

## Trust Board

ITEM:13  
DOC: 10

DATE: 28 March 2012

TITLE: Workforce Strategy

SPONSOR: Chief Operating Officer

REPORT FROM: Director of people

**PURPOSE OF REPORT**

The Trust Board is asked to:

- 1 discuss and agree the Workforce Strategy
- 2 confirm the proposed monitoring arrangements

**EXECUTIVE SUMMARY:**

Whittington Health's workforce will be critical to the delivery of its strategic goals. The proposed workforce strategy has been developed from the strategic goals in order to support its delivery. The aim of the workforce strategy will be:

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

Based upon the strategic goals, there will be five guiding principles or drivers, which are detailed more fully with the strategy. These are:

- *Staff have the right skills, knowledge and attitudes to deliver high quality safe services across Whittington Health*
- *Staff are proud to be fully committed and engaged in and by Whittington Health*
- *Staff deliver high quality and cost effective services*
- *Staff feel empowered to make decisions and take the associated responsibility*
- *Staff provide effective leadership at all levels.*

This strategy is being consulted upon widely with its workforce, trade unions and professional organisations, for their views and inputs. These will be reflected in revisions to the workforce strategy which will be reported back to the Trust Board through the Integrated Business Plan as part of the foundation Trust application.

This workforce strategy will be implemented through planned change programmes and monitored through measures of success. The Workforce and Development Group, which is a sub group of the Quality Committee, will oversee the implementation of this strategy. It is proposed that the Executive Committee and Trust Board monitors progress on a six monthly basis.



**PROPOSED ACTION:** to agree Workforce Strategy

**APPENDICES:**

**DECLARATION**  
In completing this report, I confirm that the implications associated with the proposed action shown above have been considered  
This report addresses:

- Moving ahead on all Trust strategic goals
- Risks identified in Board Assurance Framework
- Requirements of the Integrated Business Plan

**Supporting Information**

## Whittington Health: Workforce Strategy 2012-17

### Organisational strategy

Whittington Health has defined its core purpose as:

**“To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers”**

Whittington Health has identified that this will be achieved by 2017 by the attainment of the following five goals:

**1. *Integrated care***

Integrate models of care redesigning services around individuals' needs and preferences

**2. *No decision about me without me***

Ensure “No decision about me without me” working in partnership with our patients and service users to ensure they lead and own decisions about their care

**3. *Efficient and effective care***

Improve outcomes that matter to patients and service users whilst providing value for every pound spent, by driving up efficiency and effectiveness in all we do

**4. *Improving population health***

Improve the health of local people through partnership with patients and service users, and treating all interactions as health promotion opportunities

**5. *Innovation and improvement***

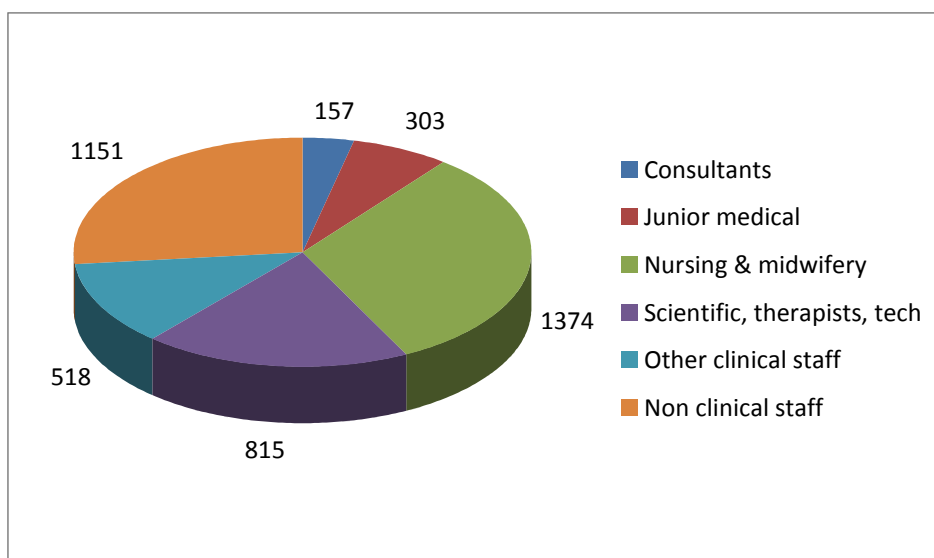
Build a culture of innovation and continuous improvement working flexibly and differently to ensure that quality and caring are at the heart of all we do

These goals will be delivered by its workforce, therefore it is vitally important that that staff are supported, and developed to enable services to be transformed and delivered in ways to best meet patient and service users needs.

### Current workforce

Whittington Health has a wealth of experience and expertise through its merged community and hospital workforces. This strategy will build on those strengths to maximise the whole organisation striding forward enabling best practise and learning through experience to be shared, to the benefit of Whittington Health and its local population.

The current total workforce projected to 31 March 2012 is 3780 wte substantive staff. In addition to the above substantive staff it is projected that there will be 842 wte temporary staff. This makes an overall staffing composition of 4318 wte as shown below.



Composition of the workforce as at 31 March 2012

### Aim of the workforce strategy

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

### How will this be achieved?

In order to deliver Whittington Health's strategic objectives, there will be five key guiding principles which will inform the way the future workforce is developed. These all contribute to the achievement of the strategic goals. These are as follows:

Whittington Health's Strategic objectives	Workforce strategy: Workforce guiding principles
<ul style="list-style-type: none"> <li>◇ Integrated care</li> <li>◇ No decision about me without me</li> <li>◇ Efficient and effective care</li> <li>◇ Improving population health</li> <li>◇ Innovation and improvement</li> </ul>	<p>1. <i>Staff have the right skills, knowledge and attitudes to deliver high quality safe services across Whittington Health</i></p>
<ul style="list-style-type: none"> <li>◇ Integrated care</li> <li>◇ No decision about me without me</li> <li>◇ Efficient and effective care</li> <li>◇ Improving population health</li> <li>◇ Innovation and improvement</li> </ul>	<p>2. <i>Staff are proud to be fully committed and engaged in and by Whittington Health</i></p>

<ul style="list-style-type: none"> <li>◇ <b>Integrated care</b></li> <li>◇ <b>No decision about me without me</b></li> <li>◇ <b>Efficient and effective care</b></li> <li>◇ <b>Improving population health</b></li> <li>◇ <b>Innovation and improvement</b></li> </ul>	<p><b>3. Staff deliver high quality and cost effective services</b></p>
<ul style="list-style-type: none"> <li>◇ <b>Integrated care</b></li> <li>◇ <b>No decision about me without me</b></li> <li>◇ <b>Efficient and effective care</b></li> <li>◇ <b>Improving population health</b></li> <li>◇ <b>Innovation and improvement</b></li> </ul>	<p><b>4. Staff feel empowered to make decisions and take the associated responsibility</b></p>
<ul style="list-style-type: none"> <li>◇ <b>Integrated care</b></li> <li>◇ <b>No decision about me without me</b></li> <li>◇ <b>Efficient and effective care</b></li> <li>◇ <b>Improving population health</b></li> <li>◇ <b>Innovation and improvement</b></li> </ul>	<p><b>5. Staff provide effective leadership at all levels.</b></p>

### How will this strategy be achieved?

These five guiding principles will drive how the workforce is shaped, developed and led in the future with programmes of work contributing to the achievement of the workforce strategy across Whittington Health. There will be actions which will support the organisation moving forward to achieve its organisational strategy, leading to the following outcomes.

guiding principle	outcome	timeline
<p><b>Guiding principle 1</b></p> <ul style="list-style-type: none"> <li>• <b>Staff have the right skills, knowledge and attitudes to deliver high quality safe services across Whittington Health</b></li> </ul>	<ul style="list-style-type: none"> <li>◇ Roles are designed to deliver and grow services effectively across clinical and service pathways</li> <li>◇ Education and training programmes support transformational service changes including new roles</li> </ul>	<p>2012/13 See detailed change programmes</p> <p>Publish programme by 9/12</p>

guiding principle	outcome	timeline
<p><b>Guiding principle 1</b></p> <p><i>continued</i></p>	<ul style="list-style-type: none"> <li>◇ Effective I T skills are embedded</li> <li>◇ Effective appraisal and personal development plans embedded to deliver the strategic objectives and service transformation</li> <li>◇ Education, and learning delivery and opportunities aligned to strategic goals</li> <li>◇ Evidence based practise is the norm</li> <li>◇ Working in partnership with patients and service users at the heart of everything we do</li> </ul>	<p>Detailed in Electronic Patient Record PID roll out 2012/13</p> <p>Revised appraisal process by 06/12. Increase uptake by 31/3/23 to 90%</p> <p>Publish programme by 9/12</p> <p>By 31/3/13</p> <p>Detailed in Staff Engagement programme 2012</p>
<p><b>Guiding principle 2</b></p> <ul style="list-style-type: none"> <li>• <b>Staff are proud to be fully committed and engaged in and by Whittington Health</b></li> </ul>	<ul style="list-style-type: none"> <li>◇ Behaviour and attitudes are informed and aligned to organisational values</li> <li>◇ Staff are fully knowledgeable about Whittington Health and feel engaged through regular two way communication</li> <li>◇ Staff engagement is embedded</li> <li>◇ Whittington Health works in partnership with Trade unions and professional organisations</li> </ul>	<p>Agreed organisational values by 30/04/12. See Staff Engagement Plan for next phase roll out</p> <p>See Staff Engagemtn programme. Complete by 12/2012</p> <p>Programme completed by 12/2012</p> <p>In place &amp; ongoing</p>

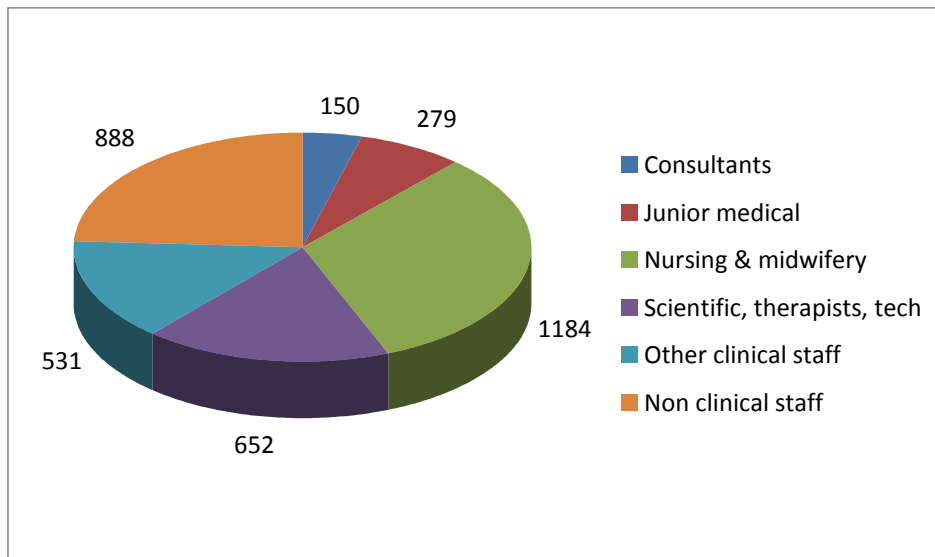
guiding principle	outcome	timeline
<p><b>Guiding principle 2 (continued)</b></p>	<ul style="list-style-type: none"> <li>◇ Staff are supported through fair performance management</li> <li>◇ Staff participate in health and wellbeing programmes</li> <li>◇ Whittington Employment Promise is refreshed</li> <li>◇ Innovation and success are encouraged and rewarded</li> </ul>	<p>Performance management process reviewed by 08/2012 and programme devised with staff representatives for roll out.</p> <p>EC to agree programme by 06/2012</p> <p>Review with staff and reps complete by 06/2012. To EC by 07/2012</p> <p>Task group established across divisions and staff reps to agree programme. Complete work by 08/2012 ready for implementation programme as FT launched 04/2013</p>
<p><b>Guiding principle 3</b></p> <ul style="list-style-type: none"> <li>• <b>Staff deliver high quality and cost effective services</b></li> </ul>	<ul style="list-style-type: none"> <li>◇ Staff are fully involved in the redesign in the transformation and growth of services</li> <li>◇ Divisional and corporate workforce planning supported by HR business partners is effective</li> <li>◇ Services are benchmarked</li> <li>◇ Recruitment of staff aligns to organisational requirements and values</li> </ul>	<p>“Rules of engagement and participation” developed by task group. To complete for EC agreement 07/2012</p> <p>Review with divisions 09/2012</p> <p>Devise programme of benchmarking with divisions and dir of Nursing by 07/2012</p> <p>Review recruitment practises and refresh by 07/2012</p>

guiding principle	outcome	timeline
<p><b>Guiding principle 3</b> <i>continued</i></p>	<ul style="list-style-type: none"> <li>◇ Staff and Whittington Health are able to benefit from the use of smart working</li> <li>◇ Use of agency staff is reduced to a minimum</li> </ul>	<p>See Smart working PID</p> <p>By 31/3/2013</p>
<p><b>Guiding principle 4</b></p> <ul style="list-style-type: none"> <li>• <b>Staff feel empowered to make decisions and take the associated responsibility</b></li> </ul>	<ul style="list-style-type: none"> <li>◇ Staff are capable of working in an empowered, autonomous way; welcoming responsibility within a strong governance and performance culture</li> <li>◇ Staff behaviours and attitudes are aligned to organisational values</li> <li>◇ Leadership is supportive and facilitates devolution</li> <li>◇ Education, and training supports devolution</li> </ul>	<p>See staff engagement programme</p> <p>Agreed organisational values by 30/04/12. See Staff Engagement Plan for next phase roll out</p> <p>Development programme in place by 07/2012</p> <p>Publish programme by 9/12</p>
<p><b>Guiding principle 5</b></p> <ul style="list-style-type: none"> <li>• <b>Staff provide effective leadership at all levels.</b></li> </ul>	<ul style="list-style-type: none"> <li>◇ Leadership behaviour and attitudes are informed by agreed organisational values</li> <li>◇ Leadership and management development programmes are aligned to the delivery of the strategic objectives</li> </ul>	<p>Agreed organisational values by 30/04/12. See Staff Engagement Plan for next phase roll out</p> <p>Development programme developed by 07/2012</p>



guiding principle	outcome	timeline
<p><b>Guiding principle 5</b> <i>continued</i></p>	<ul style="list-style-type: none"> <li>◇ Leaders and managers integrate equalities into the delivery of their duties</li> <li>◇ Effective succession planning and talent management</li> </ul>	<p>Development programme developed by 07/2012</p> <p>By 02/2013 (NHS London timeline)</p>

The projected future workforce as at 31 March 2014 is shown below with a total of 3684 wte, whilst the shape of the workforce by 2017 continues to be developed.



**Composition of the workforce as at 31 March 2014**

**Measures of progress**

The workforce strategy aims to change the way staff not only carry out their responsibilities but also the way services are delivered and indeed the way the organisation performs. This is a challenging programme, and to ensure the above outcomes are achieved detailed project plans will be developed, implemented and monitored. Plans will then be adjusted, as necessary, to ensure outcomes are achieved or to reflect changing internal or external environments.

The following metrics will be used to monitor progress and the impact of the workforce strategy.

Overall metric	Measurement of success
<b>Business performance</b>	Trust Board dashboard eg <ul style="list-style-type: none"> <li>◇ Increased patient satisfaction</li> <li>◇ Best patient standard mortality rate</li> <li>◇ Reduction in delayed discharges</li> <li>◇ Reduction in readmissions</li> <li>◇ Reduction in infection rates</li> <li>◇ Reduction in complaints</li> </ul>
<b>Workforce productivity</b>	<ul style="list-style-type: none"> <li>◇ Paybill</li> <li>◇ % agency usage</li> <li>◇ % sickness absence</li> <li>◇ % overtime</li> <li>◇ ratio of qualified to unqualified staff</li> </ul>
<b>Workforce skills</b>	<ul style="list-style-type: none"> <li>◇ % Appraisals &amp; personal development plans in place</li> <li>◇ internal promotions</li> <li>◇ succession plans in place for key posts</li> <li>◇ % mandatory training complete</li> <li>◇ % induction training complete</li> <li>◇ decreased disciplinary and capability proceeding (may be increase in short term)</li> </ul>
<b>Workforce engagement</b>	<ul style="list-style-type: none"> <li>◇ Increased staff satisfaction through annual survey</li> <li>◇ % decreased grievances</li> <li>◇ % diversity of workforce</li> <li>◇ % reduction in turnover</li> </ul>

### Monitoring arrangements

The Workforce and Development Group, which is a sub group of the Quality Committee, will oversee the implementation of this strategy. It is proposed that the Executive Committee and Trust Board monitors progress on a six monthly basis.

The information obtained from the above metrics will enable better informed decision making for those involved in the delivery of programmes as well as providing a way of measuring progress towards achieving Whittington Health’s organisational strategy:

**“To be an outstanding provider of high quality joined up healthcare to local people in partnership with GPs, councils and local providers”**