Whittington Health NHS Trust
TRUST WORKFORCE STRATEGY
2016 – 2021

EXECUTIVE SUMMARY

The Trust's Workforce Strategy takes account of the priorities contained within our Clinical Strategy and provides the strategic overview of the Trust's aspirations and challenges over the next five years.

The NHS faces financial challenges in the future, and our strategy sets out how we will proactively deploy and develop our staff at the same time as continuing to ensure staff are developed to achieve the highest standards of patient care and that the leadership by our managers focuses on organisational change and leadership, open and honest communication, planning and leading teams.

There will be a detailed action plan supporting this strategy that will be monitored by the Workforce Assurance Committee.

The strategy is structured in three parts:

- aspirations of our Workforce Strategy and strategic context;
- six strategic objectives;
- an organisational development plan that sets out a programme of organisational development interventions that will support the delivery of our aspirations for the future of the Trust.

The six strategic objectives are core to its delivery, and the aspirations of the workforce strategy will all be achieved through the delivery of the objectives. These are:

1) Performance management, maximising productivity and ensuring quality
2) Workforce planning and design
3) Education, training and learning
4) Employee engagement and wellbeing
5) Becoming an employer of choice
6) Rewarding and recognising staff.

The Workforce Strategy was developed and refined following a wide-reaching consultation with managers, staff and staff side representatives and will be reviewed on a quarterly basis by the Workforce Assurance Committee.

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1. Introduction

Whittington Health was one of the first Integrated Care Organisations (ICOs) in the country and embarked on a journey to continue to improve patient safety and experience, by joining up community and hospital care. This journey continues, with many excellent models of service integration successfully embedded across Islington, Haringey, parts of Enfield, Hackney and Camden. These services are designing innovative pathways that are providing modern, safe and high-quality care to patients and carers.

In this setting the next five years will be challenging and exciting for our workforce. To deliver on the Trust's complex agenda and Clinical Strategy an integrated approach to service, finance, estates, IT and workforce management and planning is essential. Changes in workforce will be driven by a range of factors; not least the emerging Estates Strategy.

Our Workforce Strategy sets out the strategic framework for supporting the achievement of the Trust's wider strategic plan across the range of workforce issues and priorities.

2. Background

Whittington Health provides hospital and community services to around 500,000 people living in Islington and Haringey, as well as other London boroughs including Barnet, Enfield, Hackney and Camden. In 2011, we combined with community health services in Islington and Haringey. We now have over 4,500 staff delivering care from more than 30 locations across Islington and Haringey.

We have a highly regarded educational role, teaching undergraduate medical students, nurses and therapists each year, and providing a range of educational packages for postgraduate doctors and other healthcare professionals. We will continue to have excellent opportunities to promote vocational learning via apprenticeships.

To continue to progress our agenda by 2021 Whittington Health aspires to have a workforce that is representative of our population demographics and is responsive to innovative and changing patient pathways.

Our Clinical Strategy demonstrates our ambition for the future and provides a framework for how the Trust will retain its exceptionally strong reputation by continuing to be patient focussed, clinically led and high achieving. Our mission is "*to help local people live longer, healthier lives*". Our aim is to treat patients as close to home as possible and in the most appropriate setting for their needs. Examples include our pioneering Ambulatory Care service and our Hospital at Home service that is providing care at home for children and young people.

We are also at the forefront of delivering high quality specialised care. For example, WH is the lead provider of the newly coordinated TB service for North Central London, in partnership with UCLH.

Our vision for the next five years will build on the work we are already doing.   We recognise that the core workforce issues facing the Trust, which have been highlighted through national surveys and inspections as well as local intelligence, include: improving staff engagement; responding to the equalities agenda; recruiting and retaining a substantive, flexible workforce in an increasingly competitive London labour market; and creating a positive organisational climate where staff are motivated to do their best and where we have eliminated any legacy negative cultural issues (e.g. bullying).

3.   Strategic Context

We are proud of, and determined to maintain, our focus and high standards in the quality of care we provide to our patients. The current economic and complex NHS commissioning environments make this a challenging time for the Trust. Changes in ways of working will be required as the Trust implements our Clinical Strategy over the next five years. The profile of our workforce will be focussed around the needs of our patients in terms of skills, values and behaviours.

We continue to strive to achieve excellent care provided by expert, caring staff. To do so, it is important that we continue to achieve an increased drive for efficiency, alongside quality. We will continue to be innovative leaders in current as well as new areas of excellence, for example coordinated TB services.

Our Workforce Strategy supports achievement of the Trust's Clinical Strategy and will help drive the development of other strategies, in particular: Education and Development, Internal Communications and Equality, Diversity and Inclusion.

Our Workforce Strategy describes our vision for the type of workforce we will need to deliver our services within a viable financial model. The aim of our strategy is to develop a flexible, skilled and motivated workforce that has the competencies, capacity and capability, alongside demonstrable behaviours in line with the Trust values, to meet the Trust's objectives and future challenges.

Aspirations for the Workforce Strategy

Our workforce is at the heart of our vision - to provide excellent care delivered by expert and caring staff. We are dependent on the creativity and expertise of our staff. Our strategy is built on the principle that supporting excellent people is central to delivering the highest quality of care and that innovation will be derived from our clinical staff. In summary, it is our highly skilled and committed workforce which enables us to deliver   high quality care and leading edge treatment supported through education and research.

We have a highly trained and skilled workforce, investing in both their academic qualifications and ongoing skills development. The Workforce Strategy will ensure that this position is both sustained and further developed.

We aim to recruit, develop and retain a workforce that demonstrates our Trust ICARE values (Innovative, Compassionate, Accountable, Respectful and Excellent).

These values have been drawn from our previous Trust values, and shaped by staff engagement via feedback through the intranet, and staff focus groups who have developed behaviour statements that sit under each of our values.

Our values not only enable the Trust to shape what we do, but also how we do it and why. They are fundamental to the way we do business and care for our patients. Value is not only created through people, it is co-created through people inspired by a common purpose, working to shared values, inspired and engaged, giving more of themselves to a common and shared endeavour.

To support our strategic goals and corporate objectives the following are proposed as the aspirations of our Workforce Strategy.   We will:

- Create a high performance environment where our people are clear about what is expected, receive regular constructive feedback on performance, are rewarded and developed appropriately and poor performance is addressed;
- Enable staff to make the best use of their time to do the best job that they can;
- Align our leadership and management structures, capacity and capability to deliver the Trust's objectives in an open and safe culture;
- Define and achieve a sustainable vision for the medical workforce;
- Engage our staff with our work , so that they can actively contribute to its objectives and success *;*
- Improve results in staff surveys, aspiring where possible to be in the top quartile nationally, and learn from and act on the information they provide;
- Develop modern, competitive and flexible total reward packages, that recognise high performance, innovation and productivity;
- Develop the appropriate skills for all of our workforce for now and the future for WH;
- Recruit the right people for the right roles and achieve a flexible and responsive workforce.
- Work collaboratively with local partners to share and retain a responsive workforce.

The Workforce Strategy, the work of the Workforce Directorate and the wider workforce, will all contribute to the achievement of the Trust's objectives for 2016 – 2021.

The Workforce Strategy is necessarily a whole organisation strategy and must be owned by the Trust as a whole.   In this, the workforce directorate will deliver expert management support across a wide range of human resources functional areas and provide high quality, low cost transactional services, most notably recruitment and temporary staffing.   Through learning and development and organisation development the Directorate also aims to provide the Trust and its staff support for the values, behaviours, skills and capabilities necessary to perform at their best.   We support line management to provide excellent leadership and support to their staff, coaching and enabling them to deliver top quality care to our patients.

4. Organisational Development Plan

Organisation development is the key enabler to deliver the aspirations of this Strategy. As such we have set out clear organisation development priorities as an initial tenet of this strategy.   Once the Workforce Strategy has been formally approved, a programme of organisational development (OD) interventions will be developed that will support the delivery of our aspirations for the future of WH, grounded in an assessment of where we are now, and an articulation of our intended direction for the future. The Organisational Development Plan will therefore:

- Set out the development priorities, intentions and direction for our organisation;
- Outline a practical plan to support our ongoing growth and the development of our supporting strategies;
- Acknowledge the emergent and changing nature of organisational reality, so building in ongoing review and amendment.

The overriding intention will be to encourage a lively and energetic debate throughout WH about how people connect with each other in order to develop an organisation that can deliver the highest quality services to patients in a caring and compassionate way. Through this we will develop a clear and sustainable strategy for our services.   The Organisational Development Plan will reflect this and will need ongoing review to ensure it continues to

complement other service and corporate strategies as they are developed, to remain relevant and congruent with our strategic direction of travel.

The OD Plan can be found in Appendix 1.

5. Workforce Strategy Engagement Process

Our Workforce Strategy has been developed from engagement with key stakeholders. We set out to make the development of the Strategy a dynamic process, to model the type of staff engagement we aim to emulate Trust-wide. The content of this Strategy will remain dynamic and be periodically refreshed to ensure it remains current. To ensure that a range of stakeholder views and experiences were reasonably reflected in the content of the strategy, the following mechanisms were used.

- Feedback from both the national and local staff surveys;
- Reviewing the outcome of discussions with the Partnership Group;
- Input from patient surveys;
- Discussions with a variety of managers both formally through management meetings and informally at ad hoc meetings;
- Learning from local surveys, governance assessments and inspections.

Further engagement processes will continue as the strategy is developed to ensure that the final strategy takes into account the views of our staff. This will include wider consultation with our workforce. In this way, the strategy will be developed through stakeholder engagement, with staff, managers and staff side organisations all making contributions through a variety of existing Trust mechanisms and processes.

Appendix 2 details the consultation and communication process for the Workforce Strategy.

6. Our Workforce Strategy

Our Workforce Strategy has six strategic objectives that are core to its delivery. The aspirations of the workforce strategy will all be achieved through the delivery of these objectives. These are:

1. Performance management, maximising productivity and ensuring quality;
2. Workforce planning and design;
3. Education, training and learning;
4. Employee engagement and wellbeing;
5. Becoming an Employer of Choice;
6. Rewarding and recognising staff.

Implementation of the Workforce Strategy will contribute to achieving the Trust's Clinical Strategy and equality objectives and its success will be measured in terms of the outcomes it delivers across the Trust.

The key actions we will take are set out below under each of the six objectives listed, and will be supported by an action plan that will be monitored by the Board-level Workforce Assurance Committee.

7. Objective One: Performance Management – maximising productivity and ensuring quality

We aim to ensure optimal workforce performance against all workforce performance indicators. We will develop management and leadership capability across the Trust to

deliver high quality and professional services to staff in order to maximise staff retention and productivity.

We will establish a programme of work to optimise the organisation of the clinical workforce across the Trust 24 hours a day, seven days a week where this is driven by patient need and service demands. We will ensure staff are working as efficiently and effectively as possible in all settings – both community and hospital based, and that staff performance is positively managed, resulting in a more productive workforce, driven by staff performance management improvements to ensure quality patient care. Structures and ways of working will be reviewed to ensure that appropriate skill mix, and working processes are in place and that staff are working at an appropriate level, in whichever setting they work.

Key deliverables:

- Refresh our culture through focusing on communicating priorities, what we do and how we do it;
- Enhance our skills and workforce systems to drive through quality and efficiency;
- Develop multi professional clinical leadership throughout the clinical workforce - including medical, nursing and allied health professionals - supported by succession planning. Create a bespoke development programme for clinicians in clinical leadership positions;
- People management skills training will continue to be delivered to reflect changes in legislative and local policy developments;
- Reduce sickness absence by proactive management of absence by managers, supported by proactive HR policies;
- Embed the Trust dashboard as a way of measuring managers' people management performance;
- Better use of information to inform decision making;
- Robust workforce data including establishment, vacancies and staff utilisation;
- Promote greater accountability and responsibility amongst managers for local staff and service decisions;
- A systematic approach to performance appraisal and development review which will ensure the effective contribution of individuals and teams in which they work;
- A systematic approach to identifying and nurturing talent to enable succession planning.

8. Objective Two – Workforce Planning and Design

We will ensure that business plans include (and where appropriate and necessary are driven by) elements of workforce and education planning, including reviewing skill mix and examining opportunities for role re-design. We will work closely with HENCEL (Health Education North Central London) to align our workforce development and delivery of our strategic priorities, including achieving the Trust objectives within the wider strategic context including further integration of workforce and education planning, the development of community based services and, critically, seeking to influence the number of education commissions to meet our recruitment needs. We will support inter-professional learning and support teams to develop and implement team objectives to meet service developments and improvements. Meeting the challenges of providing seven day services will require workforce planning and development, aimed at providing the best quality care to all patients, whatever their additional needs and wherever they are, in hospital or at home, or elsewhere in the community.

Key deliverables:

- Further strengthening clinical leadership at all levels in the organisation to support service line management and ensure that clinical intelligence informs business decisions. This

will be enabled through the development and embedding of the Integrated Clinical Support Units (ICSUs).

- Development of an annual workforce training plan, to support all aspects of the Trust's Clinical Strategy;
- Multi-professional leadership development which will maintain a focus on delivering a high performance culture and deliver results through engendering greater staff accountability and engagement and developing service improvement skills and those to support transformational change.
- Define and achieve a sustainable vision to ensure that we have sufficient clinical workforce to deliver our services while providing great careers for all clinicians. Ensure robust, quality assured systems are in place to support evaluation of our doctors' fitness to practice via revalidation.
- Focus on reviewing and assuring the size and deployment of our nursing workforce to ensure it meets the needs and expectations of our patients and addresses recommendations made in the Francis report.
- Consider the full roll-out of e-rostering system across all areas and professional groups, which will enable the effective allocation of all staff to shifts;
- We plan to continue the development of seven day services and extended day working to meet our patients' needs and expectations. This will be supported by an increase in team based job planning; and the utilisation of e-rostering.
- Review and improve our current information systems to ensure a full range of accurate and timely workforce information;
- Embed job planning processes to fit demand and capacity plans;
- Achieve the appraisal target, and develop processes that pinpoint those individuals that continually exceed personal performance objectives as part of our approach to nurturing and developing talent;
- Workforce expenditure controls will be developed to appropriately control costs and drive efficiencies whilst maintaining quality. We will reduce unplanned temporary staffing spend by developing a planned approach to temporary staffing and reducing overall temporary staffing spend.
- Engender a culture of flexible working that meets the needs of the service as well as supporting staff work-life balance.

9.   Objective Three – Education, Training and Learning

The quality of what we do is determined by our staff. We know from our work with Health Education North Central London (HENCEL) that both student/trainee and regulator feedback indicates that our education provision for professional programmes is currently of a high quality, and in many areas above the national average. In an increasingly financially challenged context, we will work collaboratively with key partners, including HENCEL and local education providers to build on this achievement and further enhance education locally to support staff within their current role as well as providing more structured and equitable opportunities for career development.

We will develop learning packages to support the building of effective relationships with colleagues, which is critical to the cultural attributes we wish to reinforce in line with our values and behaviours. We believe this focus is critical to efficiency and productivity as well as our ability to attract and retain talent. To assist the realisation of our values and behaviours, we will build the skills of managers and staff to foster high quality relationships, as these enable people to be satisfied and more productive. People thus create high quality outcomes and productivity and enhanced service user experiences, within our financial objectives. This leads to greater job satisfaction and greater purpose and meaning, and makes a positive difference to the whole work environment.

We will continue to work internally and with education providers to design, develop and deliver a workforce that will lead to sustainable improvement in the care we offer our

patients. We will support lifelong learning, to engage staff at different stages of a longer working career, along with different forms of learning, including e-learning and other modes of accessing education, training and learning support.

Key deliverables:

- Bring together the strengths in WH education to develop an education strategy, which ensures alignment with the LETB/HENCL for future sustainability;
- Ensure responsive education, training and development provision aligned to Trust priorities;
- Encourage greater leadership responsibilities amongst senior clinicians, and increase involvement of clinicians at all levels in decision-making activities;
- Develop a clinical leadership programme, in particular ensuring the induction and support of newly appointed consultant medical staff;
- Continually review induction and mandatory training to ensure they are fit for purpose and appropriate;
- Offer a programme of relevant and appropriate organisational development and individual learning activities that meet the needs of the Trust and its stakeholders;
- Establish a robust educational and development framework for Health Care Support staff and ensure full integration into our workforce model
- Establish Ensure pathways into employment through education, training and learning.

10.   Objective Four – Employee Engagement and Wellbeing

We recognise that our staff work best when they are well supported and fully engaged so that they can both manage their day to day work and be supported in their wider caring and family related responsibilities outside work. Meeting this objective will be partially tested through the achievement of HR key performance indicators by monitoring the levels of staff sickness absence in the Trust, reduced agency and flexible staffing spend, and staff satisfaction. It will also be measured by the Trust's ability to assist people to return to work or remain in work, where possible, if they suffer from a long term condition. This will become increasingly important with an increasingly ageing workforce.

We will further strengthen our approach to ensuring a healthy work-life balance, reviewing staffing levels and better recognising staff for the emotional labour of the work we do. To support mental wellbeing we will improve the quality of our supervision processes, make intelligent use of technology and further develop shared leadership.

We must ensure we support a more flexibly deployed and responsive workforce, but to enable this, we need to support staff work-life balance and recognise that different patterns of work – increasingly out of traditional working hours - will require different forms of out of work support – for example for those with caring responsibilities.

We aim to increase the ways in which the processes for staff engagement and partnership improve service delivery and decision making, as well as promoting the physical well-being of all our staff.

Key deliverables:

- Promptly tackle areas of concern identified in the staff survey through a range of initiatives;
- Fully embed and communicate our values, including inclusion in the WH performance management framework;
- Promote support to staff to encourage a healthy and high performing work environment;

- Implement our Internal Communications Strategy;
- Recognise and respond to the particular challenges of continuing engaging with community based staff
- Embed the Staff Friends and Family Test and learn from and respond to results, with regard to all sections of the workforce;
- Continue to develop services to support staff who may be experiencing harassment or bullying;
- Build on the Trust's success in being awarded the Mayor of London's Healthy Workplace Charter in 2015 by aiming to achieve Excellence status in 2016;
- Continue to meet both the Trust's own ICARE Values and the four staff pledges set out in the NHS Constitution in a way which demonstrates the NHS's core values;
- Implement the recommendations of the Boorman review, sustain positive initiatives for staff wellbeing; meet compliance targets surrounding the safety and risk of our staff
- Ensure appropriate support is available to staff in times of uncertainty and times of transitioning to new organisational models.
- Review the mix of permanent and temporary workforce that we need to deliver our services efficiently with the aim to reduce the over reliance on temporary staff through a planned contingent workforce plan.
- Integrate work-life flexibility into the day to day work environment through policy, practices, processes and leadership which recognise that staff work best when well supported at home and at work.

11. Objective Five – Becoming an Employer of Choice

We will strive to become an employer of choice, attracting and retaining motivated and talented staff. Modern, flexible and supportive employment practices have a key role in motivating staff, sustaining morale and encouraging staff retention, including in areas where we face particular challenges. We will deliver a timely programme of workforce policy review, reflecting our values and legislative changes, improve sickness absence management and put strategies in place to reduce sickness year on year.

We will develop best practice in promoting equality and diversity throughout the workforce and develop the capability of staff and managers to respond appropriately to diversity issues related to the workforce and patient experience. We will also support a career management framework, which anticipates a longer career pattern for all sections of our workforce, so that we can ensure that career development is properly supported throughout an employee's working life.

Key deliverables:

- Develop a Recruitment and Retention Strategy ensuring that our 'employer brand' is promoted to continue to attract the highest quality staff. Hard to recruit areas will be targeted through a range of initiatives including developing new attraction strategies, recruitment pipelines and talent pools, assessment centres, and international recruitment where appropriate. Local solutions will be developed to respond to areas of high turnover. Integral to these strategies will be the implementation of values based recruitment to support our high performance culture and patient care;
- Develop and embed an excellent workforce service across all areas recognising this is fundamental to supporting managers and leaders to achieve Trust objectives;
- Devise and deliver appropriate actions to respond to the findings from the Workforce Race Equality Scheme and deliver on the Trust's Equality Objectives for staff;
- Fulfill our obligations as a local employer. This means we will work with partners on a variety of schemes, including apprenticeships, to encourage both employment and

development of individuals representing those groups currently under represented in our workforce;

- We will aim to maintain our position as an employer of choice attracting and retaining motivated and talented staff. Modern, flexible and supportive employment practices will have a key role in motivating staff, sustaining morale and encouraging retention. We will identify innovative solutions to systemic challenges – for example the availability of affordable housing for NHS staff in London – to support our aspirations in this area.

12. Objective Six – Rewarding and Recognising Staff

We aim to improve staff morale and productivity through the use of reward and recognition. We aspire to adopt a clearly defined reward strategy and to be a progressive employer, one who influences nationally and locally, embodies modern employment practices, has engagement with our staff at our heart and one for whom there are foundations of successful partnerships, none more so than that with our staff side partners.

We want to be an employer of choice, whereby our culture reflects our core values and we are recognised as being a good place to work. Partnership working is integral to everything we do, be this partnership with our service users, our staff and trade union representatives, the local health economy and the population we serve.

Along with these aspirations we also recognise that the need for an increasing focus on terms and conditions and supporting reward strategies for NHS staff in the years to come, driven by both affordability and the need for flexibility within reward systems is essential to meet service needs and sustain the financial viability of the Trust.

Key deliverables:

- An increasingly innovative approach to benefits, enabling us to utilise current national pay flexibilities to support our service objectives and to support other benefit-related work including changes to pension, and the further development of reward initiatives such as salary sacrifice.
- Commitment to reduce unplanned temporary staff spend (both bank and agency). Bank pay rates will be reviewed so these are aligned to market conditions, can be flexed according to supply and demand and support the Trust's financial strategy;
- Develop specific reward packages to ensure recruitment and retention of the best staff to enable the delivery of the Clinical Strategy;
- Incorporating skills and achievements but also values and behaviours, measuring not only what has been achieved but also how it was achieved.
- Continue to promote the annual staff achievement awards and other forms of recognition for staff achievement.

14. <u>Monitoring and Review</u>

This strategy will be reviewed annually by the Workforce Assurance Committee, which is responsible for monitoring performance against the action plans and will receive regular updates on progress.

 May 2016

APPENDIX 1 Organisational Development Plan
APPENDIX 2 Consultation Process

APPENDIX 1

Organisation Development Plan 2016 - 2021

1. Introduction

This Plan sets out a programme of organisation development (OD) interventions that will support the delivery of our aspirations for the future of WH, grounded in an assessment of where we are now, and an articulation of our intended direction for the future. It therefore:

- Sets out the development priorities, intentions and direction for our organisation;
- Outlines a practical plan to support the development and implementation of our supporting strategies;
- Acknowledges the emergent and changing nature of organisational reality so builds in ongoing review and amendment.

The overriding intention is to encourage greater engagement across WH about how the Trust achieves its objectives and continues to develop as an organisation that delivers the highest standards of care provided by expert and caring staff. Through this we will develop a clear and sustainable strategy for our organisation. This plan will need ongoing review to ensure that it complements other service and corporate strategies as they are developed, to remain relevant and congruent with our strategic direction of travel.

2. The WH of the Future

The context within which we operate is changing rapidly. The Trust has an excellent reputation for being innovative, responsive and flexible to the changing clinical needs of the local population. Our clinicians are encouraged to continuously evaluate their services and to adopt new ways of working across established boundaries in pursuit of improved outcomes.

Our relationship with our community and local partners is important to us and WH is a community asset. Over the next five years we will continue to strengthen our partnerships with mental health, social care and primary care services, alongside our multi-agency partners to deliver our mission and improve the health and outcomes for our local community.

3. The Principles of the Organisational Development Plan

The aim of this Plan is to create an organisational environment that enables and facilitates this to take place. We need to create the capacity, capability and commitment to be able to develop and deliver the Trust strategy now and in the future, and to ensure that we can make the changes necessary to respond to future requirements whilst staying true to the vision for WH in a profound and meaningful way. The programme of interventions proposed in this Plan is designed to achieve this in a holistic way, avoiding initiative overload by identifying the critical steps that will have the greatest impact for us in preparing us for an exciting and challenging period of change.

### 4. Our Organisation Development Model for Diagnosis

OD focuses on ensuring that the organisation's values, structure and roles, processes, leadership and management behaviours, skills and competences are aligned with its strategy to enable it to achieve its goals. It involves a range of planned interventions designed to facilitate change and create an environment and culture that will enhance success and achieve the organisation's objectives. It is concerned with ensuring that the ways in which we deliver our plans and strategies and implement change are coherent with our Trust goals and values; take account of and develop staff's skills and engagement; use appropriate and effective leadership behaviours and are most likely to achieve success.

This approach to OD takes the McKinsey 7-S model as a framework. This model specifies seven factors that define an organisation and describe how it operates. These can be summarised as follows:

- Shared values: what the organisation stands for and what it believes in;
- Strategy: plans for the allocation of resources, over time, to reach identified goals;
- Structures and roles: the way in which the organization's units relate to each other: centralised, functional divisions, decentralized, matrix, network. etc;
- Systems and processes: the procedures, processes, and routines that characterize how the work should be done;
- Style – leadership and engagement: the cultural style of the organisation and how key leaders behave in achieving the organisation's goals;
- Skills: the distinctive capabilities of the workforce and of the organisation as a whole;
- Staff: numbers and types of staff in the organisation.

The model recognises that all seven factors are interdependent and changes to any one will impact on the others. This model is used to structure the assessment of current levels of alignment between the different factors and diagnose where attention is needed to support the organisation in meeting its aims over the next five years.

Seven S OD Diagram
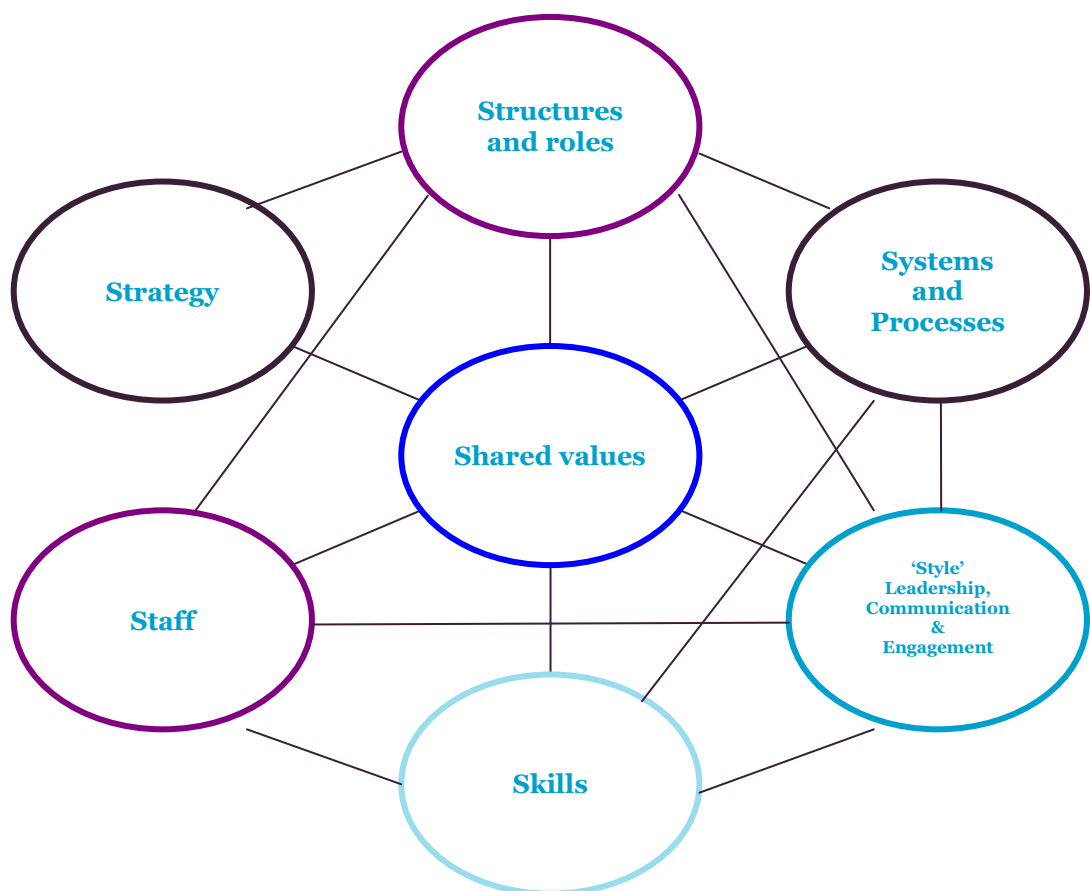
5. The Main Challenges for the Organisation

a) Shared values

Whittington Health is shaped by a distinct set of values that define what we are and how we behave. At this time of change and the focus on the importance of values in the NHS in the aftermath of the Freedom to Speak Up / Francis Report, it is important that we forefront these values to engage staff and they are not lost or undermined in the changes that we make.

Our challenge is to re-engage staff with these values and find ways of expressing and demonstrating them in ways which resonate with staff and add value. We will do this through engaging them in the change agenda. Crucially, we need to ensure that we embed the meaning behind these words into everything we do and then continually test whether this statement of values reflects the experiences of our people. To make this a reality, we will need to:

- Develop an overarching approach to engaging our staff in change through demonstrating our values;
- Continue to define the behaviours arising from our specified values and incorporate them into all our management processes, such as recruitment, appraisal and development;
- Communicate these values at every opportunity, not just verbally but by modelling behaviour;
- Empower staff to make better and informed decisions that are aligned with our business objectives and Trust values;
- Promote a clear, shared understanding of change processes and gain commitment for change, recognising that it is our staff that provide the energy and the means by which we can deliver this sustainable growth and change.

Fundamentally, we need to test with our staff what this means to them, engage them in a process to make this real in order articulate our real point of difference.   We need to ground our values and express these in a way that is meaningful within our organisation.

This will underpin all the organisation development interventions outlined in Section 6.

b) Strategy

Through the current work on the Clinical Strategy and the development of the supporting strategies (Workforce, IT, Internal Communications, Estates etc.) it is important to ensure they are aligned. The process to engage staff in the identification of the Trust's strategic themes will help to raise awareness and commitment to achieving the Trust's ambitions.
The OD plan will contribute to ensuring overall congruence and coherence between the strategies and work in practice, as well as with all other supporting strategies.   These strategies will all need to be regularly refreshed to ensure that they support the achievement of the future rather than maintaining the status quo. The recent changes to the Executive Team are an important mechanism to achieve this alignment.

c) Structures and roles

WH has already commenced implementation of a number of changes to its structure and roles, to better achieve our strategy and we will need to consider and implement further changes in the future to be fit to meet new challenges.

The establishment and embedding of the ICSUs and the strengthening of clinical involvement in decision making is a key deliverable to achieve the challenges set out in our strategy. To ensure that these changes work in practice and really add value, further work is needed to define our expectations of how people will work and to facilitate effective

interactions. A clear decision and accountability framework needs to be developed and embedded to reflect our corporate and clinical governance requirements.

These changes in structure and roles, particularly the greater involvement of clinicians in the management of the organisation need to be achieved in a way which does not lose the benefits of current collaborative ways of working and which strikes a balance between ensuring appropriate accountability and alignment with Trust objectives and enabling our clinicians to 'do their greatness'.

Increasingly the Trust is developing innovative structures and models to enable appropriate collaboration with different services and organisations in its role as a national resource for cancer. We need to ensure that the roles and structures within this are clear and fit for purpose.

Community Services will continue to be an important part of WH where our acute patients come in large part (85%) from the boroughs of Islington and Haringey. Most of our community-based services are provided by these two boroughs, with some covering the boroughs of Camden, Enfield and Hackney.

These communities are vibrant, complex and multi-ethnic, and include considerable wealth and deprivation side by side. They provide all sorts of challenges that attract our staff.

d) Style – Leadership and engagement

A particular challenge for the leadership team, as it establishes itself with new members and drives through the changes in the organisation with increased clinical involvement in decision making and greater accountability at all levels, will be to ensure that its style and approach is congruent with the changes in behaviour that they are aiming to establish in the organisation. The leadership team will want to create an environment where it can be confident that appropriate decisions are made at the right level in the organisation. The development agenda will include interventions to build leadership skills for clinicians and to develop effective decision making processes.

The staff survey findings have demonstrated consistently that our employee engagement is in line with the national average with staff reporting errors; staff appraisal; staff feeling pressure to work extra hours all being areas that require improvement. The implementation of the Trust's internal communications strategy will support this aim.

By doing this, a wider culture of leadership and challenging thinking can emerge, as people change the conversations about what is possible, and understand wider patterns and connections. People need to be given the ability and confidence to challenge poor practice at all levels.

If leadership is about setting priorities and direction of travel, it needs to be supported by effective management (budgeting, scheduling and implementation) and administration (day to day filling in of forms, processing transactions, obtaining and providing data). The three are interdependent but it is important to be clear about the distinctions, particularly in how we state our performance expectations to people in these roles. While developing an inclusive leadership culture, we need to continue to invest in skilling up our managers to understand and perform these roles effectively, while valuing all equally.

Particularly, we need to strengthen operational line management. The senior level of management, where strategic intentions are operationalised, needs attention – focused management development together with an explicit statement of expectations, and framework of decision making; and the creation of the ICSU management teams with more autonomy and the permission and space to get on and deliver.

e) Systems and Processes

In order to improve efficiency there is more to be done to streamline our processes and ways of working. We need to examine what brings value and supports what we are trying to do, and encourage staff to challenge these positively, streamline and automate wherever possible, and remove those that are redundant and no longer serve a purpose. We need to introduce a more systematic way of improving how we work, using service improvement sciences to achieve effective change.

We need to develop our staff to devise, implement and follow efficient processes and equip them with the skills and confidence to challenge ways of working which do not meet our requirements and values, enabling the appropriate accountabilities and relationships to frame these judgements.

Areas for consideration need to include:

- Information systems and processes – integrating and using information from our clinical, finance and workforce systems as business intelligence through the roll out of performance scorecards and service line reporting. This will involve defining what information is needed for what purpose and developing the capacity of all staff to use information to inform decision-making

- People management systems and processes: we need to link sound employment practices to good business outcomes, by creating an environment where staff are valued, rewarded, appropriately trained and developed, regularly appraised and properly managed.

- Extend our investment in technology and new ways of working; use technology for scheduling, planning, rostering activity to improve our productivity. We need to align technological innovation, organisational change and people management by making sure the needs of our people are considered when introducing new technology, including the acquisition of new skills at all levels.

f) Staff

For WH to continue to perform its role in the NHS and deliver on its Clinical Strategy, it is essential that it retains and develops a workforce which is continually able to rapidly introduce and disseminate best practice and with a skill mix which is both efficient and achieves the highest quality standards.

We need to continue to develop roles and skills in advanced practice in nursing, midwifery and allied health professional fields. We also need to develop a robust framework for healthcare support workers as these essential roles increase in the organisation. This will ensure that these staff have the appropriate skills and education to fulfil their role and that the roles are fully integrated as part of the workforce model, with appropriate career development opportunities.

As changes in the medical education model continue and the number of medical trainees is set to reduce, WH needs to consider a sustainable position in relation to its role in developing the medical workforce of the future and the current structure of the medical workforce.

g) Skills

WH has a skilled workforce and it is important that this capability is sustained and developed. As changes in healthcare progress, we will need to ensure that our staff develop the requisite changes to skill sets and competences. In particular, we know that it will be important to develop skills in delivering the new models of care that reflect the advances in precision medicine and personalised care and in working across organisational boundaries.

We need to ensure that our education and development infrastructure is sufficiently robust and integrated to enable development needs to be identified and responded to appropriately and in a timely way, as well as fulfilling the Trust's role in educating others. We need to strengthen our capability in identifying the skills and competences that our staff will need to work in new ways, and how these may be packaged together to create attractive new roles that respond to service requirements and ensure efficiency and a continued high standard of care to patients.

This will enable us to ensure that the profile of the workforce both in terms of roles and numbers is fit for purpose.

6. Proposed Programme of Interventions

The Organisational Development Programme set out below aims to address the themes identified above through a programme of planned interventions. Rather than a collection of discrete actions, there is a holistic approach, with the intention of involving our staff and other stakeholders where possible in the specific design and delivery instead of these being led or implemented externally. The intention is that this engagement will contribute to increased commitment and connection with the organisation overall, involving people not only in the "what" but also in the "how" and "why". In this way, we hope to engage our people more fully in organisational life and recognise their individual and collective contribution to our success.

6.1 Build Strong Corporate Leadership

An intensive development programme for new Board members (executive and non-executive) will be developed. To operate optimally, high levels of mutual trust and challenge need to be in place, usually it takes some time for these to develop naturally. Attention to the development of the Board and Executive Team, both collectively and individually, will continue to be a priority in order to ensure that the behaviours that we wish to promote among all staff, such as personal and collective accountability, creative challenge and feedback, are modelled and displayed at all time by leaders at all levels.

6.2 Develop our Leaders and Managers

We will continue to invest in the development of our leaders and managers and strengthen this, particularly for those in more senior positions, to further develop their capability to bring about the changes required. The following interventions will start this process: development of a Leadership Development Programme for senior staff; enabling access to external leadership programmes; supporting senior staff to take advantage of Leadership Academy initiatives (e.g. Nye Bevan Programme; Elizabeth Garrett Anderson Programme).

6.2.1. Learning through doing – clinical leadership development

We believe that the most effective way to develop our clinical and other leaders will be to focus on the implementation of key deliverables to achieve the learning and behavioural changes which are needed to achieve the strategy.

The development focus will therefore be on the establishment of the ICSUs and service line management to bring about the changes needed. To achieve this, we need to agree clear outcomes that are expected of the new teams being established and provide clear and active support to them in achieving them. The focus of this work will initially be on:

- defining the decision-making and accountability framework within which they will work;
- using new and integrated information sets through performance scorecards to plan and inform decisions and the development of the service;

- engaging all clinicians – doctors, nurses and allied health professionals, at all levels in the design and delivery of new ways of working.

The development of the business planning process and the processes for achieving cost improvements will provide the mechanisms for delivering not only on this work itself, but also to test and bed in the behavioural changes needed. Attention will be needed to the design and implementation of these processes to ensure that they achieve the ends intended. Interventions will include discussions and planning around decision making processes; leadership development for clinicians and the senior leaders and managers critical to the successful implementation of the plans and the establishment of communication and governance mechanisms to encourage and develop the constructive dialogue and relationships to achieve success.

6.2.2. Management Skills Development

We will continue to develop the skills and capability of all who manage staff and invest in supporting both existing and new managers in responding to changes in the working environment and service requirement. The development of a framework of accountability will help us to create a clear and ambiguous statement of expectations of our managers and leaders. This will enable us to develop a framework for identifying and developing our managerial talent, as well as those in existing roles. Our aim would be to be able to identify development priorities against a statement of organisational expectation for the future.

6.3 Engagement for change

To achieve the kinds of change needed we know we need increased involvement of staff in planning the changes and debating the consequences to ensure that the plans are robust, relevant and committed to by the staff that will be responsible for delivering them.
This is important not least for the encouragement of the diversity of experience and perspective that will contribute to help change the way things are done, and identify new opportunities in a safe space. To do this, staff at all levels need to be exposed to the realities of the wider environment within which we operate an open acknowledgement of the complexities of the way in which we work and have the opportunity to explore what this means for us all, both individually and collectively. It is through mutual dialogue that we can move towards a common purpose and in doing so redefine each other as us.

We will embark on a series of strategic conversations with the aim of achieving further analysis; new learning and creative responses to delivering on our strategic themes, in ways that are true to our values. We will develop and support our managers and leaders in having these conversations and ensure that our leadership team play an active part and are visible across the organisation. We will also explore ways in which we can further ensure engagement and staff's views in the development of solutions through, for example the use of a staff panel potentially to include staff governors, staff side representatives and Partnership Group as formal part of process for their views on projects and levels of engagement of colleagues as more of a partnership model.

6.2 Creating our Workforce of the Future

We need to work with our staff to create a vivid and compelling picture of what our workforce will look like in WH in the future. This needs to build on existing initiatives which are already changing the way in which people work and working with the ICSUs to co create new workforce models and roles within an overall WH model. Currently we focus on forecasting numbers of staff in professional roles providing current services to patients in existing ways. The following themes also need to be considered:

- The logistics of how staff work now and how they will organise their activities in the future as the extension of the introduction of mobile working, e-rostering and other similar innovations change the way in which we work and give staff more influence over their own working patterns. What implications will these changes have for supervision and accountability?

- Employee Resourcing - flexibility of deployment in terms of numbers and skills. How will we manage the balance between a substantively employed workforce and access to a flexible resource to give us the ability to flex our workforce in line with service demands in the new world?

- How will we interact with our healthcare partners through the development of new shared competences across organisational boundaries?

For the Trust to be able to address this effectively, we need to develop a new language of competence so that we can describe these new roles, and new career paths. Otherwise we will revert to our default thinking of describing new roles by using existing professional labels and boundaries (nurse, therapist etc). This is an important enabling piece of work that we need to start now, and in order that it is really grounded in our clinical work, this will need to be an integral part of our locality transformation projects, involving our clinical staff and professional leaders. The role of non-clinical/non-registered staff is critical to maintaining high quality patient care.

7. So What Next?

The OD Plan and programme of interventions described above aim to focus on what is achievable. There is a lot to do and we need to set ourselves goals that are stretching and realistic, while recognising that as circumstances change, as they inevitably do, we may not be able to control what happens around us, but we can choose how we respond.

We will need to review our progress regularly. There will be certain key points where temperature checking will take place i.e. annual staff survey and staff friends and family test, monthly metrics to the Trust Board, regular assurance through the Workforce Assurance Committee, informal conversations and feedback will all contribute to our sense of how our organisation is transforming itself. At its very heart, the approach that is being proposed is that of meaningful conversations about the sort of organisation that we want to be. It will be these conversations as they spread and extend across our people that will change our culture in a positive way - it is our words that make our worlds.

Workforce Strategy – Consultation Process

- The outline working draft of the Workforce Strategy was approved by the Trust Management Group (TMG) in January 2016.

- During February 2016 each HR Business Partner to the draft to the relevant Integrated Clinical Services Unit (ICSU) Boards.

- During March 2016 all staff received an electronic version of the draft along with a short questionnaire (utilising Survey Monkey) focussing on the proposed six key objectives, issues around the role of the Workforce Directorate, future of education and performance review.

- Information was included in the Trust's Chief Executive cascade briefing system.

- Following feedback, revisions were made, and the Workforce Assurance Committee approved the final draft at its inaugural meeting in April 2016.

- The Partnership Group reviewed the Strategy at its April 2016 meeting.

- The final Workforce Strategy 2016-2021 was ratified by the Trust Board in May 2016.

Norma French
DIRECTOR OF WORKFORCE