

Staff Matter

County Durham and Darlington NHS Foundation Trust's People Strategy

2017 - 2020



1. Introduction and purpose

This document sets out the strategic workforce priorities the County Durham and Darlington NHS Foundation Trust (CDDFT) has agreed for the next three years (reviewed annually) and the work that is required to realise our workforce ambitions.

Our strategy for our workforce will be bold, ambitious and visionary and builds upon the excellent foundations we have put down during the past two years. Our strategy will support a workforce to operate effectively in a culture where “can do” becomes the norm. This is a Trust wide strategic document which will provide a framework for the development of workforce strategies and plans which will be owned and delivered by all Corporate and Care Group services to ensure a consistent and high quality employment experience for all of our staff.

In our vision to become a Best Employer we will create a workforce that as well as being engaged, resilient and competent is also agile and prepared to adapt to a health service that continues to experience unprecedented change. A whole systems approach is required to make the most of our workforce, with ownership of plans at a local (service) level being key to its success. We will empower both managers and staff to enable them to do their best and provide high standards of service and care for our patients.

Robust workforce planning which drives out inefficiencies and encourages innovation and best use of new roles across services will be a vital component of our work in the next 3 years. This work will be crucial to ensure that we create a workforce that is fit for the future as we work with partner organisations to implement the vision of our own clinical strategies and business objectives as well as contributing to the wider healthcare reform.

We acknowledge that the supply of some key staff groups remains an on-going issue at a national and regional level. If we are to remain attractive to our prospective and existing workforce, we need to be innovative in our offer to enable us to fulfil our ambition of being the Best Employer in our local health economy; a key enabler in the attraction and retention of our most valued asset.

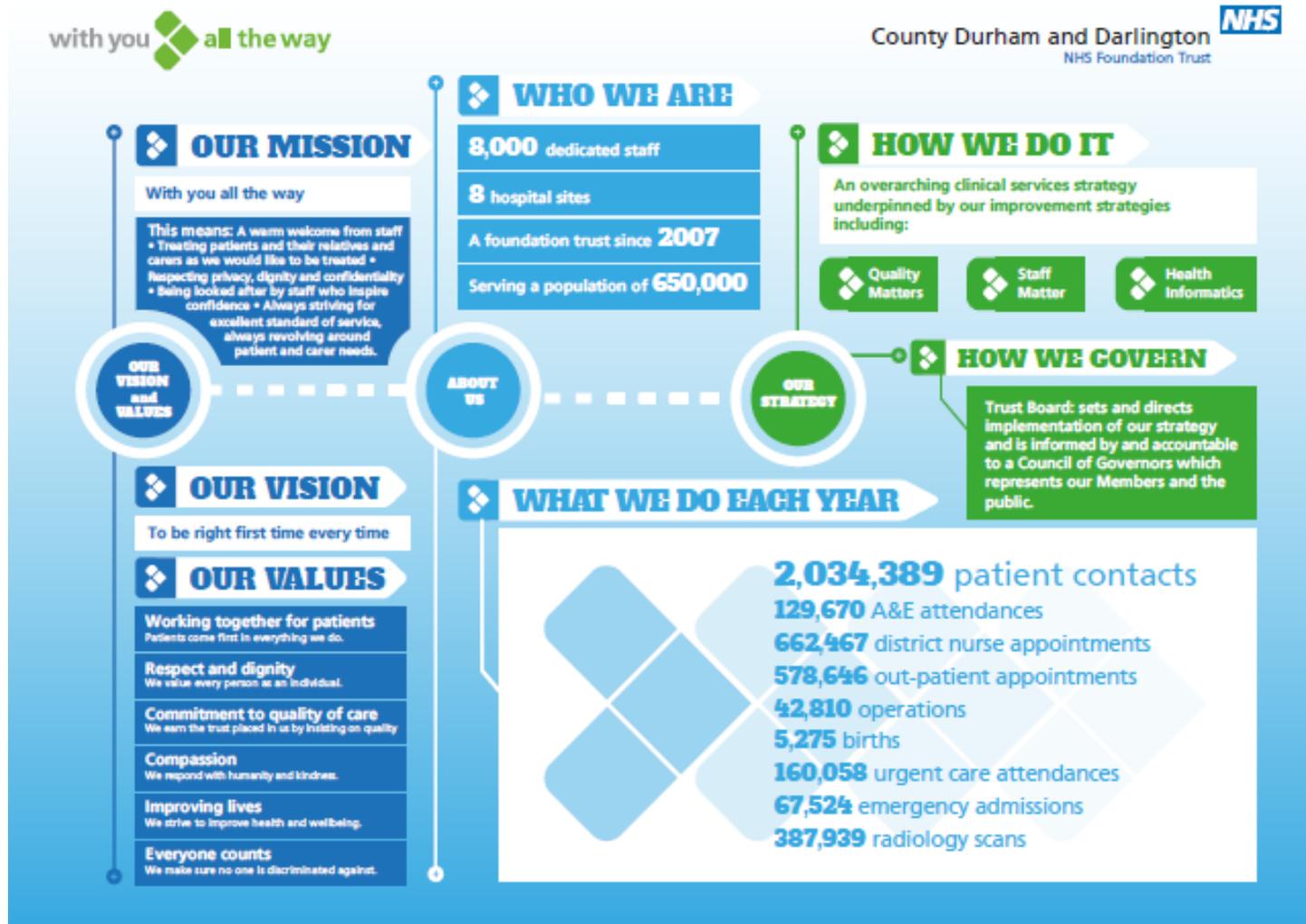
We aim to develop the talents of all our employees and we will ensure robust succession planning processes to enable a constant supply of emerging leaders, ready to take on the challenges of the future health economy. Our workforce, as well as our patients, are ageing and we need to make sure that we support and nurture our staff so they can contribute fully to the workplace, and find ways to enable them to continue working as they age, as well as nurturing new and up and coming talent who will be the future of our Trust.

This document builds on the foundations that were developed through our outgoing ‘Staff Matter’ strategy which identified a number of strategic priorities, including; the development and communication of our clinical strategies to staff and stakeholders, the restructuring of our care groups to enable the delivery of those strategies, the development of skills and competencies of our managers and senior clinicians, the identification of talent pathways for

key roles, staff engagement and developing a culture of engagement underpinned by the cultural audit, values and behaviours framework and outlines the approach we will take to deliver the revised strategy.

2. Our Trust Mission and Vision

The following diagram outlines the Trust’s high level strategy and supporting strategies. Staff Matter is a key strategy in delivering our ambition to be the Best Employer.



3. Workforce & OD Vision

TO DEVELOP THE TRUST AS A BEST EMPLOYER ENSURING THAT OUR PATIENTS ARE TREATED IN THE RIGHT PLACE BY THE RIGHT PERSON FIRST TIME EVERY TIME

The characteristics of a Best Employer can be summarised under the following four headings which will form the basis of our workforce framework.



These are underpinned by six key enablers which will focus our work over the next three years and contribute to the creation of an engaged, resilient, competent and adaptable workforce which is prepared for a changing healthcare economy.



4. Work-streams and Priorities

Our greatest asset is our staff and in order to meet the organisation's strategic aims and fulfil our objective of being a Best Employer, we need a highly skilled, committed and engaged workforce. Throughout this strategy we will describe the opportunities we will offer and the support we will provide to enable managers and staff to meet both the Trust's and their personal ambitions.

The development of this strategy has taken place during a time of unprecedented change and financial challenge for the national and local health economies. Therefore, our strategy needs not only to be challenging, but also realistic in terms of the scale of change required.

Details of our strategic workforce and organisation development priorities that will take us through to the year 2020 are as follows:



How will we recruit and attract our workforce?

We will do this through:

- Develop a strong employer brand which will emphasise our vision, mission and values
- Develop a compelling offer which supports our bold ambitions for the workforce as outlined in this strategy.
- Developing and delivering robust recruitment strategies maximising the use of social media and on-line systems to achieve streamlined processes which deliver an efficient, timely and quality recruitment experience for all stakeholders.
- Developing proactive search and select approaches, establishing pipelining systems to attract scarce skills and talent acquisition and running bespoke campaigns to target hard to recruit posts
- Build an effective and efficient bank to provide temporary staff across the Trust
- Implement and maximise opportunities through appropriate arrangements for the supply of agency Clinical Staff within agreed cost and quality frameworks

The following action plans support delivery of these priorities:

- Consultant Recruitment Plan
- Nurse & HCA Recruitment Plan
- Apprentice Development Plan
- ESR Implementation Project Plan
- Staff Bank & Agency Plan
- Staff Health & Wellbeing Plan
- Care Group & Corporate Workforce Plan
- Communication Action Plan



How will we develop Talent and maintain our future workforce?

We will do this through:

- Developing and implementing a comprehensive Leadership Development Programme covering all management roles across the Trust, focussed on embedding the values and behaviours framework and staff engagement.
- Developing talent pathways for all key roles across the Trust linked to apprenticeship frameworks and professional standards.
- Developing effective talent management processes to support succession planning for key roles across the Trust and improving retention of key workers
- Continue to equip staff with the skills and capacity to do their job to ensure high rates of retention
- Continuing to recognise the achievements of staff through our annual Staff Awards celebrations
- Creating a culture of freedom to act and accountability for actions for all managers.

The following action plans support delivery of these priorities:

- Leadership Development Framework and action plan
 - Organisation Development Plan
 - Apprenticeship Plan
 - Annual TNA Plan
 - Care Group & Corporate succession plans
 - 16 Point Nursing Recruitment Plan
 - Consultant Recruitment Plan
 - Education Quality Plan
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How will we support a high performance culture?

We will do this through

- Replacing the current appraisal system with a radically new approach focused on team-based objectives, to engender shared ownership, and individual talent conversations to maximise the potential of our staff
- Improving how managers deal with conflict within teams by implementing mediation as a first step for resolution within our discipline and grievance processes.
- Redesigning performance management systems to focus on values, behaviours and engagement underpinning collective leadership and individual accountabilities.
- Monitor the implementation of any new system to ensure all deliverables are achieved
- Driving out inefficiency through effective monitoring of policies
- Encouraging real time data capture giving transparency of information to managers
- Developing 'readiness for change' plans to support identified organisational change processes, focused on maintaining staff engagement and resilience.
- Coaching leaders and managers to ensure the learning from development activities is effectively embedded and supports cultural change within their teams.
- Measuring our effectiveness through the annual staff survey and Staff Friends and Family Test for the Trust
- Ensure all staff have an annual appraisal and complete all essential training requirements
- Empower managers and staff through organisational systems and processes
- Introduce Frameworks which provide guidance without hindering dynamic decision making

The following action plans support delivery of these priorities:

- Organisation Development Plan
- Sickness Absence Plan
- Appraisal Plan
- Staff Health & Wellbeing Plan
- Service level plans for appraisal & essential training



How will we maintain workforce health and wellbeing?

We will do this through

- Providing health and wellbeing initiatives and advice which support staff to look after their own physical, mental and emotional health
- Prevent ill health caused by or exacerbated by work
- Support staff who have difficulty in attending work through ill-health or those who are unable to return to work
- Enable access to timely and high quality services which provide easy and early interventions for the main causes of sickness absence such as mental health & wellbeing, stress & anxiety and musculoskeletal complaints
- Develop the skills of staff to enable them to build resilience and adapt to change
- Enable managers to manage attendance at work
- Seek to achieve the Better Health at Work Excellence Award which demonstrates our commitment to health and wellbeing

The following action plans support delivery of these priorities:

- Staff Health & Wellbeing Plan
- Sickness Absence Plan
- Organisation Development Plan
- Better Health at Work Action Plan



How will we develop our supporting infrastructure?

We will do this through

- Implementation of ESR Manager Self Service across the Trust to provide managers with information on their staff to enable them to manage effectively
- Implementation of the Regional Streamlining Programme which will improve the portability of staff records in relation to recruitment of staff, occupational health and learning & development
- Further development of blended learning facilities and courses to improve access to training for staff
- Streamline all processes and systems to ensure they are paper-light and maximise the use of available technology to ensure we 'Do things once and right first time'
- Developing the use of Business Intelligence reporting across all areas of the Trust to support in KPI monitoring and decision making
- Review and revise existing policies to remove bureaucracy and support managers in effectively leading and managing their teams
- Effective partnership working with Trade Union representatives and other stakeholders to ensure staff are engaged in developing and implementing policies and processes which affect them
- Providing easy access to policy and framework documents through redesigned intranet and internet sites

The following action plans support delivery of these priorities:

- ESR Implementation Project Plan
- Streamlining Workstream Action Plans
- Information Strategy (IS) Action Plans
- Technology-based Learning Action Plan
- Trade Union Partnership Agreement
- Regional Policy and Framework Review Plan
- Communications Review



How we create a workforce for the future?

We will do this through

- Ensure full engagement from all staff groups in the development of workforce plans for their services
- Continually improve Care Group and Corporate Directorates approach to workforce planning and the development of new roles to ensure we have the correct skill mix of staffing to support the delivery of services
- Actively seek new ways of working
- Continue to identify and develop opportunities to deliver efficient, cost-effective services and, working in partnership with other stakeholders, to develop policies that are comparable and remain fit for the future
- Ensuring staff have positive employment experience that encourages retention

The following action plans support delivery of these priorities:

- Care Group specific Workforce Strategies and Operational Plans
- SCL Business Plan
- Clinical Strategies
- Financial Plans
- Business Plans
- Capacity & Demand Plans
- STP Plans

5. Roles and Responsibilities

This strategy and supporting action plans need to be owned and managed at a number of levels within the organisation.

- The Board is responsible for providing the strategic direction of the Trust to inform Workforce & OD priorities.
- Directors are responsible for ensuring priorities are integrated within Care Groups and Corporates.
- Managers are responsible for managing and delivering priorities at team level.
- Care Group and Corporate leads are responsible for cascading information and supporting their management team to meet priorities.
- The Workforce & OD Team are responsible for leading the agreed Workforce & OD priorities, developing the appropriate support for the Trust and advising on best practice.
- Trade Unions are responsible for supporting the implementation of this strategy

6. Monitoring and Reporting of the Strategy and Associated Action Plans

The Director of Workforce & Organisation Development will have overall responsibility for the People Strategy. Implementation and progress monitoring of the People Strategy will take place through the Strategic Change Board which will inform a quarterly report for the Integrated Quality Assurance Committee and the Board of Directors. Each Care Group and Corporate Directorate will be required to produce evidence of actions taken to implement the strategy. A template for monitoring progress against actions is included at Appendix A.

7. Risks to the delivery of the strategy

Individual risk registers developed with the individual Action Plans will be monitored through the corporate risk management process. Corporate risks will be monitored through the Integrated Quality Assurance Committee and Board of Directors, in line with the risk management processes.

Appendices

Appendix	Description	Attachment
A	Progress Monitoring Plan	 Staff Matter Action Plan 2017-2020.docx