WORKFORCE STRATEGY
2017-2020

Kelvin Cheatle
Director of Workforce & OD
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Strategy Overview

Workforce Planning & Information
- Right sizing the establishment
- Job planning for medical staff
- Metrics and analysis
- Benchmarking
- New job roles linked to STP

Recruitment & Retention
- Strategic recruitment
- Employer branding
- International recruitment
- Retention strategies

Pay & Rewards
- AFC freedoms
- Agency to Bank
- SWL Bank project
- Pensions flexibility
- Flexible benefits

Health & Wellbeing
- 4 pillars: physical, mental, financial & family health
- Proactive OH function
- Flu, smoking & alcohol strategies
- Resilience building/stress
- Screening & referrals

Learning, Development & OD
- Single leadership of resources
- Revised corporate induction
- New leadership framework
- Kingston managers’ toolkit
- Maximise HEE funding

Engagement
- Revamp internal comms
- Intranet/social media
- Maximise staff survey
- “Coffee & conversations”
- Revamp TPF & LNC
- Utilisation of appraisals

Diversity
- MEGA
- Improved data monitoring
- Breaking the glass ceiling
- Cultural competency
- Tackle bullying & over-representation in ER cases

Workforce of 2020

Kingston Hospital
NHS Foundation Trust
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Workforce Planning

- **OBJECTIVE**
  A workforce of sufficient numbers, with the right skills able to work to meet national quality standards and the flexible challenges of the STP.

- **WHERE ARE WE?**
  - Metrics are sound and well utilised but need “intelligent” use
  - Workforce plan is incremental based on financial plan
  - Growth and retraction plans reflected but with short term focus
  - Low level development of new job types or strategic developments

- **LINKS TO**
  - Corporate Objective 5 – Employer of Choice

- **KEY MEASURES**
  - Vacancy, turnover and temporary staffing metrics
Workforce Planning

WHERE DO WE WANT TO BE?

- Better analysis of workforce data, metrics and benchmarking across all workforce activities
- A properly developed workforce plan that reflects demand, commissioning, workforce design and supply factors
- Maximise new job roles and designs to meet patient needs

HOW TO GET THERE

- Workforce planning function enhanced by training and networking
- Better metrics for translating themes and trends into clear workforce data (top down)
- Granular work with services on detailed needs (bottom up)
- Established benchmarking club
- Anticipation of STP/creation of new job roles

IMPROVEMENT EXAMPLE

The Trust is introducing benchmarking data into its workforce metrics from January 2017 to compare its progress with comparative organisations.
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Recruitment & Retention

- **OBJECTIVE**
  
  To recruit and retain staff with the right skills at the right time to fulfil the Trust’s workforce plan.

- **WHERE ARE WE NOW?**
  
  - December 2016
    - Turnover 16.4% (17% target)
    - Vacancies 5.7% (5% target)
  
  - Successful rollout of TRAC and over 800 posts recruited in 12 months
  
  - Turnover down from high of 21%
  
  - Trust second best performing in London on agency December 2016

- **LINKS TO**
  
  - Corporate Objective 5 – Employer of Choice

- **KEY MEASURES**
  
  - Vacancy, turnover and temporary staffing metrics
Recruitment & Retention

WHERE DO WE WANT TO BE?

- An NHS employer of choice driven by patient needs and service requirements
- “Best in class” trust for SWL
- Turnover <12%; vacancies <5%
- International recruitment to fill voids
- Greatly reduced usage of agency and bank
- Harmonised bank rates for nursing and medical
- Ability to recruit to specialty posts
- Improved access to staff accommodation

HOW TO GET THERE

- Strategic recruitment using social media/demographics
- Employer branding – microsite and positive Kingston campaign
- Lead times reduced from 65-41-35 days
- Enhanced Trust resourcing function
- Revised staff accommodation strategy linked to partner organisations

IMPROVEMENT EXAMPLE

The Trust’s new recruitment branding and microsite will go live in January 2017 to better promote its vacancies, linked to social media.
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Pay & Reward

- OBJECTIVE

To develop pay and reward strategies that enable KHFT to become an employer of choice in times of financial restraint, reflecting service needs.

- WHERE ARE WE NOW?

- Traditional approach to AFC – little flexibility
- Patchy application of job planning for consultants
- Rigid application of terms and conditions
- No access to pension advice or options
- Converting agency to bank with small in house resource

- LINKS TO

- Corporate Objective 5 – Employer of Choice

- KEY MEASURES

- Vacancy, turnover and temporary staffing /staff survey metrics
WHERE DO WE WANT TO BE?

• To become an employer of choice – affordable and flexible pay utilising AFC freedoms that matches recruitment and service needs
• Robust use of job plans to maximise medical resources
• Flexible use of imaginative benefits utilising salary sacrifice and value statements
• Access to pension choices advice

HOW TO GET THERE

• Developing a new approach to pay with local flexibilities
• Enhanced medical staffing function ensuring robust job planning
• Flexible benefits toolkit and value statements for staff
• Pensions options explained to staff

IMPROVEMENT EXAMPLE

A menu of new flexible benefits is being developed to offer to staff from April 2017
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Learning, Development & OD

- **OBJECTIVE**
  To train and develop the clinical and non-clinical workforce in multi-disciplinary settings to acquire the skills their roles require, and to manage and lead the organisation through the STP.

- **WHERE ARE WE NOW?**
  - Fragmented L&D delivery with pockets of good service but diffused budgets, staff and resources
  - No training for non-clinical staff and no core management and leadership training
  - Out of date and unimaginative approach to corporate induction
  - Lack of robust appraisal programme linked to personal development

- **LINKS TO**
  - Corporate Objective 6 – Improved performance relating to staff survey

- **KEY MEASURES**
  - Staff survey and retention metrics; appraisal feedback
Learning,
Development & OD

WHERE DO WE WANT TO BE?

- Provider of first class multi-disciplinary training
- Maximising external funding sources
- Comprehensive and contemporary induction, management and leadership programmes
- Systematic and embedded appraisal scheme with 90% take up.
- Development of talent management through succession planning, coaching and metrics

HOW TO GET THERE

- Single management of L&D staff and resources
- E-learning revamp of corporate induction
- Comprehensive leadership framework and programmes
- High quality multi-disciplinary training for medical, nursing and other staff groups
- Revamped appraisal system linked to personal development

IMPROVEMENT EXAMPLE

A manager’s toolkit – a comprehensive training programme for new and existing managers covering appraisal, discipline, managing budgets etc. will be live from April 2017
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Diversity

- **OBJECTIVE**
  To develop a culturally competent workforce with equal access to training and development, recruitment and retention and a lack of bias in bullying and disciplinary processes.

- **WHERE ARE WE NOW?**
  - 33% BAME workforce
  - Trust very reliant on foreign born and trained doctors and nurses
  - Concern about the impact of Brexit on EU staff
  - Over-representation of BAME staff in bullying and disciplinary processes (staff survey 2015)
  - “Glass ceiling” for band 7 and above BAME representation

- **LINKS TO**
  - Corporate Objective 6 – Improved performance relating to staff survey

- **KEY MEASURES**
  - Staff survey feedback; WRES metrics
WHERE DO WE WANT TO BE?

• An equal opportunity employer that fully meets the requirements of the Equality Act 2010 and WRES best practice standards

HOW TO GET THERE

• Board approved Diversity Action Plan
  – Better quality monitoring data
  – Break the glass ceiling for band 7 and above (mentoring etc.)
  – Develop cultural competency training
  – Measures to stop over-representation in disciplinary and bullying processes (leadership)

IMPROVEMENT EXAMPLE

The trust has established a support network for EU staff concerned about Brexit and is engaging with NHS Employers and locals MPs on the topic.
CONTENTS

1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
5. Learning, Development & OD
6. Diversity
7. Engagement
8. Health & Wellbeing
9. Workforce Improvement Projects
Engagement

- **OBJECTIVE**
  A workforce that is fully engaged at all levels via majority staff survey return, top 20% employer ratings and an engaged staff side.

- **WHERE ARE WE NOW?**
  - Staff survey 2016 51%
  - Staff side with limited capacity to consult and engage
  - Functioning freestanding LNC
  - Good internal comms but out of date intranet and internet sites
  - Some use of social media

- **LINKS TO**
  - Corporate Objective 6 – Improved performance relating to staff survey

- **KEY MEASURES**
  - Staff survey engagement metrics; staff side engagement
Engagement

WHERE DO WE WANT TO BE?

• An engaged and supported workforce who feel involved in the Trust’s development
• An engaged and supported staff side – locally and regionally
• A clear consultation and negotiation framework that reflects service needs
• Staff survey engagement scores in top 20%

HOW TO GET THERE

• Open engagement between staff groups and Board/management (e.g. “Coffee and conversations”)
• Staff survey 2016 50% +
• New staff side partnership agreement
• Enhanced LNC and Junior Doctor engagement
• Enhanced intranet and extended use of social media

IMPROVEMENT EXAMPLE

“Coffee and Conversations” – Board members meeting staff to discuss key issues. Launched in January 2017.
OBJECTIVE

A fit and healthy workforce to deliver the services required by the Trust that is supported through a comprehensive Health and Wellbeing Strategy.

WHERE ARE WE NOW?

- Staff absence reported at 2.7% shows stress as the biggest reason for long term absence
- Flu vaccination rate 66%
- Traditional Occupational Health Service providing some Health and Wellbeing initiatives
- Lack of proactive services for wider employee wellbeing

LINKS TO

- Corporate Objective 6 – Improved performance relating to staff survey

KEY MEASURES

- Sickness absence metrics and data; staff survey metrics
Health & Wellbeing

WHERE DO WE WANT TO BE?

- 4 pillar health & wellbeing strategy covering physical, mental, financial and family health & wellbeing
- Sickness absence <2%
- Delivery of a range of Health and Wellbeing measures (e.g. CBT and alternative therapies)
- Proactive range of preventative measures around smoking, alcohol, etc.
- Strength and resilience built in the workforce

HOW TO GET THERE

- Remodelled OH service focusing on health and wellbeing
- Major push to eradicate smoking
- Promotion of resilience and measures to tackle stress
- Links with partner Trusts and organisations to offer a new suite of services

IMPROVEMENT EXAMPLE

A new health and wellbeing strategy covering physical, mental, financial and family health is being developed for Board approval in March 2017
Workforce Improvement Projects

- Revised Workforce Directorate Strategy and new appointments (By April 2017)
- Ask HR project (Implemented from January 2017)
- Outsourcing of Bank (Completed by 1\textsuperscript{st} February 2017)
- SWL Bank Project (Harmonisation by 1\textsuperscript{st} April 2017)
- Strategic recruitment and employer branding (Implementation from January 2017)
- Staff engagement ("Coffee and conversations") (Implementation from January 2017)
- Implementation of review of Learning and Development functions (by April 2017)
Workforce Improvement Projects

- Trust Leadership Framework (Top Leaders Programme from March 2017)
- Creation of Workforce Pay Control Group (Implemented November 2016)
- Creation of Trustwide Recruitment & Retention Forum (By April 2017)
- Development of a Health & Wellbeing Strategy (To Board March 2017)
- Enhanced Dashboard/KPIs (Implemented January 2017)
- Implementation of Diversity initiatives (E.g. cultural competencies) (By end 2017)
- Review of Trustwide Partnership Forum (By April 2017)