

# WORKFORCE STRATEGY

## 2017-2020

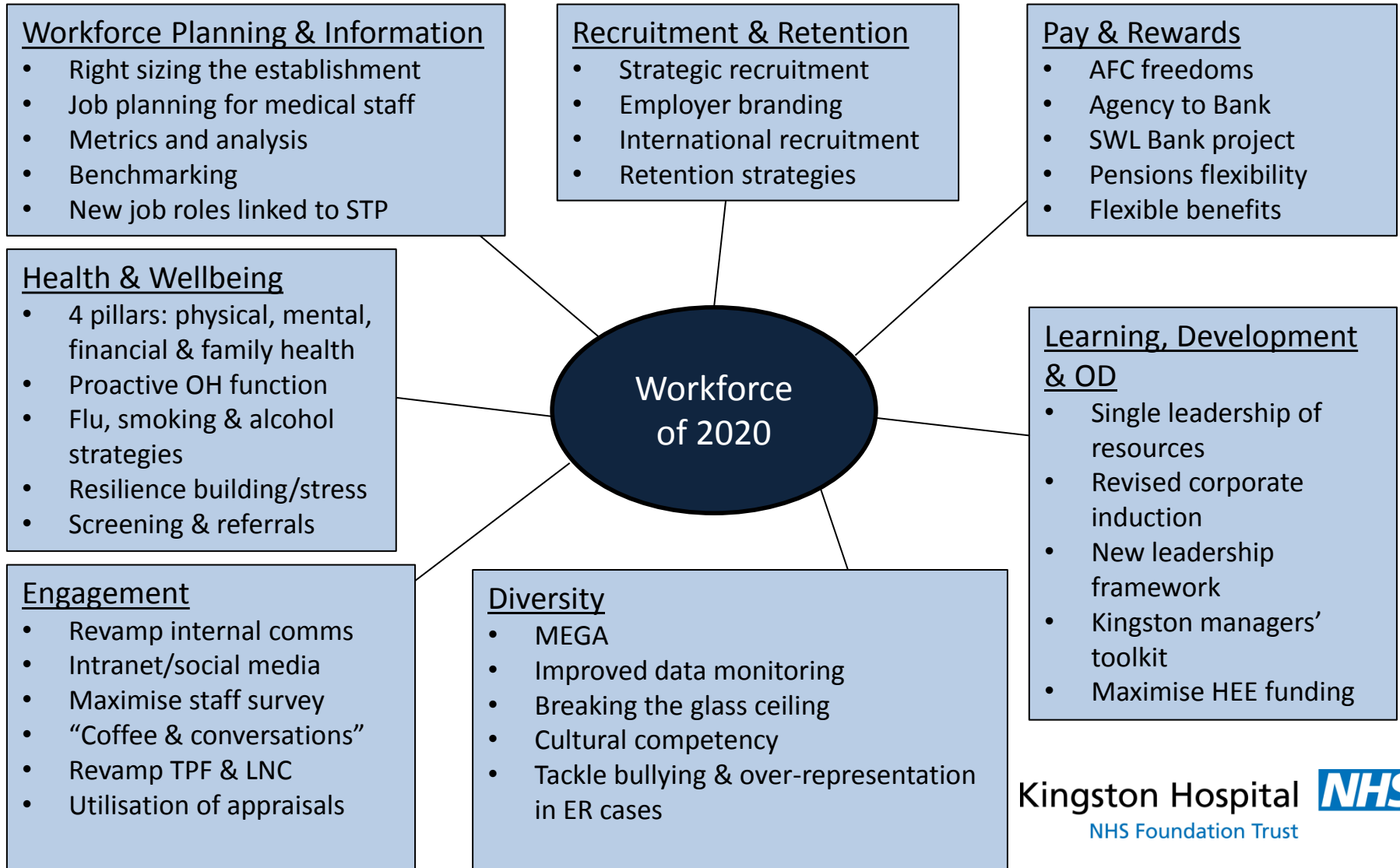
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1. Strategy Overview
2. Workforce Planning
3. Recruitment & Retention
4. Pay & Reward
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6. Diversity
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# Strategy Overview



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# 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

## ❑ IMPROVEMENT EXAMPLE

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

## ❑ 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

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# 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

## ❑ 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

## ❑ 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

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# 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

# Pay & Reward

## ❑ IMPROVEMENT EXAMPLE

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

## ❑ 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

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# 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

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# 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

# Diversity

## ❑ IMPROVEMENT EXAMPLE

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

## ❑ 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)

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# 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

## ❑ IMPROVEMENT EXAMPLE

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

## ❑ 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

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# Health & Wellbeing

## ❑ 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

## ❑ IMPROVEMENT EXAMPLE

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

## ❑ 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



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# 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<sup>st</sup> February 2017)
- SWL Bank Project (Harmonisation by 1<sup>st</sup> 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)