

**People-Centred  
Compassion, Excellence, Positive**

**Our Workforce Strategy 2014-2019  
Creating a Great and Safe Place to Work**

**Updated April 2016**



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Our Workforce Strategy is a key document that brings together strategically all that we do to attract, develop, retain, support and reward our people to meet our strategic priorities. In order to meet the new challenges and opportunities ahead it is vital that we have the right people, in the right jobs with the right skills at the right time. We recognise the impact staff experience has on our patients experience and the delivery of high quality safe and effective care.

Our aim is to create a **great and safe place to work** and the best place to receive care by ensuring that our staff experience compassion, excellence and positivity and that we are putting people, patients and staff, at the centre of everything we do. Our strategy outlines how we aspire to achieve this aim.

Our Workforce Strategy recognises that there is still much to do for our patients and our staff, in achieving our aim of being a **great and safe place to work**. The NHS landscape is forever changing and the context within which we are operating as a Foundation Trust. With the emergence of our new Trust Strategy and Vision, we need to ensure that we engage our workforce in delivery of our direction of travel, facilitating our staff to be involved in shaping its delivery. It will require a change in behaviour for everyone and a change in how we deliver services to our patients across community and hospital care.

We are a key partner in a number of Vanguards across North Lancashire with Better Care Together and with the Fylde Coast Vanguard. These along with Healthier Lancashire will impact upon how we respond to the changing landscape for health and social care across the geographic footprints. This will necessitate an agile workforce that can respond positively and expediently to the changing landscape ensuring better services for our patients, cared for in the most appropriate environment.

**Never has it been more important to continue with our staff engagement work by continuously involving staff in things that affect them alongside implementing new ways of working, managing changes and transforming our workforce.**

It is essential that our staff continue to be directly involved in the development of our Workforce Strategy, ensuring that it fully reflects the needs and aspirations of our workforce and adapts to the changing landscape of the NHS and needs of both our staff and our patients. This is of particular significance given that we are an integrated care organisation providing care in a diverse range of settings across a wide geographical footprint. Staff engagement is essential to ensure that our Workforce Strategy responds to the real issues and concerns facing our staff. A number of key themes emerged when we originally engaged with staff regarding the emergence of our workforce strategy

You Said, We Have .....

- **You identified** the need for a clear strategic direction, aims, purpose so that staff at all levels were clear about where the Trust is going and the contributions every member of staff makes to the delivery of safe quality care.

- **We have launched** our Trust Strategy in April 2016 with a series of staff roadshows alongside a robust communications and engagement strategy to raise awareness which will continue on an on-going basis to ensure staff are engaged in the Trusts direction of travel and are shaping how it will be delivered, ensuring ultimate success for the Trust. This provides clarity on our direction of travel, our key work streams that our clinicians have developed alongside our ambitions for delivery.
- **You wanted** genuine staff engagement and involvement in all aspects of the business of the Trust, ensuring that you were genuinely listened to and felt you could influence and be innovative for your area of work for the benefit of our patients and our services.
- **We have** made significant improvements in our staff engagement and worked extremely hard to improve clinical engagement specifically. We are still on a journey of improvement in this area but have strong evidence via our annual staff surveys and quarterly Great Place to Work survey that this is continuing to improve.
- **You wanted** improved planning of staffing requirements ensuring that we attract, recruit and retain the appropriate number of staff in the right place doing the appropriate job.
- **We have** gradually reduced our vacancies through a reduction in time to hire, more innovative recruitment methodologies, more proactive engagement of newly qualified staff. Newly qualified staff attrition remains a challenge so we have appointed a dedicated individual to work with newly qualified nursing staff and AHPs to ensure they receive the appropriate support upon their appointments.
- **You wanted** good values based management and leadership – recognition and appreciation for a job well done, with everyone feeling valued for their contribution.
- **We have** designed and delivered a number of management and leadership programmes focused around good values based management and leadership, alongside a new induction programme for newly appointed consultants and managers to ensure they have the appropriate knowledge and skills to lead and manage effectively. All posts that are recruited to Band 8a and above undertake and assessment centre as a core part of the appointment process, this explores individual values and their alignment to the Trust values alongside a range of scenario exercise to test our their competence for the role.
- **You wanted** improved approaches to communication and how we keep our staff up to date with relevant, streamlined messages that we all need to know alongside ensuring the message is representative of the diversity of the organisation and services we provide.
- **We have** undertaken a survey with staff to understand how we could change our approach in how we communicate with you and as a result we have streamlined our Team Brief, reduced the number of publications that go out to our staff, and undertaken more face to face communication. This is an ongoing challenge that will remain our focus throughout the coming year.

The strategy represents the views of our staff and their representatives as solicited through engagement events, staff surveys and focus groups. The focus of our strategy is to develop our Trust to attract, retain

and develop an integrated, responsive and flexible workforce that consistently delivers the best possible care for our patients. The delivery of our strategy will provide us with a workforce that is flexible, responsive, understands their role, is focused on delivering high quality services, that is innovative and has the patient at the heart of everything they do.

**OUR VISION, VALUES AND AIMS**

## Strategy for 2020 – Together We Can

<b>Our Vision</b>	As a high performing Trust, operating as part of an integrated care system, we will provide high quality, safe and effective care. This will be achieved in a financially sustainable way, through our skilled and motivated workforce.
<b>Our Values</b>	<p><b>People-centred</b>- serving people is the focus of everything we do</p> <p><b>Excellence</b> – continually striving to provide the best care possible</p> <p><b>Compassion</b> – always demonstrating we care</p> <p><b>Positive</b> – having a can do response whatever the situation</p>
<b>Our Ambitions</b>	<p><b>Improving Patient Experience</b> – improving our patient Family and Friends test from 95.8% of patients recommending the Trust as a place to receive treatment and/or care to 98% in years.</p> <p><b>Improving Staff Satisfaction</b> – improving our staff Family and Friends test from 69% of our staff recommending the Trust as a place to work to 85% in five years.</p> <p><b>Reducing Staff Vacancies</b> from 4.5% to 2.5% in five years.</p> <p><b>Reducing Mortality</b> from a SHMI of 114 to 100 in three years.</p> <p><b>Reducing Length of Stay</b> from an average of 4.2 days to 3 days in five years.</p> <p><b>Improving our Financial Sustainability</b> by improving our financial risk rating from 2 to 3 in the next three years.</p>
<b>Our Work Streams</b>	<p><b>Quality:</b> Standardising care to deliver high quality care to all patients</p> <p><b>Efficiency:</b> Reducing Length of Stay to deliver high quality care affordably</p> <p><b>Value:</b> Getting most value from all of our resources</p> <p><b>Appropriate:</b> Transforming non-elective points of entry into the hospital to improve patient experience and flow.</p> <p><b>Partnerships:</b> New LHE models of care to deliver high quality care affordably</p> <p><b>Collaboration:</b> Lancashire-wide redesign to deliver high quality care affordably</p> <p><b>Enabling:</b> Putting in place enablers – clinical leadership, communications, IT and data, estates and workforce</p>

*Putting people at the centre of everything we do by:*

- Delivering robust services that provide best possible experiences for our patients, their families and carers.
- Supporting staff to raise concerns that they may have particularly regarding poor care, attitude and potential harm.
- Listening to staff who raise concerns and take appropriate action ensuring feedback is provided.
- Recruiting and retaining the best staff through robust processes ensuring our workforce align with the values and live them everyday.
- Developing our workforce to **realise their full potential** through the provision of learning opportunities for staff at every level.

*To be compassionate by:*

- Treating others how we would wish to be treated
- Always seeking to understand the work of our staff so they can deliver the highest quality and safe care services to our patients.
- Always seeking to support staff health and wellbeing
- Understanding services and the challenges and opportunities they face

*To be excellent by:*

- Always striving to be the best we can be each day at work, doing the right thing each and every time
- Always appreciating the efforts and contributions that others make
- Always taking responsibility for our actions
- Providing the right information upon which to make informed decisions and choices.

*To be positive by:*

- Being proud of the services we provide as an individual, part of the team or on behalf of the Trust
- Always reflecting upon the impact we have upon our patients, their families, their carers and colleagues
- Becoming the employer of choice within the local community and beyond.
- Promoting the excellent work of the Trust and upholding the values at all times.

## EXTERNAL CONTEXT

At a time of significant change with the publication of the Five Year Forward View (Stevens, 2014), the configuration and skills of our workforce need to be challenged and transformed to adapt to the changing NHS landscape and emergent new models of care delivery. This along with findings of the Robert Francis QC Report (2013) and the publication of Hard Truths (Department of Health, 2014) together with the Sir Bruce Keogh's subsequent reviews provide a strong focus for ensuring that our staff are clear about their roles, responsibilities and the expectations of our organisation.

There is also considerable change to our service model as we seek to implement new models of care via the Vanguard programme. The vision for our vanguard New Models of Care across the Fylde Coast is for an integrated care system to improve the health and wellbeing of our population. We are transforming the way care is delivered through a targeted and highly coordinated integrated model of delivery, bringing health, social and third sector services together based within neighbourhoods with a focus on prevention, early intervention, shared decision making and self-care. New roles and ways of working, enabled by technology, will be a key feature of the workforce redesign needed. We will need to recruit additional staff and also support our existing workforce to take on new roles and skills. We have some innovative roles as wellbeing support workers and want to expand these to take on basic clinical skills and also offer combined roles for staff interested in developing clinical skills in addition to administration skills.

The NHS and local care services are needed by us all. They are valued and trusted, even if they don't always meet our expectations. As a Trust we are actively engaged in the Lancashire and South Cumbria Sustainability and Transformation plan. This plan provides an overview of the case for change and the state of our local health and care services. It describes an evidence-based process to identifying and understanding what health outcomes and quality of care we aspire to, and a projection of the impact of an ageing population, increasing needs, and constrained resources. Local GPs and consultants and other care professionals working in local practices, hospitals and care services hear stories from patients and families day in, day out about how good services are. However, many people have experiences that demonstrate that cracks are appearing – and these cracks will only widen if we do not jointly consider how to re-design the care system to meet our residents' needs.

Workforce is a key enabler within Healthier Lancashire and South Cumbria and the primary objective for workforce over the next 5 years is to enable and ensure that both the workforce itself and the requirements of new models of care are effectively planned for and delivered. As well as being an enabler workforce is a driver given the scale of challenge for recruiting and retaining talent, this is a key risk across all the STP.

We also recognise the financial challenges facing the NHS both nationally and locally and the need to provide safe, caring services within the funding available to us.

## TRUST CONTEXT

## *Vision and Values*

We recognise that in order to deliver our vision we must transform our workforce that they are involved and engaged as we develop our seven key work streams and start to see real change for the benefit of our patients. Our vision is:

**“As a high performing Trust, operating as part of an integrated care system, we will provide high quality, safe and effective care. This will be achieved in a financially sustainable way, through our skilled and motivated workforce.”**

We are a high performing Trust and our ambitions underpinning the vision are challenging, but align to our values which were developed through staff conversations in early 2013 and have now been in place for two years.

Our values are below:

**Blackpool Teaching Hospitals** **NHS**  
NHS Foundation Trust

Together we care

# Our Values

- People Centred**
  - Serving people is the focus of everything we do
- Excellence**
  - Continually striving to provide the best care possible
- Compassion**
  - Always demonstrating we care
- Positive**
  - Having a can do response whatever the situation

**The Trust Way**  
“Creating a Great and Safe Place to Work”

## ***Governance***

A core component for ensuring the quality of our workforce and achieving our Trust strategy of **Together We Can** is the assurance we must have and must, in turn, be able to provide to our regulators working on behalf of the public as to the safety of our working practices.

Six areas of policy which are central to providing this assurance in relation to our workforce are:-

- Safe staffing levels
- Safe recruitment and induction practice.
- Compliance with mandatory training requirements.
- Staff being able to raise concerns (whistle-blowing)
- Effective systems of feedback
- Revalidation of medical and dental staff and nursing staff.

We will seek assurance of our progress in these areas through programmes of internal audit and self-assessment against the standards set by the Care Quality Commission (CQC) and NHS Improvement. In addition we will seek to improve policy and practice in ways that enable improved accreditation by external assessments.

At the same time the Board must be assured that changes in working practices or workforce numbers can be achieved in a manner which does not compromise clinical outcomes, patient experience and patient safety as well as staff health and wellbeing. There is therefore a series of important links and areas of joint endeavour with our Quality Strategy and Goals.

## ***Workforce Planning***

In engaging with the new arrangements for the commissioning of education and system wide workforce planning, we need to ensure we continue to take steps to improve efficiencies of our services and the consequent reductions in cost.

We have many workforce challenges that we can address through good workforce planning, these challenges include:

- The need for increased flexibility and versatility in the workforce to meet the needs of our patients and our customers.
- The changing requirements for the workforce to work across traditional organisational boundaries
- The need to ensure that workforce is equipped and ready to deliver excellent patient care in line with demand and service plans
- The need to plan for surges in activity and demand
- The need to respond to requirements for 7 day working and implement new ways of working as necessary.

## *Partnership and Engagement*

Staff engagement is crucial to our future direction and we have been working towards an **engaging culture** throughout the organisation for a number of years. Transformational change requires a shift in the culture of an organisation. Culture can be seen by some as hard to quantify and its importance therefore dismissed, but it is essentially the patterns of behaviour that we all see each day in our working lives. To be successful as a Trust we must become more adept at identifying and improving the behaviours that make us successful and letting go of the behaviours that hold us back. Culture change requires personal change and this adds to the uncertainty for many managers and leaders. To achieve the business benefit required it is essential that appropriate behaviour and attitude is demonstrated from the top – only by doing this will the tangible benefits be realised.

An **engaging culture** achieves results and these can be seen both quantitatively through our staff surveys and other key workforce indicators as well as qualitatively through improvements in team working, staff stories as well as our patient experience surveys. Integration has provided us with the ideal platform from which to blend the positive experiences of our staff from a number of areas and bring them together to create an even better culture for the organisation.

The importance of staff engagement is globally recognised and within the NHS it has been significantly associated with the correlation between patient and staff experiences, the need for continuous improvement and quality and safety outcomes. Engagement is not a new phenomenon to the organisation, we have been moving towards cultural transformation embracing improvement and engagement for the last six years.

We intend to continue enjoying good strong partnership working within the organisation by working with staff and staff representatives in all areas of the Trust. There are significant benefits that can be achieved for both staff and the organisation in working in partnership. Our Staff Side colleagues are involved in decision-making at all levels across the organisation. We will continue to ensure that patients and their representatives are involved and have a voice in how we shape services and respond to their changing needs.

With the changing landscape of the NHS, significant change is inevitable and will require strong engagement with Staff Side in management of challenging workforce issues. Investment in this relationship is crucial to ensure engagement is sustained and improved.

## *Equality and Diversity*

Equality and diversity are at the heart of the NHS strategy. Investing in the NHS workforce allows us to deliver a better service and improve patient care in the NHS. It is our belief that everyone can participate and be given the opportunity to realise their potential. We recognise and value difference and aim to create a working culture and practices that recognise respect, value and harness difference for the benefit of the organisation and the individual, including patients.

We are committed to providing a high quality, accessible and responsive service, provided by staff who reflect the local community, putting the patient at the heart of everything we do. Over the previous year

we have delivered a much-improved service to both staff and patients in ensuring equality and diversity of treatment.

### ***People Management***

Through continuous management development opportunities we will ensure that anyone in a supervisory or management role receives appropriate training and development to support them in their role and they reflect the latest people management practices that are evidence based.

Building workforce capacity and capability improves our efficiency through a performance culture that supports and develops our staff, allowing everyone to share in our objectives. A key part of this will be ensuring that staff are accountable and take responsibility for their contribution to achieving the Trust's overall objectives. The workforce agenda and integration of other services and organisations has presented many diverse challenges and opportunities, which has required us to review the workforce contribution and embark on our innovative journey. The Workforce Directorate is leading a range of people management programmes and initiatives to enable and empower our staff to meet the challenges and opportunities we face. We are building capacity and capabilities by:

- The continuous development of a range of new and improved Leadership and Management programmes from Medical Leadership to Team Leader levels to specifically support organisational change and effectiveness.
- Ensuring Coaching skills are at the heart of all leadership and management development interventions and aligning these to performance and productivity improvements.
- Supporting line managers on the consistent and fair management of performance within their teams.
- Developing and publishing key workforce metrics and measurement information and improving information/data intelligence, trend analysis and benchmarking, together with their impact on clinical performance indicators.
- Continual review of workforce capacity and relationships and building programmes to support working differently.

### ***Robust performance development review and support***

Our staff want to do a good job and having a simple, user friendly yet robust framework that is clear on what is expected of them, monitors performance against those expectations and rewards, whilst recognising that excellence and development is key to the motivation of our staff. It directly correlates with our strategic aim of providing high quality care and being able to treat more patients more effectively, which in turn leads to better morale and staff experiencing greater job satisfaction through performing more satisfying roles. As the research demonstrates, there is a strong correlation with staff appraisal, effective team work and lower patient mortality and reduced length of stay but more importantly a positive impact on the experience and quality of patient care.

A good quality appraisal will ensure that our staff receive feedback on their performance and behaviour with a clear development plan agreed with them to support their motivation and engagement levels, future development and career aspirations. We need to ensure that we continue to develop and improve systems for the revalidation of our staff including the implementation of nurse revalidation currently being developed nationally.

## Effective Learning and Development

We continue to enjoy an excellent reputation for the provision of learning and development. Our mission to deliver integrated care services that are safe, effective and caring has made a commitment to provide the organisational development and learning that is central to improving patient care and supporting staff to grow, develop and realise their potential. We will begin to incorporate the principles of Education Governance, which means:-

- The corporate management and governance of education and learning is formalised within our organisational structures, with Board-level responsibility and accountability for education
- Education Governance has the same priority as Clinical Governance
- There are open, transparent, accessible, clear and equitable opportunities for the whole workforce
- There is a multi-professional governance approach, with enhanced learning leadership, enabling best practice to be shared across all healthcare disciplines and across all levels of staff involved in the delivery of health services.

The challenges of delivering better, faster, safer, quality care and services in a constantly changing healthcare environment requires a workforce that is capable, responsive and committed to continuous learning and development. This involves our staff at all levels being equipped with the right knowledge, skills and behaviours for the roles they undertake and to make contributions towards continuous improvement.

We want to ensure that all our staff are clear about their development needs and can engage fully in the process of identifying their own needs, undertaking activities and evaluating their effectiveness. The delivery of timely and effective learning and development begins with providing clear information, structure and processes that enable both staff and managers to identify and meet learning and development needs. In healthcare organisations this can be complex and there is a need to balance individual, organisational and service development needs within available resources. The basic building blocks for supporting good people management and learning are associated with the appraisal and personal development planning process. Our practice is guided by the Appraisal and Personal Development Planning and the Study Leave policies that we need to ensure are consistently applied, ensuring equality of access to learning and development for all staff.

### ***Mandatory Training***

We want to ensure the delivery of safe, high quality care, through access to and continuous updating of mandatory and essential skills. We have a well-established mandatory training team that provides a comprehensive range of training programmes and services in dedicated training centres as well as directly in the workplace. E- Learning is available and complimented by face to face training for all aspects of Mandatory training in the most effective way in terms of time and quality of learning experience. We will continue to review the programme in relation to national and local drivers and seek to ensure that access to training is as effective as possible, utilising new learning technologies and strategies.

### ***WORKSTREAM ONE – ATTRACT, RECRUIT AND RETAIN OUR WORKFORCE***

Recruitment and retention of good staff remains a huge challenge to ensure we have the appropriate staffing levels to support quality and safe services to our patients. We also need to ensure the recruitment of quality staff who not only exhibit the key skills and experience to undertake their job roles effectively but also demonstrate the right attitudes and behaviours to deliver compassionate care.

We have invested in extra staffing across the Trust and need to improve how we retain, manage and develop our existing workforce as well as ensure that our workforce requirements continue to be at the levels to accommodate safe and effective service delivery needs. Significant progress has been made in recruitment and a focus on retaining staff is required.

The demographic realities of an ageing workforce and the increasingly attractive career opportunities outside the NHS make the recruitment and retention of staff one of the biggest challenges the NHS faces.

We are committed to work towards recruiting and retaining the best skilled and dedicated workforce who are aligned to our vision and values. We are working towards creating a great place to work and to support our vision of becoming an employer of choice, enabling staff to provide excellent patient care.

As an integrated Trust providing diverse services across community and hospital settings we aim to attract, retain and develop a skilled and flexible workforce that is committed to delivering high quality, safe, compassionate care to the local population within an environment of continuous development. The changing landscape of the NHS will require a workforce with greater flexibility and transferable skills. As service transformation and further integration continues involvement through staff membership will be invited and this participation in decision-making will lead to improved staff retention.

As a Trust we have many challenges in achieving our aim of recruiting and retaining a workforce with the requisite skills, within an environment that supports flexible and healthy working practices and professional development to support us to be an employer of choice.

The challenges are significant but we are confident that with the participation and commitment of every member of staff at every level, the Trust will achieve and maintain a skilled and dedicated workforce representative of the communities we serve, and capable of delivering high quality and compassionate patient care.

We recognise that unless we have an appropriately skilled and motivated workforce, we will not be able to deliver our strategic and operational objectives and deliver the best possible care to our patients, their families and the community. To this end we are committed to retaining our 'best staff' to deliver high quality care with improved outcomes for our patients.

## **WORKSTREAM TWO - EFFECTIVE LEADERSHIP, ENGAGEMENT AND ACCOUNTABILITY**

We have a clear sense of direction and purpose; leadership is crucial in defining, reinforcing and maintaining that direction. In order for this to happen, we must have the right people, with the right leadership and management skills to support achievement of the strategic goals and form part of its commitment to ensuring high quality care for all.

An inspired, skilled and efficient leadership workforce is critical in order for us to achieve our goals and deliver the best possible, highest quality care to our patients and service users. Leadership is no longer considered as the realm of the most senior. We require leaders at every level, a model of collective leadership to share accountability and develop leadership throughout the organisation to foster greater degrees of responsibility, innovations, problem solving and coaching capability. Leaders will need to have the skills to motivate staff to enable extra discretionary effort in the service. Linking organisational leadership to the bottom line through effective leadership at every level is a critical task for all of our leaders. To achieve this, we must:-

- Embed systems and processes for developing leadership capability throughout the Trust, by making the development of our staff everyone's responsibility and putting in place enabling mechanisms to build the skills and capabilities necessary for leaders to lead adaptive and highly productive teams.
- Ensure Medical Leadership development and engagement is a priority as our Medical Leaders are central to transforming services.
- Build and consolidate a high performing and inspirational and collective leadership culture that embraces change and encourages innovation.
- Remove structural barriers such as inconsistent practices, silo working and obstructive bureaucracy which hinder the building of a culture of improvement across the Trust.

As much as good leadership is critical to success, exemplar management is also required. Leadership and management are similar and different; job roles within the Trust may combine leadership and management equally, or clearly have the features of one more than the other. To enable our managers to become better leaders, we will continue to build on the use of the Leadership Management Style Questionnaire (LMSQ) and the standard of the 'Trust Manager' to ensure that there is a recognised and consistent approach to the way we lead and manage our staff. This is also reflected in the Trust Values, which are a key component to organisational development, not only in fostering high performance but also in shaping organisational transformation and core behaviours.

All our leaders and managers should be able to demonstrate increased return on investment in terms of cost savings, improved quality, higher productivity and improved patient and service user satisfaction as well as increased employee engagement.

### **WORKSTREAM THREE - VERSATILITY OF THE WORKFORCE- TO REALIGN AND TRANSFORM AS SERVICES CHANGE**

As a provider of NHS services, we are operating in an ever-changing environment, with health care services now being commissioned differently within the new NHS infrastructure. There is more emphasis on network collaborations for more specialised services. There is a drive to provide more services out of hospital and in our community. Urgent care continues to be a key priority so that patients that need our help urgently can access our services whether this is most appropriate in a GP surgery, urgent care centre or in an Accident and Emergency department.

As an integrated provider, it is crucial that we can respond to the needs of our population and provide the health care services that are required. As these needs change we may develop new services, we may change or adapt existing services or we may choose to stop providing certain services that are no longer required of us. It is essential that we can support our workforce to be as versatile as possible so that as services change we can easily re-shape and adapt to ensure we are fit for purpose in an increasingly competitive environment.

Change, whether it is big or small, can be daunting for everybody. Ensuring we have the right processes in place that ensure equity and fairness and provide the right levels of support for every individual who is undergoing change is critical to the success any change programme.

In order for us to provide top class, quality services it is important that we, as an education provider, plan our workforce in a way that considers our links with other education organisations including colleges, universities to ensure we help train students so that they graduate into the professionals we need. We also need to forward plan and forecast service development in a timely way to ensure we address the workforce requirements, whether this is planned recruitment or that we need prepare the team for any skills development required or even looking at new roles.

Staffing benchmarks are an important tool for us to use to ensure we understand and have confidence that the right numbers and skill mix of staff is in place so that our teams are properly resourced to provide the best levels of care possible.

When we consider the versatility of the workforce, this goes beyond skill and technical competence. Whilst this is critical for every member of the team, equally important is the behaviour we all display when dealing with our patients and our colleagues. Our core values include the behaviours we believe fundamentally support the living of our values every day. It is vital that these values and behaviours inform all of our workforce processes so that all our teams are fully engaged with our mission. This will include recruitment, how we interact with our patients and colleagues, managing performance and leadership behaviour.

We provide a variety of diverse services across hospital and community settings. Many of our services are required overnight and at the weekend. Many of our services also have seasonal trends, meaning that at certain times of the year some services are much busier than at other times of the year, this can be different for different services, and for example paediatrics and older people have their peaks at very

different times of the year. In addition we have a significant transient population who require our services.

It is important that we fully understand the workforce implications of our variable demand, service by service; so that we have the right staff on duty at the time we most need them. We need to understand this variability in two ways, in relation to the shift patterns worked across the week, and whether we need more staff working in winter months than in the summer, or it could be a combination of both.

In relation to urgent care across our services we need to ensure that we provide equally safe services regardless of when a patient accesses our systems, so the care that we deliver is standard whether it is a Tuesday or a Sunday.

As a public service we also have public expectations that health care should be accessed when it is convenient for people, which can often be outside traditional working hours. This is particularly relevant for elective care with the expectation that routine appointments should be available to the public outside of normal working hours.

Both these issues are driving the need to provide more of our services across seven days. This for some of our workforce will represent a fundamental change to the way we work now, for others the change is minimal because rotational shift patterns have been in place for some time.

To ensure that we continue to meet changing needs of patients and of our commissioners; we need to develop more innovative roles that are flexible and responsive to change. We will need to consider how we develop further a flexible workforce so we can develop capacity that can respond to fluctuations in demand. We will work with staff to examine flexible working options that work best for all stakeholders whilst maintaining consistent service delivery. Increasing the productivity and efficiency of our staff is essential in order to maximise resources and improve the quality and safety of patient care. Working with Divisions and Directorates we need to help staff to work in different ways, which achieve productivity efficiencies. Effective roster management to ensure temporary staff are only used in the right circumstances are also key to ensuring that our workforce is efficiently managed.

The changing demographics of the workforce and increased competition for highly skilled healthcare staff will require new and more flexible ways of working. As we have already highlighted we will need to find innovative solutions in how and where our services are delivered whilst maximising the competence of our existing staff. This will include challenging historical professional boundaries to achieve greater flexibility, which is a core component of our Workforce Strategy over the next five years.

#### ***WORKSTREAM FOUR - EMBED THE VALUES INTO THE WAY WE DO ALL THINGS***

The requirement for a fully engaged, competent and flexible workforce to meet the radical changes facing the NHS has never been more important. Staff engagement describes what happens when people think and act in a positive way about the work they do, the people they work with and the organisation that they work in. To achieve this, we have been steadily working towards transforming the culture of the organisation in terms of the way we involve and listen to our staff through the use of a variety of approaches such as staff engagement “conversations” and staff surveys.

The core values referred to earlier describe our “Trust Way” and from each of the values a simplified set of behaviours and attitudes have been derived to aid practical use of the values in everyday working life and these are described as the **Trust Person** and the **Trust Manager**.

### **The Trust Person is always**

- Patient focused
- Supporting patients and colleagues, showing empathy and understanding
- Positive, managing their own behaviour and attitude and appreciating the efforts of others
- A team player, striving to communicate effectively and taking responsibility for actions
- Striving to “do their best” for patients and colleagues and seeking out opportunities for improvements

### **The Trust Manager is always**

- Modelling the behaviours of the Trust person
- Supporting staff to do their best for patients and colleagues
- Demonstrating empathy and understanding in their management style
- Demonstrating a positive attitude and acknowledging the efforts of others
- Demonstrating effective communicate effectively and taking responsibility for actions
- Striving to “do their best” for patients, staff and colleagues and seeking out opportunities for improvements

Through the use of the appraisal process for all staff and a specially designed questionnaire for managers known as the Leadership and Management Style Questionnaire (LMSQ) we will be able to discuss and measure the extent to which staff at all levels of the organisation are living the values and provide support and training for identified areas of development.

Our aim is to embed the core values into all HR policies and processes to ensure that we are aligning our expectations in respect of behaviour into how we manage and lead alongside how we challenge poor performance. We are embedding the values into recruitment and selection processes, appraisal and performance management.

## **WORKSTREAM FIVE - CARING FOR THE HEALTH AND WELLBEING OF STAFF**

The national vision is for the full breadth of NHS staff health and wellbeing needs to be met as part of an organisational and system wide approach to improving health in the workplace. We help maintain and improve the health of our staff at work for the benefit of the patients they treat and the organisation as a whole. Our approach is holistic and provides staff with an efficient and effective “wrap around” service that covers both physical and mental wellbeing. We must demonstrate strong leadership, engagement and visible support at Board level protecting and promoting the health of our staff.

Health promotion is key in supporting staff to stay well. As we train our staff to support patients in areas such as smoking cessation, weight management, alcohol and cancer awareness, healthy eating and getting active, we are giving our staff the tools they may also need for themselves. In addition if we can then

support and empower our staff with the provision of our own services or by signposting to external support services we may prevent future absence from work.

Managers will be developed and supported to acknowledge the role health and wellbeing has so that performance and leadership maintains high standards which results in consistently high levels of patient care.

The Occupational Health and Workplace Wellbeing team have and will continue to lead successful campaigns to vaccinate staff against seasonal flu. We are currently undertaking a review in order that we can appropriately prepare and improve on uptake for future campaigns, resulting in greater protection for staff, patients and their families.

We support staff to achieve the highest level of performance, contributing to operational efficiency through dedicated work with staff and managers. We have an established workplace health and wellbeing framework within which our staff feel engaged, supported and provided with opportunities for health and wellbeing improvement. We support staff to remain in work and/or return to work quicker where their very precious skills, experience and knowledge are needed and much appreciated.

#### ***WORKSTREAM SIX- PROVIDING HIGH QUALITY EDUCATION, LEARNING AND DEVELOPMENT***

In order to support the changing NHS landscape we need to ensure that we provide the right environment for our staff to be educated, trained and developed. This will enable staff to provide the care required of an integrated provider, to respond to the needs of our population.

Our aim is to establish a multi professional framework with supporting quality improvement processes to provide assurance to all our educational institutions and our Trust Board that we have a consistent and robust process to ensure all educational and learning standards are being met.

This process will enable a better overview of all clinical placement environments; encourage multi professional learning and multi professional working to align the quality of education for the whole workforce.

In developing our new framework we will ensure we reflect the multi-professional aspects of training and care under the following domains:

**Learning Environment and Culture** – ensures that the learning environment and culture for education and training meets learners’ needs, is safe and open and provides high quality care and experience for patients and service users. The learning environment is multi-professional, with a culture that values and facilitates learning opportunities and support for all learner groups.

**Educational Governance and Leadership**– ensures that all learner placements have effective systems for educational governance to manage and improve the quality of education and training. These systems should treat learners according to principles of equality and fairness, manage their progression and share outcomes of education and training.

**Supporting and Empowering Learners** –ensures that learners receive appropriate education and pastoral support, to enable them to gain the knowledge, skills and behaviour required by their curriculum or specified in their professional standards.

**Supporting and Empowering Educators** –ensures that educators are selected, appraised and receive the support, resources and time they need to support and enable effective education and training.

**Developing and Implementing Curricula and Assessments** - ensures that curricula and assessments are developed and delivered in accordance with regulator, college or university requirements and responds to the emerging models of care and service transformation.

**Developing a Sustainable Workforce** –Underpins the other five domains, by acknowledging that in order to realise our collective endeavour to support and improve the quality of education and training, we must also significantly improve the retention, progression and development of the whole workforce.

## MEASURING OUR SUCCESS

It is essential that we measure the success of our workforce strategy and we can do this in many forums but the principles of provision will be to support the devolution whilst providing assurance. The purpose will be to provide evidence to ensure that work being undertaken in relation to the implementation of the strategy is effective and adding value to the patient and staff experience.

We will measure the implementation of the strategy via the following approaches:

- Continuous monitoring of the achievement of the milestones highlighted in the milestone plan by the Workforce Directorate Board, the Operational Workforce Committee and the Strategic Workforce Committee along with relevant reporting working groups which all play a part in the delivery of the strategy.
- We will continue to benchmark ourselves using key quantitative workforce data and correlate this with operational, finance and quality data.
- Regularly review progress with our JNCC.
- Quarterly Great Place to Work checks.

## NEXT STEPS

The delivery of the key milestones of this strategy is set out in the Key Milestone Plan at Appendix One, and it identifies our key areas for delivery for 2016-17. This will rely on strong performance management, accessible and reliable information, supported by the Workforce Information team and Organisational Development/Learning Team. In addition it continues to rely on the embedding of systems of delivery that support and engage clinicians' in improving the quality of services', interactive staff feedback and ensuring that we find the best evidence externally and undertake research to set the benchmark for others to follow.

Information from the engagement events has been integrated into our strategy to ensure that we continue to respond to the key issues for our staff. Continued engagement with patients, carers and families, alongside our governors and members is essential to ensure we continue to respond to changing needs and expectations.

#### REPORTING PROGRESS

An annual report on progress will be provided to the Strategic Workforce Committee.

#### REVIEW OF THE STRATEGY

This strategy will be reviewed by April 2017 and annually thereafter with the Director of Workforce and Organisational Development initiating the review to ensure it remains fit for purpose.

#### CONCLUSION

The Trust has continued to make progress on transforming its culture, developing and involving our workforce but there is still much to do in creating a **'Great and Safe Place to Work'**. Work will continue on the development of effective workforce practice and processes that underpin best care for better health for our patients and support the Trust's 5 year strategy. Working with our members, governors and other partners is essential to build on engagement both internally and externally, building on our social responsibilities and making a valuable contribution to our communities.

## WORKFORCE STRATEGY ACTION PLAN 2016-17

## WORKSTREAM ONE – ATTRACT, RECRUIT AND RETAIN OUR WORKFORCE

What	Action	Person Responsible	When	RAG
Recruit to vacancies	Manage the Medacs contract to deliver the supply of locum medics, AHPs and nursing staff in line with agreed targets and quality standards	Paula Roles	31 March 2017	
	Work with Medacs and other providers to improve permanent recruitment for medics and nursing staff	Paula Roles	31 March 2017	
	Monthly recruitment and retention Trust meeting to drive activity and support from clinical divisions	Paula Roles	31 March 2017	
	Development of alternative approaches to support recruitment campaigns including better use of social media	Paula Roles	30 September 2016	
	Support the ongoing Workforce Assurance Processes to ensure recruitment activity is supported at Divisional level	Paula Roles Jane Meek	31 March 2017	
	Support and promote widening access schemes (if this is continuing with new commissioning rules) working with HEI providers	Jane Meek	31 October 2016	
	Proactively recruit to the return to practice campaign working with HEI providers	Jane Meek	31 October 2016	

What	Action	Person Responsible	When	RAG
	Review the numbers off Health and Social Care Cadets we support and reduce to increase support for apprentices	Jane Meek	31 October 2016	
	Review the impact of the apprenticeship levy and put in appropriate systems to comply with target set	Jane Meek	31 October 2016	
	Hold open days for prospective fifth year students	Jane Meek	31 March 2017	
<b>Develop integrated, proactive and responsive workforce informatics and systems</b>	Ensure the development of quality workforce information and planning through the use of establishment control and vacancy reporting.	Paula Roles	31 March 2017	
	Utilisation of appropriate workforce planning tools to inform workforce plans and implementation of the workforce elements of the Trust's strategic vision	Paula Roles	31 March 2017	
	Develop clear recruitment trajectories to inform the commissioning of recruitment during 2016/17	Paula Roles	30 July 2016	
<b>Focus on Retention of Staff</b>	Improve the approach to employee relations cases through introduction of the Advisory Services and improved access to information via OneHR	Paula Roles	31 October 2016	
	Recruit a Preceptorship co-ordinator to support newly qualified staff and build in a ROI measure to determine if the post continues	Jane Meek	31 March 2017	
	Proactively recruit undergraduate trainees	Jane Meek	31 March 2017	

What	Action	Person Responsible	When	RAG
	Great place to work group to continue to drive staff engagement and action plan accordingly	Jane Meek	31 March 2017	
<b>Improve the efficiency of the recruitment processes and time it takes to fill vacancies</b>	Ongoing review of recruitment processes and KPIs to ensure improvements in service are maintained	Paula Roles	31 March 2017	
	Participation in NW Streamlining project to support movement of staff across Lancashire and Cumbria Health Economy	Paula Roles	31 March 2017	
<b>Development of new roles and innovative ways of working</b>	Engagement of Workforce Assurance Groups to explore options to traditional roles and design alternative including production of business cases	Paula Roles	31 March 2017	

#### WORKSTREAM TWO - EFFECTIVE LEADERSHIP, ENGAGEMENT AND ACCOUNTABILITY

What	Action	Person Responsible	When	RAG
<b>Improve leadership capacity and capability throughout the Trust promoting a range of tools and techniques, to include LMSQ and a coaching approach with the 'Trust Manager' as the required standard</b>	Ensure the transformational leadership and management programme is aligned to Trust strategy	Jane Meek	31 March 2017	
	Introduce the LMSQ into the appraisal process	Jane Meek	31 March 2017	
<b>Ensure Medical Leadership development and engagement is a priority as our Medical Leaders are central to transforming</b>	Work with the AMD for engagement and leadership to ensure that medical staff are incorporated into all the elements of the transformational plan and have the capability to lead the organisation in its strategic direction	Jane Meek	31 March 2017	

What	Action	Person Responsible	When	RAG
services	Development of a leadership community for medics and managers to support development and provide networking opportunities	Jane Meek	31 March 2017	
	Develop leadership development and engagement programmes for medical trainees	Jane Meek	31 March 2017	
<b>Build and consolidate a high performing and inspirational leadership culture that embraces change and encourages innovation</b>	To review the Trust Cultural Transformation team and ensure priorities are set	Nicky Ingham	31 July 2016	
	Review the leadership requirements to align with the Trust strategy Review the appraisal process and ensure a robust succession plan is integrated into the Trust plan	Jane Meek	31 March 2017	
<b>Improve quality of staff experience and satisfaction in the workplace by promoting and supporting managers to use engagement methodologies effectively</b>	Review Great Place to Work Surveys and Staff Survey information to drive improvements in each area as appropriate	Jane Meek	31 March 2017	
	Review the Investors In People outcomes and ensure a robust action plan is put in place to ensure gold status is maintained	Jane Meek	31 October 2016	

**WORKSTREAM THREE – VERSATILITY OF THE WORKFORCE TO REALIGN AND TRANSFORM AS SERVICES CHANGE**

What	Action	Person Responsible	When	RAG
<b>Implementation of the Workforce Plan</b>	Workforce Business Partners to work with divisional colleagues to ensure that all service and financial developments are understood and the required plans are in place	Paula Roles	31 October 2016	
	Work with HENW to ensure that workforce planning feeds into the NW strategy	Paula Roles	31 October 2016	
	Pan Lancashire development of a new workforce planning tool (Healthy Lancashire)	Paula Roles	31 January 2017	
	Support the recruitment and training requirements of the Vanguard programmes	Jane Meek Paula Roles	31 October 2016	
	Promote new ways of working and alternative roles as part of the development of workforce plans including production of business cases	Paula Roles	31 March 2017	
	Support delivery of CIP schemes linked to improving productivity	Paula Roles Jane Meek	31 March 2017	
<b>Values based organisational change and practice</b>	Ensure that Workforce Business Partners and OD team are involved in any major change programme to ensure any negative impact on individuals is minimised	Paula Roles/Jane Meek	31 March 2017	
	Involvement in the Trust strategic improvement plan to ensure the workforce element is taken into account	Nicky Ingham	31 March 2017	

What	Action	Person Responsible	When	RAG
	Involvement with the Vanguard programme to ensure that the workforce is prepared to meet the change in service models	Nicky Ingham Paula Roles	31 October 2016	
<b>Controls on temporary staffing usage</b>	Ensure usage of temporary staff is in line with Trust authorisation and control processes and compliant with Monitor guidance on agency usage	Paula Roles	31 July 2016	

#### WORKSTREAM FOUR – EMBED THE VALUES INTO THE WAY WE DO THINGS

What	Action	Person Responsible	When	RAG
<b>Recommending the Trust as a place to work- staff advocacy</b>	The values are integral to the Trust strategy engagement plan	Jane Meek	31 July 2017	
	Great place to work survey to be undertaken quarterly and themes captured	Jane Meek	31 March 2017	
	Quarterly monitoring of recommending the Trust as a place to work incorporated into the strategic review measures	Jane Meek	31 March 2017	
	Support the WFBPs with divisional action plans to improve advocacy and engagement	Jane Meek	31 October 2017	
<b>Great Place to Work Group</b>	Continue to drive the engagement strategy through the great place to work group	Jane Meek	31 March 2017	

What	Action	Person Responsible	When	RAG
	Use information from the great place to work survey to provide greater clarity and understanding of staff views and to drive an improvement plan	Jane Meek	31 March 2017	
	Staff Engagement Update magazine	Jane Meek/Derek Quinn	31 March 2017	
<b>Communications supporting the engagement strategy and promoting the Trust values</b>	Promote the Trust’s new 2020 vision and the Together We Can branding through roadshows and then continuous development through all communications channels available. Work closely with Work Programme leads to cover their monthly inputs into the campaign.	Derek Quinn	31 March 2017	
	Bi-monthly Pulse magazine to focus on values and strategic review work programmes	Derek Quinn	31 March 2017	
	Promote the “Proud to Be” campaign to support the values and showcase excellence	Derek Quinn	31 March 2017	
	Ensure the values comms are linked in with the strategic review	Derek Quinn	31 March 2017	
	Develop an awareness of, and promote, the new reward and recognition scheme through available communications channels such as The Pulse, Newsround, social media etc	Derek Quinn	31 March 2017	

**WORKSTREAM FIVE – CARING FOR THE HEALTH AND WELLBEING OF OUR STAFF – SWT Lead**

<b>What</b>	<b>Action</b>	<b>Person Responsible</b>	<b>When</b>	<b>RAG</b>
<b>Build on the current well-being interventions in order to meet the needs of a diverse workforce long term</b>	To continue to drive the Healthier Workforce Taskforce group agenda to deliver and embed the Health and Wellbeing Strategy and action plan	Lesley Smith-Payne	31 March 2017	
	Use the Workplace Wellbeing Charter standards as a framework to underpin the interventions designed to prevent ill health and create a supportive environment so that our staff feel encouraged to lead healthier lifestyles. . We will also use the standards as a roadmap to support our pledge under the Public Health Responsibility Deal concerning health at work	Lesley Smith-Payne	30 September 2016	
	Register our intention to achieve the 3 levels up to Excellence and achievement of the National Award	Lesley Smith-Payne	31 March 2017	
<b>Provision of health promotion initiatives for staff</b>	Work with Healthier Workforce Task group & Champions to implement a series of wellbeing events for staff- under the branding of A better tomorrow for BTH staff	Lesley Smith-Payne	31 March 2017	
	Do a Health Needs Assessment survey for all staff to gather data to understand and inform the specific areas of health & Wellbeing need within the organisation so interventions can be prioritised	Lesley Smith-Payne	31 May 2016	

What	Action	Person Responsible	When	RAG
	Continue to develop and review all health and wellbeing interventions to ensure the action plan serves as a roadmap to guide the holistic health & wellbeing priorities and identify any gaps and areas that require improvement	Lesley Smith-Payne	31 March 2017	
<b>High Sickness Absence</b>	Continue to Support and embed the roll out of the NHS Employers emotional toolkit	Lesley Smith-Payne	30 September 2016	
	Deliver the Supportive Leadership & Management Behaviour Module developed by Zeal Solutions	Lesley Smith-Payne & Carrie Graham	31 July 2016	
	Support the annual flu campaign and drive improved compliance	Lesley Smith-Payne	30 September 2016	
	Develop “in- house” resilience & self-care packages to support and encourage staff to take personal responsibility for their health & wellbeing	Lesley Smith-Payne	30 September 2016	
	Provide fast track access to health & wellbeing support	Lesley Smith-Payne	30 April 2016	
	Develop pathways to provide physiotherapy support to staff	Lesley Smith-Payne	30 April 2016	
	Recruit a substantive OHS consultant to support the delivery of high quality occupational health services	Lesley Smith-Payne	31 July 2016	

What	Action	Person Responsible	When	RAG
	Continue to support managers and leaders on managing absence utilising the Fitness to work principles and exploring opportunities for additional funding	Lesley Smith-Payne	30 July 2016	
<b>SEQOHS</b>	Ensure the department maintains its SEQOHS accreditation	Lesley Smith-Payne	30 September 2016	

**WORKSTREAM SIX- PROVIDING HIGH QUALITY EDUCATION, LEARNING AND DEVELOPMENT**

What	Action	Person Responsible	What	RAG
<b>Establish an educational framework</b>	Introduce a multi-professional education and governance structure to support workforce education change and best practice	Jane Meek	31 March 2017	
	Work with multi- professional educational colleagues to embed systems and processes to provide assurance across all professional groups	Jane Meek	31 March 2017	
<b>Quality improvement processes</b>	Introduce a single robust quality assurance programme and trainee support system for all healthcare professional trainees within the organisation using the HENW model	Jane Meek	September 2016	
	Implement the new Junior doctor's contract, setting up appropriate systems for exception reporting working with the Trust guardian.	Jane Meek	September 2016	
	To provide assurance on the HEENW and University programmes of QA which includes visits, report, action plan and continuous improvement for all professional groups	Jane Meek	31 March 2017	
	Develop a programme of communication around Bullying and Harassment and raising concerns for trainees and students	Jane Meek	31 October 2016	
	Support the development of advanced practitioner, Physicians Associate and associate nursing roles working with the clinical divisions and HEIs	Jane Meek	31 October 2016	

<b>Learning environment and delivery of curricula</b>	Ensure that our educational and learning environments provide the correct conditions for our learners	Jane Meek	31 October 2016	
	Ensure that we support the curricula delivery and assessments required to enable our students to develop and grow in line with their professional requirements	Jane Meek	31 October 2016	
<b>Supporting Educators and Learners</b>	Ensure that all Educational and Clinical Supervisor of trainers are adequately trained and meet the standards required of the GMC	Jane Meek	31 October 2016	
	Develop Educational Faculty development programmes	Jane Meek	31 March 2017	