since becoming an integrated care organisation in 2011, with its results in 2012. The four key findings are included in appendix 3.

5 The workforce implications of the Whittington Health organisational goals

5.1 The workforce are absolutely key to the Trust being able to deliver its strategic goals. Below is a high level analysis of what the key workforce implications are of achieving these goals.

| Whittington Health goals | Workforce implications |
|--|--|
| <p><i>Integrated care</i> Integrate models of care redesigning services around individuals' needs and preferences</p> | <ul style="list-style-type: none"> • Support the right culture, values and behaviours through recruitment of competent and caring staff aligned to the Trust's goals • Support new ways of working – use of lean approaches, use of EPR and other developing IT, use of modern mobile working approaches – e.g. scheduling tools, mobile technology so that the services are delivered in an integrated, efficient way • Train staff to be skilled in community and hospital service delivery so they understand and are able to provide truly integrated services • Support and encourage team working across boundaries to enable better integration and enhance the working experience of staff • Change management skills developed and applied to effect changes in practice |
| <p><i>No decision about me without me</i> Ensure “No decision about me without me” working in partnership with our patients and service users to ensure they lead and own decisions about their care</p> | <ul style="list-style-type: none"> • Involve the workforce in design of services, together with patients, so their best ideas are increasing their input, thus also enhancing their feeling of being valued. • Enhance staff's “customer care” attitude and communication skills in delivering services to increase patient satisfaction • Embed equality and diversity awareness and its importance to delivering services to meet the needs of our local people • Increase partnership working with trade unions and professional organisations to enhance the commitment to working together to achieve change |

| Whittington Health goals | Workforce implications |
|---|---|
| <p><i>Efficient and effective care</i> Improve outcomes that matter to patients and service users whilst providing value for every pound spent, by driving up efficiency and effectiveness in all we do</p> | <ul style="list-style-type: none"> • Align education, learning and development provision for staff to the goals of the trust • Staff to achieve compliance with their mandatory training requirements • Implement of robust but supportive performance management processes to help staff perform well • Maximise the use and benefits of IT to streamline processes (see Trust IT strategy) • Train staff in Lean programmes and other methodologies to streamline services and minimise “hand offs” for patients and service users • Enhance the skills of leaders in the use of tools for increasing productivity, including the use of Service Line Management • Smart working facilities to maximise the use of estates whilst providing good working environments for staff (see Trust Estates Strategy) |
| <p><i>Improving population health</i> Improve the health of local people through partnership with patients and service users, and treating all interactions as health promotion opportunities</p> | <ul style="list-style-type: none"> • Staff health and wellbeing strategy to support staff and their health so they are fitter for work and feel more valued • Provide excellent occupational health services; staff counselling and other health related benefits • Reinforce the culture whereby patient interactions are valued as an opportunity to support health promotion |
| <p><i>Innovation and improvement</i> Build a culture of innovation and continuous improvement working flexibly and differently to ensure that quality and caring are at the heart of all we do</p> | <ul style="list-style-type: none"> • Embed organisational values through the workforce so it becomes “the way we do things around here” • Appraisal and personal development plans for all staff to enable them to deliver future services based upon the Trust’s goals • Effective talent management ensuring skills and innovation are available throughout • Delivery of leadership, clinical and managerial development programmes to enhance the leadership of the Trust. |

| Whittington Health goals | Workforce implications |
|---|--|
| <p><i>Innovation and improvement cont.</i></p> | <ul style="list-style-type: none"> • Delivery of Trust Board development programme to ensure excellent leadership of the Trust • Enhance the IT skills of all staff (see Trust IT strategy) • Recognition and reward of the right behaviours and good performance • Employment and contractual arrangements which support flexible working to benefit staff and services |

6 What is the aim of this workforce strategy and how will the workforce implications be addressed?

6.1 This workforce strategy aims to:

Ensure Whittington Health services are outstanding in quality, delivered by empowered, highly skilled, entrepreneurial, motivated staff providing improved and transformed services to meet the health needs of local people.

6.2 Our workforce strategy needs to be more than this. It takes account of the analysis of the workforce above and the environment within which it is and will be operating in over the next five years. Throughout this period it is essential that the workforce is:

- Productive
- Efficient
- Motivated
- Skilled

6.3 To manage the transition to the future, the trust's workforce strategy will address the following systems within the organisation:

- Organisational culture
- Organisational structure
- Work processes
- Workforce capability

6.4 It is through changes and improvements to all these different systems that the Trust will achieve its organisational goals.

6.5 Organisational culture

6.5.1 To ensure that Whittington Health continues to be successful it is essential that all **staff understand its strategic goals and buy into the very unique concept of integration** of services, leading to better patient experiences; lower costs and higher quality. The programme of involving staff in these goals and their knowledge of the goals has been successful. However further work is needed to embed understanding as well as knowledge of these goals and their implications for the trust and those that work within it. Staff have also been involved in developing and embedding the organisational values. Again this work needs to continue. The next phase will involve using the change agents within the trust to not only help staff understand the future vision, but also to move towards a **more business like and entrepreneurial approach** leading to higher productivity, supporting the move to foundation trust status.

6.5.2 **Greater devolved decision making and accountability** to services will be encouraged and supported through the established of three integrated service divisions: Integrated care and Medicine: Surgery, Cancer and Diagnostics services and Woman, children and Families services.

6.5.3 **New technology and information technology** are becoming more and more important within the Trust, especially with the roll out of systems such as the Electronic Patient Record and the Employee Staff Record. The IT skills and expertise of staff in these fields is becoming more and more critical. A large scale roll out of training is being developed for both programmes, leading to a culture and changes to working practises to paperless or at least paperlite. The use of new technology and IT is also leading to staffing efficiencies and improvements to services. These need to be maximised whilst fully engaging with staff to work through their implications and benefits.

6.5.4 The Trust is aiming for top quartile in terms of all service requirements, so the use of **service line management, external benchmarking and lean methodologies** will be used to achieve higher productivity whilst delivering quality services. The NHS National Workforce Assurance Tool, due to be launched shortly, will be used as an early warning to the Trust of any potential workforce changes/deficiencies which could potentially impact detrimentally upon the quality of services. This audit tool will enable the trust to increase confidence in the quality of the services provided thus learning from events such as the Mid Staffordshire enquiry.

6.5.5 **Two way staff engagement** will be strengthened through 'Board to Ward' communication and will include for example: walkabouts, CEO briefings, blogs, staff bulletins & emails, annual staff conferences. Positive engagement is crucial to ensuring that staff understand and feel they are encouraged and able to contribute to the direction and achievements of the Trust. The annual staff survey will continue to act as a thermometer for staff morale as well as other issues. There will be other staff surveys periodically to find out their views on particular issues for example a recent staff survey asking staff about their views on health and wellbeing issues.

6.5.6 Whittington Health highly values the principles of **equality and diversity for staff** and has published and is working to achieve three workforce equality objectives by March 2015:

- *Staff feel fully engaged in delivering services*
- *Staff are supported through fair performance management*
- *All managers and leaders to integrate equalities into the delivery of their duties*

In addition Whittington Health will implement fair employment practices; take active steps to encourage those who may otherwise be disadvantaged to fulfil their potential in line with other staff and continue to deliver development programmes to support a diverse workforce, such as the Stepping Stones Programme.

6.6 Organisational structure

6.6.1 ***The integration of community and hospital services will continue***, which will carry on impacting upon the way staff will work, so that services from a patient perspective become more seamless and centred around their needs. The Department of Health “Any qualified provider” (AQP) policy does mean that the Trust’s services need to be not only as cost effective and efficient as possible but also an attractive proposition to Commissioners and GPS, meet the quality standards and the expectation of the way they are delivered. These themes will be centred upon during customer focused training for all staff so that AQP is turned from a potential threat to the Trust into an opportunity.

6.6.2 There will be increased emphasis on ***clinicians as leaders***, who will be supported through development programmes which will include: NHSElect Divisional team development programmes; NHSElect clinical lead development Programmes; coaching for clinicians and regular divisional director/clinical lead forum with the CEO This approach by the CEO of coaching has been valued by participants and proved very successful. It is now being extended to include other senior clinical and general managers. The CEO’s approach is to support and empower, devolving decision making through the divisions.

6.6.3 All ***support services will be shaped around the needs of the divisions***, to ensure they are as effective as possible. This requires a culture change within some part of the support directorates to enhance their customer focus for the divisions. This approach will be supported by a customer care programme for all staff – whether they are dealing directly with patients/service users or internal or external customers. Opportunities will also be sought to work with local partner organisations, for example through University College London Partners (UCLP) to explore synergies of service provision such as share services or jointly contracting for services. Effective communications and involvement of staff to support this will be critical.

6.6.4 To ***effectively manage the significant workforce reductions*** into the future, the ***workforce planning of our services will become more robust***, supported by an external expert who is currently assisting with the building of robust workforce planning systems for now and the future. This planning will be linked to the Cost Improvement Programme and its monitoring, to enable any potential risks to workforce change programmes to be flagged and addressed at an early stage. To support workforce changes in the future, the Trust will continue to use a 2-4% temporary workforce to ensure there is sufficient flexibility to minimise the impact of post reductions. Use of agency will however be avoided wherever possible, unless it is a more cost effective way of delivering the service. A significant project is currently in place to move to zero use of agency nurses and healthcare assistants. This is initially on the general wards before rolling out to other areas as appropriate. Improving the robustness of the Temporary Staffing Office and its ability to ***increase the recruitment and placement of bank staff*** has been key to this improvement, together with changing the culture of managers of rostering staff and relying upon temporary staff.

6.6.5 The Trust currently follows NHS national terms and conditions of service for staff. However when the Trust attains foundation status it will review its ability to **reward exceptional, high performing staff**. We recognise the importance of demonstrating to staff how much their achievements are appreciated. To celebrate their successes we will continue to provide Chief Executive awards prizes for excellence; showcase staff and organisational achievements in CEO's briefing and Whittington Bulletin together with awards won by staff externally; Directors, CEO and Chairman to send personal letters of thanks to individuals or teams for exceptional achievement.

6.7 Work processes

6.7.1 To support the culture changes, staff and managers will be encouraged to make greater **use of service line management and other benchmarking tools**. They will be supported to maximise the benefit from such analysis, and how to use these tools as catalysts for change by involving staff.

6.7.2 There are many different strands of work which are working through **re-engineering processes and transforming service delivery** at present, e.g. the local *Transforming Patient Experience* project; *NHS London's Together to Improve Value Programme* and the *Institute of Innovation's Community Nursing and Ward nursing productivity programmes*. All of which aim to increase productivity; enhance the patient/service user journey and experience; and improve the work experience for staff too. These strands will be mapped across the organisation, so that the skills and expertise can be harnessed, potentially to be focused together into an **effective organisational development team**, to support other planned changes across the trust over future years.

6.7.3 To support the increased productivity of the workforce, the **management of sickness absence and poor performance** is being reviewed and refreshed across the Trust. The sickness rate of 3.1% November 2012 is only just over the current target of 3%, which does reduce to 2.5% 2014. The Trust is not complacent on this issue and firmly believes that it is imperative that sickness levels are minimised for financial and service continuity reasons. This will involve managers prioritising these issues, supported by training and advice from H R. The **staff health and wellbeing strategy**, agreed by the Executive Committee in July 2012, fits well with the Trust's aim to improve the health of the local population, as many of our staff live locally. This strategy will ensure that **excellent occupational health services; employee assistance and counselling services; health and safety support** and other related services are provided, supported with regular innovative ways of raising staff awareness and interest in health and wellbeing issues. It is essential that our occupational health services become accredited during 2013 and plans are in place to achieve this. We will ensure that **infection control training and its importance is understood**, is high on staffs agenda and that there are **adequate hand washing facilities** available for staff and patients.

6.7.4 There will be an **increased emphasis on job planning, aligned to the Trust's goals**, for senior medical staff and staff rostering as part of our approach to involve staff in service change, and increase productivity.

6.7.5 The **recruitment of new staff will be reviewed** to ensure it is aligned to the Trust's goals. The processes within the recruitment function in H R are currently being reviewed through the lean methodology, to enhance their effectiveness; reduce time from the start of recruitment to a new staff member starting work i.e. from resignation to signing on new recruits; as well as increasing the transparency of the process. The aim of this approach is to increase the effectiveness of the processes, whilst providing an

excellent service to prospective applicants; employees and recruiting managers. The ***Trust is an active participant in the NHS London project to “Streamlining staff movements”***. This project will enable staff to move more seamlessly between trusts taking their employment and training records across to their new employer, thus avoiding the need to repeat certain employment checks or mandatory training, to the benefit of both employees and the Trust and is due to go live 2013.

6.7.6 *Other service delivery options will also be reviewed such as shared service for back office functions..*

6.7.7 The “Friends and Families” test as an employer will be promoted through a local programme devised as a way of increasing customer awareness and service effectiveness including the use of local user surveys.

6.7.8 To ensure the Trust is able to continue ***to recruit high performing staff*** and in particular those with specialist skills, ***flexibility of working arrangements*** will be promoted. There will be opportunities for staff through ***smart working arrangements***, to work from local facilities or through home working.

6.7.9 People management policies are reviewed on a rolling basis, to ensure they keep up to date with legislation, Department of Health guidance and best practise. These are reviewed jointly with the ***staff Partnership Group***. Opportunities will be sought to ***develop policies jointly across UCLP trusts*** to enable policies to align, thus facilitating moves by staff between trusts. The constructive relationship currently experienced between the Trust and the Partnership Group is valued and continual efforts will be made to maintain and enhance this relationship, whilst recognising that constant change makes these relationships all the more important but potentially more fragile. The ***Partnership Group will introduce an annual joint review of the effectiveness of the group.***

6.7.10 Members of the ***Trust Board regularly meet informally with staff representatives*** to ensure that effective communication and constructive dialogue. Staff representatives are also actively involved in a range of other groups such as the Equality & Diversity Steering Group and the Staff Health & Wellbeing Group.

6.7.11 ***Team working***, which was one of the Trust’s strengths in the last staff survey, will continue to be encouraged. Opportunities will be provided to teams to work together on projects and “tricky” issues to devise innovative ways of improving services and approaches to working for example through some of the change programmes listed above.

6.8 Workforce capability

6.8.1 The Trust’s aim is that all staff, (and as minimum at least 90% by 31 March 2012 and thereafter), experience a valuable ***annual appraisal supported by a personal development plan*** (PDP). As a minimum all staff must be compliant with their mandatory training however for most staff their PDP will go much further than this and identify training or development needs aligned with achieving the Trust’s goals as well as behaving and living the organisational values. Appraisal will form the bedrock of the Trust’s ***talent management programme***, which will aim to ensure that a successor pipeline is in place for key posts across the Trust.

6.8.2 A number of senior staff have completed accredited executive mentoring/coaching programmes and participate in NHSL’s coaching programmes. The Trust is committed to

continuing to develop coaching skills in its senior staff and to supporting the use of these skills in affecting the culture e change it is seeking to achieve.

6.8.3 The Trust will be an **active member of the LETB** to contribute to the changes in education across the NHS. To support this work the Trust is establishing a **Clinical Education Strategy Group** to ensure that the implications of education funding and requirements are addressed and that the opportunities provided by being an integrated care organisation are maximised in seamless educational opportunities.

6.8.4 **An annual plan based upon education and development needs analysis** will be developed with managers and staff linked the outcomes from appraisal and personal development plans. The delivery of education and development opportunities will be devised from this plan, linked to the delivery of the Trust's strategic goals. This plan will address education and development needs for staff arising from the integration of services. One way in which this is being approached is by piloting a Nursing Postgraduate Certificate in Professional Practice, with Middlesex University, to enable acute based and community based nurses to work across healthcare settings. Subject to the evaluation of this programme, it is anticipated that this will continue in the future, supporting our service changes and workforce transformation.

6.8.5 E learning has been successfully introduced within the Trust over the past year, with the Trust featuring as a top user of e learning within London Trusts, and in September 2012 4th in England. E learning has enabled the trust to make significant strides towards achieving its target of 90% of staff compliant with their mandatory training by 31 December 2012. E learning will continue to be a mainstay of the training approach used within the Trust, supplemented with simulation skills laboratories and face to face training.

6.8.6 Leadership development will be one of the key priorities to ensure the success of the Trust. This will start with the continued development of the Trust Board and Executive Committee to become fully familiar and able to deal with the challenges and requirements of becoming a foundation trust, whilst also ensuring that the workforce is positively engaged. External professional support is being provided to these teams who are also being supported by personal coaching. This programme will be completed by mid 2013, following review, a further programme will be agreed to address any further gaps.

6.8.7 The changes facing managers and the workforce are challenging. Excellent **people management and change management skills** and expertise will be essential to success. Through the skills of managers, staff will be encouraged and enabled to give of their best in a supportive and developmental environment. **Bullying and harassment will continue to be taken very seriously**, including demonstrable top level support from the CEO and Chairman. To support this H R's Learning and Development Services will continue to develop and deliver programmes to enhance the skills and knowledge of front line and senior managers.

6.8.8 Managers will support and performance manage staff to ensure that services are delivered effectively and efficiently.

6.9 The Trust's reputation as an employer has been recognised by a number of awards:

- **Investors in People** in December 2011 for whole of Whittington Health
- **HSJ Top 100 Healthcare employer** awards in 2010, Whittington Hospital 20th across all NHS organisations
- **HSJ Top 100 Healthcare employer** awards in 2010, Islington Primary Care Trust, (which included Islington Community Services), 2nd in individual category for PCTs.
- **Bronze award for improving staff health and wellbeing** as part of the NHS 2012 Sport and Physical Activity Challenge July 2012

6.10 The Trust will aim to achieve higher standards for both Investors in People and the NHS Sport and Physical Activity Challenge by 2014/15 as a kite mark of the high regard for our employment and education services. The HSJ healthcare awards are not currently running.

6.11 The **skills and expertise of the HR function** will be an important contributor to the success of this Workforce Strategy. To support team members, they will have regular appraisals to assess their capability and identify any development or training requirements aligned to the Trust's goals, which will then be delivered either on an individual or team basis. The vast majority of the professional staff within the HR directorate are professionally qualified (institute of Personnel & Development). There will be monthly team briefings; specific briefings for example on TUPE regulations and changing and supporting staff through change related to AQP policy. There will also be support through external programmes such as the Healthcare People Management Association's programmes for HR business partners.

7 So what will this strategy achieve?

7.1 The aspirations of this strategy are that:

7.1.1 Staff will be:

- involved in shaping and increasing the productivity of the services of the future
- patient and customer focused
- skilled up to deliver current and future transformed services
- supported through change in particular through their health and wellbeing
- valued as employees

7.1.2 Leaders will be:

- skilled up to effectively manage current services and develop innovative and transformed services
- able to support staff through transition
- supported through change
- valued as leaders

7.1.3 The Trust will:

- Increase its productivity and reduce its costs, whilst providing high quality services
- plan and manage changes effectively, in particular through its workforce and education planning

- be an employer of choice, to be recommended to friends and family
- recognise and celebrate the success of its staff
- strive to achieve effective two way communications with staff
- build on its partnership with trade unions and professional organisations to achieve future change

7.2 Enablers to deliver this workforce strategy are included in appendix 4.

8 Ensuring the workforce is the right size for future needs

8.1 The organisational strategy of the trust will require fewer staff in the future because of the way that the services will be delivered. The current workforce plan is to reduce over the next six years i.e. by 2018. It aims to build on its positive reputation for minimising redundancies and will continue to make every effort to avoid future redundancies. So any redundancies would be as a last resort. It will achieve this by:

- Effective planning, implementation and monitoring of workforce plans
- Management of retirements from service
- Redeployment of staff
- Retraining staff to work in areas of service growth.
- Natural wastage through turnover. The current rate of turnover is c10% which means over any year approx 400 posts will become vacant allowing for reshaping of the establishment or redeployment of staff
- Flexing its workforce requirements through its use of bank staff. Only using agency staff when absolutely unavoidable.
- Redundancies as a last resort

9 Workforce strategy: Measures of its success

9.1 This is a challenging programme, and to ensure its programmes/activities are achieved the following metrics will be used to monitor progress and the impact of the workforce strategy.

| Overall metric | Measurement of success |
|-------------------------------|--|
| Business performance | <ul style="list-style-type: none"> ➤ Achievement of Trust Board performance dashboard service targets |
| Workforce productivity | <ul style="list-style-type: none"> ➤ Pay bill reduce in line with annual plan ➤ 4% agency usage reduce to 0% by 31/3/2013 for general nursing & midwifery ➤ target for other agency ➤ 3% sickness absence reduce to 2.5% by 03/2014 ➤ ratio of qualified to unqualified staff (70% qualified 30% unqualified nursing) |

| Overall metric | Measurement of success |
|-----------------------------|---|
| Workforce skills | <ul style="list-style-type: none"> ➤ 90 % Appraisals & personal development plans in place by 03/2013 ➤ succession plans in place for key posts by 04/2013 ➤ 90 % mandatory training complete by 12/2012 ➤ decrease capability proceedings by 10% by 03/13 |
| Workforce engagement | <ul style="list-style-type: none"> ➤ Increased staff engagement demonstrated through annual staff survey ➤ Increase in clinical leaders engaged ➤ turnover below 10% ➤ Stability above 80% ➤ 3% sickness absence reduce to 2.5% by 03/2014 ➤ reduce number of harassment cases (target nil) |

10 Monitoring arrangements

10.1 The Workforce Transformation Group will oversee the implementation of this strategy. The Finance and Development Committee, as a sub committee of the Trust Board, will monitor its progress on a quarterly basis.

The above success metrics will enable better informed decision making for those involved in the delivery of programmes as well as providing a way of measuring progress through its workforce's contribution to achieving Whittington Health's organisational strategy:

“delivering more care, to more people, with less money.”

Workforce PEST analysis

Below is an analysis of the key features of these contexts, which need to be taken account of within the workforce Strategy.

| Political context | Economic context |
|---|--|
| <ul style="list-style-type: none"> • Government mandate to the NHS published November 2012 • Monitor and CQC regulation strengthened • Potential moves away from central pay bargaining • Newly established CCGs • Changes to NHS landscape • Greater emphasis on quality linked to outcomes of Mid Staffordshire inquiry • Changes to employment legislation e.g. agency worker regulations and unfair dismissal regulations | <ul style="list-style-type: none"> • Public spending constraints for foreseeable future due to economic downturn • North central London sector experiencing significant financial challenges • Introduction of LETBs and changes to education funding including SIFT • Changes to research and development funding • Changes to health policy e.g. any qualified provider • High local housing costs and increasing commuter costs |
| Social context | Technological context |
| <ul style="list-style-type: none"> • Increased patient expectations Lack of trust in public services e.g. due to Mid Staffordshire • Ageing population, increased birth rate, more obesity and patients experiencing long term conditions • Higher unemployment in local population leading potentially to increased health inequalities • Changing workforce attitudes and expectations of employers • Increased likelihood of employment transfers between public and private sector employers | <ul style="list-style-type: none"> • Increased everyday use of I T • Workforce more IT literate than ever before • More minimal invasive or drug therapies reducing need for admissions • New ways of sharing records and data to enable virtual clinics/reviews • High levels of investment in IT infrastructure • Increased opportunities for sharing services and partnering service delivery |

Workforce SWOT analysis

Below is an analysis of the strengths, weaknesses, opportunities and threats from a Whittington Health workforce perspective

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Many long serving staff • Staff who want the trust to be successful and deliver excellent services to its local population • Many staff who live locally reflecting our diverse local people • Equality and diversity embedded into services • Excellent reputation for medical and clinical education • Extensive education and development provision for staff • Effective team working • Active and Supportive Partnership Group and local trade unions • employee staff record IT system used by managers and majority of staff • Very experienced and well qualified human resources staff to support directorates as well as H R business partners supporting divisions | <ul style="list-style-type: none"> • Low staff morale as staff have experienced significant changes over recent years • Integration across community and hospital services still being embedded • High use of agency and bank staff in some areas • Poor levels of staff survey response • Organisational values not yet embedded • Staff reluctance to engage fully with changes • IT skills in some areas not sufficient • Communications not effective across all areas as workforce dispersed • lack of business approach to service delivery |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Preparation and attainment for foundation trust status • Increased use of IT and technology to speed up processes • Smart working to free up space and provide new, employee friendly environments • Embedding clinical and divisional management and leadership including use of service line management • Local rewards strategies as FT • New and exciting ways of working differently across traditional boundaries • Opportunity to deliver innovative services and develop new skills • Enhanced staff engagement to develop new services and increased commitment to the trust | <ul style="list-style-type: none"> • Impact of service changes upon staff and on staff morale • Maintaining positive staff engagement and attitude towards change • Lack of ownership of financial climate • High levels of cost improvement programmes • Competitive market for specialist skills • Destabilised through turnover of key staff National and/or local employee relations climate deteriorating • Turnover of staff or reduction in workforce could lead to adverse impact upon quality of services |

Annual Staff survey 2011

Whittington Health carried out its first annual staff survey since becoming an integrated care organisation in 2011, with its results in 2012. The four key findings where Whittington Health's results compared the most favourably against other acute Trusts (ICO benchmarking is not yet available) and in the best 20% were:

- √ Trust commitment to work-life balance – Trust score 3.59 against national average 3.36
- √ Effective Team Working – Trust score 3.82 against national average 3.72
- √ Percentage of staff receiving job-relevant training, learning or development in last 12 months – Trust score 83% against national average 78%
- √ Percentage of staff having well structured appraisals in last 12 months – Trust score 42% against national average 24%
- √ staff engagement . Trust score of 3.74 was in the best 20% against other acute Trusts.

The four key findings where Whittington's results compared the least favourably against other acute Trust's and in the worst 20% were:

- × Percentage of staff experiencing physical violence from staff in last 12 months – Trust score 3% against national average 1%
- × Impact of health and wellbeing on ability to perform work or daily activities – Trust score 1.63 against national average 1.56
- × Percentage of staff saying hand washing materials are always available – Trust score 53% against national average 66%
- × Percentage of staff agreeing that their roles make a difference to patients – Trust score 88% against national average 90%

An action plan was devised to address these issues, within divisions and across the Trust and then monitored for progress.

| Workforce strategy aim | Enablers | timeline |
|---|---|---|
| <p>STAFF involved in shaping and increasing the productivity of the services of the future</p> | <ul style="list-style-type: none"> • Roll out of <i>Together to Improve Value</i> programme (supported by NHS London) <ul style="list-style-type: none"> ❖ <i>Clinical productivity in emergency care project and Gynaecology service project linked to Service line management</i> ❖ <i>Care of older people discharge planning</i> ❖ <i>Drug monitoring collaborative</i> ❖ <i>Theatre productivity</i> • All services to be benchmarked and develop plans to achieve upper quartile performance • Maximise benefits of technology and IT to increase productivity including electronic patient record roll-out • Review best use of time through travel and rationalisation of community estate • Effective job planning with medical staff • Executives to support staff to be involved in the development of changes • Review of temporary staff usage to reduce agency use and identify appropriate levels of bank staff to build flexibility into the workforce • Effective absence management of staff | <p>11/2012 – 05/2013</p> <p>2013-14 Review 9/13</p> <p>2013-14 Review 9/13</p> <p>2-13/1014 Review 9/13</p> <p>ongoing</p> <p>2013-14 onwards</p> <p>11/12-05/13</p> <p>ongoing</p> |
| <p>STAFF skilled up to deliver current and future transformed services</p> | <ul style="list-style-type: none"> • Mandatory training at least 90% compliance • Appraisals and individual personal development plans in place for at least 90% • Training for all staff to enhance customer care appreciation and skills • Piloting Nursing Postgraduate Certificate in Professional Practice enabling acute based and community based nursing to work across settings • Training for staff to enhance their IT skills e.g. for EPR and ESR self service • talent management programme in place • e learning continues as favoured mode of training • infection control training in place together with adequate hand washing facilities • review of recruitment practises to enhance effectiveness and link to achievement of strategic goals | <p>Complete by 12/2012 Complete by 03/2013</p> <p>2013-14 Review 9/13</p> <p>2013-14</p> <p>2013-14-15 Review 9/13</p> <p>03/2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>By 04/2013</p> |

| Workforce strategy aim | Enablers | timeline |
|---|--|--|
| <p>STAFF supported through change in particular through their health and wellbeing</p> | <ul style="list-style-type: none"> • Implementation of Staff health and wellbeing strategy including review of occupational health and wellbeing services; counselling; • WHITFIT programme for staff • Sickness and poor performance management by managers supported by HR | <p>In place</p> <p>In place</p> <p>ongoing</p> |
| <p>STAFF valued as employees</p> | <ul style="list-style-type: none"> • Organisational values commitment programme • Managers and supervisors to be assessed through appraisal and developed through training to effectively manage staff | <p>08/2012-12/2013 Review 9/13</p> <p>ongoing</p> |
| <p>LEADERS skilled up to effectively manage current services and develop innovative and transformed services</p> | <ul style="list-style-type: none"> • Programme to deliver Mandatory training at least 90% compliance and Streamlining staff Movements (UCLP/London wide) • Divisional development programme (NHSElect) • Increase number of clinical leaders contributing to the management and development of the trust • Effective use of Service Line Management • Clinical leaders programme (NHSElect) • Clinical Director/CEO/Div Directors learning sets • Continue coaching/mentoring programme • Whittington Trust Board and Executive team development programme • Review feasibility of an OD/Improvement team to support managers with change • Development of HR functions expertise to meet changing demands | <p>Complete by 12/2012 + SSM NHS London programme</p> <p>09/12-03/13</p> <p>20131-14</p> <p>ongoing</p> <p>11/2012-04/2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>09/2012-2013</p> <p>09/2013</p> <p>ongoing</p> |
| <p>LEADERS able to support staff through transition</p> | <ul style="list-style-type: none"> • Appraisals and individual personal development plans effective and completed • Divisional development programme (NHSElect) to include business and entrepreneurial skills • Clinical leaders programme (NHSElect) to include business and entrepreneurial skills • Staff Health and wellbeing programme • Deliver people management and change management skills programmes including dealing with Bullying and harassment | <p>Complete by 03/2013</p> <p>In place</p> <p>Starts 01/2013</p> <p>In place</p> <p>2013/14 Review 9/2013</p> |

| Workforce strategy aim | Enablers | timeline |
|--|--|---|
| LEADERS supported through change | <ul style="list-style-type: none"> Whittington Health Executive team development programme Appraisals and individual personal development plans at least 90% in place | 11/2012-04/2013 by 03/ 013 |
| LEADERS valued as leaders | <ul style="list-style-type: none"> Whittington Health Executive team development programme Organisational values commitment programme Talent management programme | 11/2012-04/2013 08/2012-12/2013 Review 9/13 03/2013 |
| THE TRUST plans and manages changes effectively, in particular through its workforce and education planning | <ul style="list-style-type: none"> Divisional and trust wide business/service and workforce plans Annual/5 year Education and development plan and active with LETB Divisional and trust wide workforce plans monitored through Divisional Boards and Trust CIP Board Workforce strategy implementation monitored by the Trust Board through the Finance and Development Board | By 02/2013 By 04/2013 & ongoing 04/2013 onwards 12/2012 ongoing |
| THE TRUST be an employer of choice, to be recommended to friends and family | <ul style="list-style-type: none"> Review of recruitment services to increase effectiveness and customer satisfaction Review of temporary staffing services to increase effectiveness and customer satisfaction Updating of the Trust's Employment Promise Achieve the Trust's employment Equality objectives Act upon Annual Staff Survey outcomes and listen and act upon regular staff feedback (see communications and staff engagement strategy) Introduce staff survey to find out and track staff commitment as well as whether staff would recommend the Trust as an employer to Friends and family test Investigate ways of rewarding staff who performance exceptionally highly | By 04/2013 By 09/2013 By 12/2012 Review 04/2013 04/2013 (2012 survey results) & ongoing 2013 By 04/2014 |
| THE TRUST strives to achieve effective two way communications with staff | <ul style="list-style-type: none"> Acts upon Annual Staff Survey outcomes and listen and act upon regular staff feedback (see communications and staff engagement strategy) Embed Organisational values commitment programme Implement Staff engagement strategy | 04/2013 (2012 survey results) & ongoing 08/2012-12/2013 2013-14-15 Review 9/13 |

| Workforce strategy aim | Enablers | timeline |
|---|---|---|
| <p>THE TRUST builds on its partnership with trade unions and professional organisations to achieve future change</p> | <ul style="list-style-type: none"> • Partnership Group: introduce an annual joint review of the effectiveness of the group • Work with the Partnership Group to devise ways of finding out if staff would recommend the Trust as an employer to Friends and family • Partnership Group/Executive team to review effectiveness of Trust as Employer, using Employment Promise and Friends and Family test | <p>04/2013 & annually</p> <p>to be agreed with Partnership Group</p> <p>TBA</p> |