

Interim Workforce Strategy (2018-2020)

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INTRODUCTION

The purpose of this document is to provide an interim workforce strategy to support the delivery of the Trust's 2020 vision and strategic goals.

A strategy was originally developed in 2015 and some progress has been made in implementing a number of the aims and objectives contained within this. However, given a range of further emerging issues and a reconfiguration of the HR service to now include Equality and Diversity, Organisation Development and some aspects of Education and Training, it is an opportune moment to reappraise the workforce agenda.

The Trust's Clinical Strategy recognises that our staff provide care and treatment with skill and compassion. Their work is highly stressful and demanding and therefore this workforce strategy, reflecting the priorities in the clinical strategy focuses on how we can ensure our staff are supported to do the best job they can.

The priority outcomes for staff detailed in the Clinical Strategy are:

- We will be treated with care and compassion and experience a work environment that enables us to do our job effectively.
- We will have our hard work acknowledged and valued.
- We will have jobs that are more manageable and we will have ways to address excessive workload without putting patients at risk.
- We will have more time to do all that we need to do – including more time in face to face contact with patients. We will also be able to take time out for training and to be a better team.
- Our key systems and processes will help us with our jobs, not hinder them.
- We won't tolerate bullying and we will all be holding all staff to account for the values and behaviours we aspire to hold.
- We will get the supervision and management support we need.
- We will feel involved in key decisions affecting our work.
- We will fully understand the strategic plans impacting on our work and these will be enacted in a thoughtful and thorough way.

THE WORKFORCE STRATEGY

Given the aspirations contained in the Clinical Strategy, the work that has already been undertaken in implementing the previous HR strategy and the results of the 2017 staff survey, this interim strategy focuses on five themes.

These are

- Building on our approach to effective recruitment and retention
- Developing new ways of working to support our current and future workforce
- Developing our approach to staff wellbeing
- Further developing our desired culture
- Workforce performance and development

The five themes are explored in more detail within the following pages of this strategy. For each theme there is a vision which details our aspiration, a summary of those areas that we will focus on to realise this, and a summary of which priority staff outcomes as detailed in the clinical strategy each theme seeks to support. The areas of focus are not exhaustive but rather those issues which are of the highest priority.

The success of this strategy is dependent on a number of factors. It needs to be based on a partnership approach between leaders, managers and staff. Close working relationships also need to continue to be developed with recognised Trade Unions given the importance that the Trust puts on their role in actively representing the views and interests of staff. It also needs to integrate with other enabling strategies such as those relating to Equality and Diversity, ensuring opportunity for all, Finance, Digital, Estates and Communications. A shift of emphasis for the HR service is also required and we have therefore developed a supporting strategy around this.

Whilst this interim strategy has been developed to support the Trust's vision to 2020, it will evolve and develop to take account of new priorities in line with future aspirations.

To compliment this strategy, action plans will be developed to deliver each of the themes and key priorities and provide timescales for implementation. As part of the refresh of Our 2020 Vision (to be published in April 2020) we will need to describe and embed a set of clear, strategic organisational priorities that everyone understands, owns and feels able to contribute to. This is one of the objectives of our communications strategy.

BUILDING ON OUR APPROACH TO EFFECTIVE RECRUITMENT & RETENTION

VISION

To enable the development and delivery of effective workforce plans to support the recruitment and retention of the right people, in the right numbers to deliver outstanding care and treatment.

We will:

- Create the kind of culture where people feel valued and where they therefore want to stay
- Support Care Delivery Services to produce local workforce plans which clearly articulate their staffing requirements.
- Develop proposals for staff approaching retirement to make sure we support options to retain lived experience and wisdom for all professions and staff whatever job people do.
- Refresh our recruitment branding material where appropriate, working in partnership with Communications to ensure we present an attractive and strong presence in the employment market.
- Strengthen our involvement with the *Step into Health* programme to ensure an access route into employment and career development to people from the Armed Forces.
- Identify gaps in our current terms and conditions which may be inhibiting recruitment and retention and where possible, address these.
- Commit to and fully participate in the NHS *Streamlining* initiative which is designed to ensure staff, particularly medical colleagues can smoothly transition from one employer to another.
- Develop a retention strategy to address the core reasons why staff leave the Trust, particularly in the first twelve months of employment.

PRIORITY OUTCOMES TO ADDRESS

- We will have jobs that are more manageable.
- We will have more time to do what is needed and the ability to take more time out for training.
- We will experience a work environment that enables us to do our job effectively.

DEVELOPING NEW WAYS OF WORKING TO SUPPORT OUR CURRENT AND FUTURE WORKFORCE

VISION

To create a range of new clinical and non-clinical mental health roles to help the Trust mitigate the challenge of recruiting to certain posts and to develop new career pathways to support recruitment and development.

We will:

- Establish and develop four new job roles: Peer Support Workers, Nursing Associates, Graduate Mental Health Workers and Physicians' Associates.
- Create the right structural and cultural conditions for the new roles to be integrated into the existing workforce.
- Establish strong links with education providers to ensure students are being trained appropriately to meet the skill set requirements for the new roles.
- Support the achievement of the Mental Health workforce plan for Surrey and East Sussex Sustainability and Transformation Partnership as part of the Five Year Forward View for Mental Health.
- Develop an organisational apprenticeship strategy which provides new avenues for recruitment, development pathways for existing staff and fully utilises the Trust's apprenticeship levy.

PRIORITY OUTCOMES TO ADDRESS

- We will have jobs that are more manageable.
- We will have more time to do what is needed and the ability to take more time out for training.
- We will experience a work environment that enables us to do our job effectively.

DEVELOPING OUR APPROACH TO STAFF WELLBEING

VISION

To support staff to undertake the best job they can by developing the right interventions and work environment to create the biggest possible effect on staff health and wellbeing.

We will:

- Develop a Trust wide approach to developing effective teams recognising that good teamwork is an essential component of high quality and effective clinical care and has one of the biggest positive impacts in health and wellbeing.
- Develop a sustainably funded staff wellbeing programme and define the range of evidence-based interventions that will be offered.
- Ensure staff conduct a workplace environment review to identify solutions to improve the working environment for staff.
- Introduce a new self-referral system where staff can anonymously refer themselves to talking therapy services outside their work area should they wish.
- Ensure staff have clear job plans with realistic expectations set around task and workload which they can influence.
- Ensure all staff have regular supervision where workload and wellbeing can be regularly reviewed. This will be backed up by wellbeing, mentorship and continuing professional development training or support programmes.

PRIORITY OUTCOMES TO ADDRESS

- We will be treated with care and compassion
- We will feel involved in key decisions affecting our work
- We will have jobs that are more manageable.
- We will get the supervision and management support we need
- We will have our hard work acknowledged and valued

FURTHER DEVELOPING OUR CULTURE

VISION

To develop a culture and working environment which is based on trust, learning, accountability and responsibility where staff feel empowered to influence and make positive changes to working practices.

We will:

- Fully explore the concept of Just Culture and how this approach could benefit current culture and working practices.
- Engage and Involve staff in developing our approach to creating a culture of trust, learning, accountability and responsibility.
- Review and ensure existing programmes of work which have the potential to significantly impact on culture are aligned and developed collectively. These include Quality Improvement (QI), Freedom to Speak Up and Leader/Leader.
- Ensure our Organisational Development approach facilitates and supports the cultural changes we are seeking to make.

Continue to ensure that our values guide our organisational behaviours and decision making.

PRIORITY OUTCOMES TO ADDRESS

- We will be treated with care and compassion and experience a work environment that enables us to do our job effectively
- We will have our hard work acknowledged and valued
- Our key systems and processes will help us with our jobs, not hinder them
- We won't tolerate bullying and will hold staff to account for the values and behaviours we aspire to hold
- We will feel involved in key decisions affecting our work

WORKFORCE PERFORMANCE AND DEVELOPMENT

VISION

To ensure that as a Trust, we have the right systems and processes in place to provide staff with the necessary skills and experience to provide safe and high quality services

We will:

- Ensure we have the most effective arrangements in place to facilitate staff being able to undertake mandatory and statutory training so they are fully compliant.
- Ensure all staff receive an appraisal where they have the opportunity to review their performance, discuss their development needs and gain clarity of what is expected of them in their job role.
- Develop arrangements to ensure that our managers have the appropriate skills and tools to effectively undertake the people management aspect of their role.
- Optimise the use of IT systems to facilitate workforce performance and development.
- Provide workforce data in such a way that supports effective management of staff performance and development.

PRIORITY OUTCOMES TO ADDRESS

- Our key systems and processes will help us with our jobs, not hinder them
- We will get the supervision and management support we need
- We will have our hard work acknowledged and valued
- We will feel involved in key decisions affecting our work

DEVELOPING HR SERVICES – SUPPORTING STRATEGY

VISION

We will provide an HR service which makes a demonstrable impact and contribution to all who work in the Trust and one which operates as a professional and customer orientated service in all that it does.

We will:

- Maximise the benefits of integrating HR, Equality and Diversity, Organisation Development and some aspects of Education and Training into a single service.
- Deliver our services through close partnerships with leaders, managers, staff and trade unions.
- Ensure that services are delivered in a timely, responsive, flexible and solutions focused way.
- Value and celebrate difference whilst upholding the highest standards of equality of opportunity for all.
- Ensure that equality, fairness and transparency shape and inform our policies, practices and processes.
- Encourage the highest standards of integrity, probity and professional conduct in our approach to our work and the service we provide.
- Develop an environment that fosters creativity in our ideas, incentives and solutions we offer.
- Actively seek feedback and use this as a way to learn and develop the service we provide.

Delivering the five strategic themes will require the involvement of all of our leaders, Managers, staff and trade unions. It will also require a change of emphasis for the HR service whereby it makes a significant contribution to the strategic agenda and develops a culture of excellence in HR service delivery.