

NTW Workforce Strategy

2015 – 2020

Introduction

One of the biggest challenges facing us is the uncertainty of what health needs and provision will look like in the next 15 – 20 years, whilst also dealing with workforce challenges we face today.

Within that context, this strategy aims to set out the future vision for the workforce within Northumberland Tyne and Wear NHS Foundation Trust (The Trust) for a five year period along with the key themes and strands of work to achieve that vision.

It is a vision where our staff are recruited, developed, supported and valued to deliver excellence in patient care. It is a vision where the future workforce has pride in the Trust and all that we do.

This Strategy should be read and considered with the Trust's Organisational Development (OD) Strategy with its greater and very specific focus on the health and well-being of the organisation, its culture, leadership, values and importantly the principles by which we manage the Trust. This strategy does not comprise any detailed workforce plan for the next five years and this will sit as a separate document.

Whilst this Strategy sets out our vision and key workforce issues, its successful delivery will primarily rest with the hundreds of line managers and supervisors who lead, manage and support our workforce on a daily basis.

This Strategy will be supported by an annual plan setting out priorities for action.

It will be essential to keep this strategy under review and to realign where necessary.

Executive Summary

As one of the largest mental health and disability trusts in the country our workforce of 6000 staff is one of our greatest assets. They deliver excellence in patient care 24 hours a day, 7 days a week. They are however working in uncertain and changing times where, as an NHS and as a greater health and social care economy, we face some of the greatest challenges ever known to services.

We are committed to delivering excellence in patient care and doing everything in our power to achieve parity of esteem for those with mental ill health. Our workforce are at the core of our ability to deliver the best care, by the best people with the best outcomes and doing so in line with the Trust values of care and compassion, honesty and transparency and respect.

We need to ensure that our workforce is ready for the future and is able to meet the needs of our future patients. It is clear our patients of the future (and their families or carers) will expect more; more in terms of designing services, leading and controlling services through personal health and social care budgets.

We need to support our workforce to work safely today, sometimes in difficult and challenging clinical environments, but importantly also help them prepare for future workforce changes which will inevitably arise. As the expectations of patients and carers change, the workforce of the future will not only provide care and treatment but likely provide more guidance and coaching to patients as they assume greater control of their personal health and well being.

We need to start and understand workforce challenges on a larger scale, working as part of the wider health and social care economy on system wide solutions to deliver excellence in care for our local and the wider population. Given likely future changes to the way we work, where we work and how we work, flexibility and adaptability of our workforce is key.

There is now a clear evidence base that shows highly engaged people and teams are more effective and successful at work and engagement of our workforce, supporting them to have a stronger voice and to make improvements to their areas of work are all key components of this strategy and the accompanying OD strategy.

To support our staff to deliver high quality and changing services in the years ahead we need to do all we can to support their good health and well being. We need to better understand their health needs and have a programme in place to proactively meet these.

Our workforce needs to have the skills and knowledge to deliver the services of today and those future changing services of tomorrow. Education and development programmes will need to respond to future service needs and in house training programmes need to meet statutory requirements as simply as possible whilst we continue to develop the skills of our managers and build their HR capacity and capability.

Finally, we have a lot to celebrate. We have a talented and dedicated workforce. A workforce which is passionate about what they do and the many thousands of patients they care for. We will strengthen our voice in the context of regional and national work and raise the profile of our excellent work in the North East, ultimately helping with the recruitment and retention of the workforce.

Northumberland, Tyne and Wear NHS Foundation Trust was authorised as an NHS Foundation Trust on the 1st December, 2009 and provides a wide range of mental health, learning disability and neuro-rehabilitation services to 1.4 million people in the North East of England across the six geographical areas of Northumberland, Newcastle, North Tyneside, South Tyneside, Gateshead and Sunderland. We are one of the largest mental health and disability organisations in the country with an income of approximately £300 million and an employer to over 6,000 staff. We operate from over 60 sites and provide a range of mental health and disability services.

The Trust's vision for the future, developed following consultation with our partners, staff and users and carers, is as follows:

'We will improve the wellbeing of everyone we serve through delivering services that match the best in the world'

Our vision is underpinned by our mission statement:

"We will strive to provide the best care, delivered by the best people, to achieve the best outcomes".

Our values ensure that we will strive to provide the best care, delivered by the best people, to achieve the best outcomes. Our concerns are quality and safety and we will ensure that our values are reflected in all we do:

We are about Quality and Safety

We strive to provide the BEST CARE, delivered by the BEST PEOPLE, to achieve the BEST OUTCOMES

Caring & Compassionate

- Put ourselves in other people's shoes
- Listen and offer hope
- Focus on recovery
- Be approachable
- Be sensitive and considerate
- Be helpful

Respectful

- Value the skill and contribution of others
- Give respect to all people
- Respect and embrace difference
- Work together and value our partners

Honest & Transparent

- Have no secrets
- Be open and truthful
- Accept what is wrong and strive to put it right
- Share information
- Be accountable for our actions

The Strategic Context

In view of the extensive range of services provided by the Trust a significant number of national strategies and policies relate to our services. Most recently none more so than the NHS Five Year Forward View (2014).

The NHS-Five Year Forward View sets out a vision for the future of the NHS. It was developed by the partner organisations that deliver and oversee health and care services, patient groups, clinicians and independent experts have also provided their advice to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services.

In terms of mental health The Forward View highlights that mental illness is the single largest cause of disability in the UK and that the cost to the economy is estimated to be around £100 billion annually-roughly the cost of the entire NHS. It recognises that physical and mental health are closely linked-people with severe and prolonged mental illness die on average 15 to 20 years earlier than other people-one of the greatest health inequalities in England .However only around a quarter of those with mental health conditions are in treatment, and only 13% of the NHS budget goes on such treatments when mental illness accounts for almost a quarter of the total burden of disease.

The strategy states that over the next five years the NHS must drive towards an equal response to mental and physical health and towards the two being treated together. Whilst acknowledging that investment has already been made through the IAPT Programme and that in 2015/16 for the first time there will be waiting standards for mental health, it is confirmed that this is only the start and that the much wider ambition is to achieve genuine parity of esteem between physical and mental health by 2020.

As a Trust we are fully committed to developing integrated models of care which are designed around the whole needs of our local populations. We see significant benefits in aligning the approach to physical and mental health long term conditions, and in aligning delivery of support and care across health and social services. We recognise that different models will emerge across the different health and social care economies that we cover, and are aligning our models of care delivery and organisational structure to ensure that the Trust can be an active and flexible partner Within this integration agenda, we see that it is critical that equal focus is given to ensuring that the mental health needs of the population are met, and we will advocate strongly to ensure that this is a clear part of each of the developing local models.

The Government and leading organisations across health and social care are also committed to transforming care for people with learning disabilities and/or autism who have a mental illness or whose behaviour challenges services. Some progress has been made but much more needs to be done. Recognising this, the report produced by Sir Stephen Bubb outlines how to accelerate the transformation of these services including some early actions to be taken in 2015. These include

ensuring that those people with a learning disability and/or autism in hospital who could be supported in the community are discharged into a community setting as soon as possible, in parallel putting in place robust admission gateway processes and developing a clearer model for health and care services, describing outcomes and associated performance indicators.

As the provider of a comprehensive range of services for people with learning disabilities and/or autism the Trust will work with stakeholders to review and, where appropriate, reshape services.

The Trust's Strategic Plan 2014-2019 also highlighted that innovation is at the heart of the NHS and that the Trust has a significant "knowledge base" and has developed "unique products", including new clinical service models which could be transferable and be of benefit to other organisations both within and outside the NHS. The potential to adopt a structured and commercial approach to the marketing and provision of the Trust's knowledge and products supporting innovation and generating income was therefore seen to be an area of work that should be progressed.

Our Workforce Vision

Our staff are our greatest asset. Without them we could not deliver our diverse range of local, regional and national services. Without them, we cannot design and deliver future services which will provide excellence in patient care and meet user, carer and public expectations.

We value our current workforce and their recruitment, retention, education, development and levels of engagement, job satisfaction and motivation in working for the Trust are critical to our success.

Given the changing local and national contexts however, we know we need to strategically look at workforce priorities to support not only the delivery of services but also the transformation of services, perhaps not just within health, but across health and social care and indeed private or independent sector providers. We need to think about technological developments and how advancing technology will impact on our future workforce.

Through our Transformation of Services Programme and our Workforce Programme Board we have visioned the future workforce.

The future workforce will be a workforce which is flexible and fully equipped with the appropriate skills, knowledge and resources to deliver highly effective evidence based treatments across both community and inpatient services.

Workforce planning will play a fundamental part of what we do and systematically flows from the Trust's Strategy and strategic objectives into the operational processes. Forecasting will be an integral part of the business and the Trust fully

understands the current workforce position and what may be needed in the future. Teams will be recruited, developed and staffed appropriately to meet current and future needs and innovative roles and new ways of working are implemented and are a core part of multi-disciplinary team.

In this future state, the Trust will take a strategic approach to Talent Management where talent is identified and individuals are developed, engaged and retained within the organisation.

All staff will show high levels of engagement and are committed to the Trust and its values and feel a sense of job satisfaction. They are involved in decision making and have the freedom to voice ideas and opportunities to develop their services.

Our staff will be empowered to maintain their own wellbeing while continuously improving the way in which care is delivered ensuring best quality outcomes for those using our services.

The leadership, culture, values and attitudes of our staff are truly service user and carer centred, collaborative and supportive. Staff morale is high and people are nurtured, developed and supported within a culture of knowledge sharing and learning.

Coaching and mentoring techniques are used widely to enhance individual's skills, knowledge or work performance and clinical and managerial supervision is well embedded.

The aims of this Workforce Strategy to support our vision are;

1. We will develop a representative workforce which delivers excellence in patient care, is recovery focused and champions the patient at the centre of everything we do
2. We will embed our values, improve levels of staff engagement, create positive staff experiences and improve involvement in local decision making
3. We will lead and support staff to deliver high quality, safe care for all
4. We will help staff to keep healthy, maximising wellbeing and prioritising absence management
5. We will educate and equip staff with the necessary knowledge and skills to do their job
6. We will be a progressive employer of choice with appropriate pay and reward strategies

Strategic Aim 1 - We will develop a representative workforce which delivers excellence in patient care, is recovery focused and champions the patient at the centre of everything we do

Where are we now?

Strategic workforce development, workforce planning and the needs of the future workforce are at the heart of this first theme. Within the Trust workforce planning has had increasing prominence in recent years and a number of staff have undertaken postgraduate level qualifications in strategic workforce planning. This has coincided with the creation and authorisation of Health Education England (HEE) and Health Education North East (HENE). Through HENE we are working closely with partners across the region to understand a wide range of workforce issues, both nationally and locally, and to ensure the quality of supply, education and future readiness of the health workforce in the North East.

Within the Trust, our Transformation of Services work has enabled us to start to change our approach to workforce planning. For the first time, through our Community Transformation Programme work, we have carefully considered future clinical pathways and the skills needed to deliver the community pathways. Through application of professional judgement, our senior clinicians have designed the desired future workforce which sees an alignment of skills into new and different roles.

The workforce changes within our Community, In Patient and Specialist Care Services Transformation Programmes have already been significant, be they changes in roles, ways of working, new pathways, growth or greater alignment with other organisations – health, social care, independent or private sector partners. We learn more about how we manage change and the impact on our workforce with every service change implemented, never more so than with the first phase of Community Transformation Programme changes in Sunderland and South Tyneside.

The Trust's Transforming Services Skills Programme (TSSP) has facilitated over the last 2 years a significant funded plan of professional development linked to patient pathways, giving staff the opportunity to develop skills at a range of levels.

Arising from our transformation programmes, we have recruited the first peer support workers into the Trust. IMROC define peer support as 'offering and receiving help, based on shared understanding, respect and mutual empowerment between people in similar situations.' (Mead et al 2001). These post holders drive recovery focused organisational change, co-producing services alongside traditional mental health professionals. This has been an exciting development but one which has not been without challenge.

At the heart of leading and supporting staff during periods of significant change associated with service transformation is TED, the Trust's Transitional Employment and Development scheme.

TED was introduced in 2012 and operates in partnership with staff side colleagues to successfully support, retrain and redeploy staff into new roles across the Trust. To date, more than 175 staff have been supported into new roles, retaining talent,

experience and skills within the trust whilst also supporting a no redundancy approach.

We are committed to developing a representative workforce and have had a dedicated Advisor for Equality and Diversity since the inception of the Trust in 2006. Since 2009 the Equality and Diversity agenda has been seen as part of the portfolio of work within Workforce and Organisational Development, with the Executive Director for Workforce and Organisational Development having responsibility at Board Level.

Our current approach to Equality and Diversity meets statutory requirements and we have always tried to embrace good practice – for example by engaging with NHS England's Equality Delivery System, prior to it becoming a contractual requirement and by collaborative work with our good regional links with Equality and Diversity leads. All staff are required to undertake Equality and Diversity training and our Equality and Diversity Steering Group is starting to take steps to establish better working on Equality and Diversity initiatives within Operational Groups, with the new requirements of EDS2 and the Workforce Race Equality Standard providing fresh impetus.

Where do we need to be?

To successfully meet future challenges, our workforce will need to be flexible; they will need to work across health and social care, with independent or private sector providers, be flexible in the provision of care at differing points of the patient pathway, provide care and treatment for both physical and mental health care, support those with a learning disability to receive care and treatment in mainstream pathways, provide care in different locations (including the home) and use new technological developments.

The future workforce will provide informal support to help people prevent ill health and manage their own care when appropriate. They will have the skills, values and behaviours required to provide co-productive and traditional models of care. They will need to be adaptable, innovative and able to provide 'whole person' care.

Our workforce needs to be ready to respond to further advancements in science, medicine, health and technology. For example, as both the cost and time of sequencing the human genome is likely to reduce in the next decade, this will increase the potential uptake and preventative measures. In addition, growth in health monitoring tools could prevent or reduce health crises. From a mental health and disability perspective, this may see the development of personalised, genomic treatments and cures for what have been major 19th and 20th century illnesses of schizophrenia, bipolar, personality disorders etc all supported by the ever increasing ability to share knowledge, treatments and expertise across the world.

Technology is growing at an exponential rate and the people are adopting new technologies at a rapid rate. These changes will impact not only on the workforce but also on patients and carers. Currently face-to-face contact accounts for nearly 90% of all healthcare interactions however, in the future the individual and their

home could be the centre of care, using technology to access and supplement formal care throughout the pathway.

The future workforce supply will be a challenge and hence the development of new ways of working and innovative roles will be pertinent to a number of our professional groups but significantly so across medical staffing and nursing. Our medical staffing strategy is in development but work is already underway to minimise the pressures of Psychiatry shortfalls in 2020.

We will recruit a greater number of peer support workers and as our employment practices become more recovery focused we want the employment experience of peer support workers to be seamless. We will be co producing more of our services, our workforce systems and processes and be greater led and influenced by those with lived experience, be they peer support workers or members of our wider workforce with their own lived experiences.

The trust's recently agreed and launched Nursing Strategy 2014 – 2019, Delivering Compassion in Practice, clearly sets out the new career development structure for our nursing workforce and development of new nursing roles. **Need to include something on AHP strategy.**

Equally, as we vision the future workforce and support the emerging workforce of the future it will be necessary to take full advantage of investments which have been made in, for example, non-medical prescribers and approved / responsible clinicians.

Looking ahead, TED's fitness for purpose will be subject to some challenge particularly given the ongoing scale of change and the Corporate Services Transformation Programme, where it will be more difficult to source suitable alternative roles for those in traditional corporate roles.

We have traditionally managed change processes through agreed HR Frameworks but listening to feedback from staff, work will be completed to develop more flexible approaches to managing change, minimising as much as possible the need to interview staff and particularly minimising the need for numerous interviews as service transformation plans continue to be implemented across the Trust.

With regards to Equality and Diversity, we need to establish the Trust as an inclusive organisation – recruiting outstanding people is just the start. Inclusiveness means making sure all our people's voices are heard and valued. This will not only help us to attract and retain the best people, but it will also help us to provide better services. We need to move beyond ensuring equality to promoting diversity, which, ultimately, is about how we build an organisation with talented individuals from very different backgrounds Diversity can help us to deliver more effectively in two ways:-

- There is generally a positive link between workforce representation, service delivery and knowledge of customer population. We want to make the most of

this positive link to bring the insights and experiences of a diverse workforce to the service delivery needs of different – sometimes hard-to-reach – groups.

- The best performing organisations, in both the public and private sectors, are also those that invest most in promoting equality and diversity in the workforce. We also know that valuing and supporting the diversity of people's backgrounds and lifestyles is important in making the most of the contribution that staff can bring to an organisation's performance. We want to increase our efficiency, effectiveness and ability to innovate through the greater creativity of an engaged and diverse workforce where everyone's potential is fully realised. The Trust needs to harness the existing and future diversity of the population in this way we will maximise the business benefits we know a diverse workforce brings.

What are we going to do?

To achieve Strategic Aim 1 we will;

- Implement nursing career pathways and the reintroduction of supported secondments to nurse training – a grow your own scheme for both mental health and learning disability nurses of the future.
- Implement career pathways across other professions, notably AHPs, Psychology and Pharmacy.
- Work with senior medical staffing colleagues to develop a medical staffing strategy to address, amongst other issues, predicted psychiatry shortfalls
- Roll out of workforce planning as our Community Transformation Programme is implemented across other locality areas and as the In Patient Care and Specialist Care Services Transformation Programmes continue to implement service changes.
- Expand recruitment of peer support workers
- Address workforce changes arising from our Corporate Services Transformation programme.
- Development better relationships with our future workforce supply through improving engagement with young people and school leavers to market the NHS as an employer of choice in the region.
- Work with HENE and other trusts across our broad geographical base (i.e. Northumbria healthcare) to work with schools and local communities in promoting the NHS as an employer of choice.
- Work with HENE to build on current careers activity and success from local pre degree experience pilots to promote working in health careers across the whole workforce. We will achieve this through continued working with a wide range of education partners and schools and local employers, supporting where able activities such as Traineeships, Apprenticeships, veterans support and work experience.

- Better engage with our retired workforce and build on the opportunity to engage with our retired staff, utilising their expertise and years of experience to assist with the provision of high quality, safe care.
- Continue our work to better understand the application of a recovery focus to workforce practices and be co producing workforce systems, processes etc
- Build and learn from the lived experience of our workforce.
- Review TED to ascertain its fitness to support the Transformation of Corporate Services.
- Work with colleagues across health and social care to create innovative redeployment opportunities, retain staff in employment and minimise redundancy costs to the public purse.
- Review traditional HR Frameworks for managing change.

To ensure a representative workforce delivering inclusive services we need to:-

- Get the basics right: set clear equality and diversity objectives, collect the key data and have a robust reporting system in place to track progress.
- Prioritise our activity: baseline assessments from yearly EDS2 updates will identify where we need to focus our efforts, but will always be linked to the Trust's priorities.
- Make it core business: our equality and diversity objectives should support our Trust's objectives to tap into the key agendas for our management and board.
- Get senior buy-in: Maintenance of and growth of board-level support is crucial to mainstreaming equality and diversity in our organisation and signals its importance to staff and service users.
- Engage staff: give staff clear and consistent messages about recognising and valuing diversity in our organisation. It's an important recruitment and retention tool.
- Recruit champions: a network of champions – linked to the Positive Fair Diverse Campaign, will help to maintain the focus and get others on board.
- Involve everyone: all our key internal groups should be involved to help reinforce the philosophy that Equality and Diversity is everybody's business. Establish staff networks, utilise the trade unions and different professional groups. We will need them to secure a broad base of support across the Trust.
- Celebrate successes: marking our milestones and successes, and communicate them to keep all staff on board.
- Link to service delivery: make the links from our equality and diversity activity to service delivery. This will ensure a more coherent approach to achieving our Trust's equality and diversity (and business) objectives and will give our work in this field more impact.

Strategic Aim 2 - We will embed our values, improve levels of staff engagement, create positive staff experiences and improve involvement in local decision making

Where are we now?

In 2015, we are still at the beginning of our organisational development journey but know enough to be sure that this journey and our success with it will be core to our future business success and delivery of this overall strategy. This will be an essential link in ensuring our workforce are at the heart of continuing to develop and continuously improve services for our many service users, in both in patient and community services.

The Trust has only recently established on a permanent basis an Organisational Development Team and our first OD Strategy aims to address some of the core themes which arise from our annual staff survey.

The focus of this is;

- Embedding values
- Engaging people
- Working with change and loss (the people side of transformation)
- Developing Leaders
- Building and maintaining effective teams
- Measuring culture; the health and wellbeing of the Trust

Leading up to 2014, the Trust used a model of large scale 250 and 150 staff events to engage with staff on key issues. In early 2015 we launched a new approach to engagement, comprising smaller, local events.

We made a commitment to do more to hear from staff, to listen, to have local, honest conversations and to learn more about what we can do to make things better. The Board of Directors are passionate about this and our commitment to improving staff engagement is supported by an evidence base that says that when we are valued: listened to and respected, we are more effective, healthier, productive and less likely to make errors. In fact engaged health care teams have a positive impact on likelihood of making errors. In fact engaged healthcare teams have a positive impact on the health of those they serve.

We therefore launched 'Speak Easy, Be Heard.'

We know from our staff survey results that we can do more to improve local decision making and overall levels of staff engagement.

Something specific about levels of engagement with medical staff?



Where do we want to be?

By 2020 we need a flexible workforce which is delivering excellence in patient care and is recovery focused where through recruitment initiatives and development activities the three core values of honesty and transparency, care and compassion and respect are embedded into everything we do.

Leaders will be confident to work across a complex, changing environment, showing the way for the rest of the workforce whilst also recognising that often the answers to ongoing issues lie within staff teams. Leaders will be clear about their individual development needs and have plans in place for these needs to be met.

We will listen and respond to the needs of our workforce. Individuals and teams across the trust will be highly engaged, be members of highly effective teams and problem solve at a local level when issues arise. There will be clear levels of autonomy across the trust, devolved decision making allowing for solutions that meet local need. This in turn will lead to higher levels of job satisfaction and a greater degree of motivation in the workforce.

What are we going to do?

To achieve Strategic Aim 2 we will;

- Continue to recognise leaders at all levels.
- Define the leadership qualities needed to deliver our trust vision.
- Continue to make available a Leadership Development Course for all leaders that is strategically aligned to the business needs of the trust.
- Design bespoke leadership activities where needed.
- Continue to support our staff to access leadership programmes via the national Leadership Academy and the more local North East Leadership Academy.
- Expand our use of Organisational Development interventions.
- Hear how things are for staff and the teams they work in
- Make sure that the needs of service users are at the heart of how we make decisions
- Hear about what staff do well, sharing our success stories and promoting what we are good at doing
- Have honest, two-way and sometimes uncomfortable conversations
- To build mutual trust and respect and *really* listen to and show that we have heard genuine concerns
- Use the feedback to inform the way we make decisions and explain why some decisions are made.
- Inform the way we make decisions and explain why some decisions are made.
- Help staff solve problems and make decisions at a local level
- Support staff with team development and greater support to any teams in difficulty
- Support managers and leaders to be both visible and accommodating

- Care for and support each other through good or difficult times
- Communicate in way that is in keeping with our values: to be caring and compassionate, respectful and honest and transparent

Strategic Aim 3 - We will lead and support staff to deliver high quality, safe care for all

Where are we now?

We need to comply with a number of legislative, NHS and other regulatory standards all of which assist us in our commitment to do all we can to support staff to deliver high quality, safe care. These relate, for example, to NHS Employment Standards, CQC fundamental standards or for example the Fit and Proper Persons or Friends and Family test.

Recruitment, temporary staffing, employee relations work and the confidence we give our staff to raise concerns are key to ensuring that we lead and support staff to work safely and deliver high quality care for all. These areas of work sit within this area of the strategy with accompanying areas of work, for example, meeting the ongoing training needs of our staff, sitting elsewhere.

We cannot lead and support staff to work safely and deliver high quality care if we do not have the right numbers of staff being recruited, through efficient recruitment processes, into our services.

Notwithstanding the levels of change within the trust and the need for our staff to be flexible and transition into new roles, due to turnover and some growth through service developments, there inevitably remains a need for recruitment.

In recent years the trust has recruited to approximately 7-800 posts, attracting in excess of 15,000 applications each year. This has been a demanding area of work for appointing officers and staff working within recruitment teams.

Whilst there are approximately 18 applicants for each job, (needs to be split, doesn't recognise the difference in the clinical / support picture) our large geographical base makes us the significant employer across mental health and disability care in a large area of the North East, however some staff, and some key staff, will be prepared to travel to NHS competitors or move to the private sector as private sector services further develop.

The Trust has historically operated a traditional method of recruitment, with each appointing officer managing recruitment to their own areas. However in 2013, we introduced a central, values based recruitment model. Early indicators, whilst resource intensive, are that there are merits to using the values based approach to recruit our future workforce.

This new approach, aside from the important qualitative aspects, also brings with it economies of scale and work needs to continue to ensure that all recruitment activities are completed in as efficient and as effective means as possible.

Arising from both historic vacancies and ongoing clinical demands, in recent years the trust has experienced high levels of bank, agency and overtime use. This has been subject to much scrutiny and work to reduce temporary staffing is led by the Director of Nursing and Operations.

Something about supervision and clinical supervision?

Since the publication of the second report arising from the Francis enquiry, ways for staff to raise concerns and do so safely have never been so focused. In 2014, the Trust launched the 'Speak out Safely' campaign and we are slowly seeing an increase in staff coming forwards, often on an anonymous basis, to raise concerns.

With a workforce of approximately 6000, it is inevitable that some employment or performance matters will need to be dealt with via a disciplinary process and this is in fact a key part of the overall approach to improve standards and performance across the Trust. It is also inevitable that with a workforce of this size, some matters, despite all efforts to resolve locally and informally, will progress to a formal grievance process.

In the immediate years preceding this strategy, case management had grown to unprecedented levels across the trust, in relation to both disciplinaries and grievances. This presented a number of issues for our staff, managers and trade unions and in 2015 we extended an interim arrangement for a further 18 months, working with an external HR Advisory service to outsource this work and begin to drive through cultural change needed in this area of work.

Where do we want to be?

We want to use the data and intelligence we gather from legislative and regulatory requirements to inform and continuously improve our work, constantly challenging ourselves to do more and do better for our patients.

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. We want to have more applicants than jobs available, recruitment processes dependent on modern technological solutions, engagement is high and turnover is low. We want to reduce the churn amongst the wider NHS workforce and retain staff in public sector employment.

Staff will feel safe to raise concerns, encourage each other to do so and suffer no ill consequence as a result.

When issues do arise, we will deal with them in an efficient, effective and modern way. Issues will be dealt with at an appropriate level and as efficiently and as

effectively as possible, to reduce (as far as is possible), the impact on our people and ultimately patient care.

Flexibility is evident across the workforce and levels of bank and agency usage are low.

What are we going to do?

To achieve Strategic Aim 3 we will;

- Use data as intelligence to inform changes and improvements in practice.
- Continue to recruit with a values based approach
- Scope and implement improved technological solutions
- Reduce the overall timescale associated with recruitment processes.
- Expand our use of international recruitment to maximise future supply.
- Be an active participant in the regional Streamlining programme with the HR Director lead sitting with the Trust's Workforce Director on behalf of the regional HRD network.
- Challenge traditional organisational boundaries to keep staff employed across the wider NHS
- Eradicate agency usage and minimise bank and overtime usage.
- Continue to invest in the Locality based pools of staff and this flexible resource will be deployed under the direction of senior nursing staff.

- Train our temporary workforce to the same standards expected of substantive colleagues
- Support staff to speak out safely.
- Fully develop and implement our action plan in response to the Freedom to Speak out safely report led by Sir Robert Francis, QC.
- Determine whether employee relations work remains outsourced for a longer period of time.
- Continue to work closely with our staff side colleagues in the spirit of our Partnership Agreement.

Job Plans and anything on medical staffing in particular



Strategic Aim 4 - We will help staff to keep healthy, maximising wellbeing and prioritising absence management

Where are we now?

We understand staff wellbeing is important in its own right and it can improve the quality of both patient experience and health outcomes. We understand that NHS organisations which have more favourable indicators of staff wellbeing have better attendance, lower staff turnover, less agency spend, higher patient satisfaction and better outcome measures.

We recognise both the importance of a strategic approach to employee health and wellbeing and the importance of our organisational culture in driving key behaviours. We know that well designed job environments, giving staff a voice, ensuring staff feel supported and that their job is meaningful are all important drivers towards wellbeing.

In 2015, we refocused our Occupational Health service as the Employee Health and Well Being Service. We have reviewed our policies to ensure that employee health and wellbeing is considered at every level within the organisation.

We have held a number of collaborative discussion and training sessions with Managers to examine the strong links between engagement, wellbeing and positive attendance and define the important role of the Manager in improving engagement and supporting staff wellbeing.

We have also held educational sessions with staff to help inform an improved understanding of the role of the Employee Health and Well Being team, the beneficial impact of work on health and to dispel some common myths.

In 2015 we will be targeting the key public health issues and ensuring that some of the award winning patient information leaflets we produce for service users are disseminated to our own employees.

Where do we want to be?

By 2020 our Health and Wellbeing Strategy will be embedded, its foundations being firmly on prevention, early intervention, good quality assessments of fitness for work, effective support services, training and education.

Employee health and wellbeing will be embedded into everything we do as a Trust. We will understand our organisational health needs and there will be processes in place to stop individuals in low risk health groups moving into higher risk categories.

We will ensure that we look our members of staff as a 'whole person'. This will include having exemplary support systems in place to promote employee mental health in the workplace and reduce stigma and discrimination and signpost to community based services when appropriate and recognition that life outside work can affect an employee's performance in work.

Say something here about physical fitness?

We will lead by example providing all staff with the environment, knowledge and tools to develop and maintain emotional resilience and mental wellbeing. There will be early diagnosis at work and staff will have fast track access to good quality psychological intervention and support linked to causal factors.

Our workforce will take full responsibility for their health and wellbeing and improvement of personal resilience.

How are we going to get there?

To achieve Strategic Aim 4 we will;

- Develop a Health and Wellbeing Strategy
- Promote health, wellbeing and resilience for the whole of our workforce, both clinical and non-clinical staff.
- Ensure that there is a joined up approach to promoting public health messages across the Trust
- Educate and encourage all staff to take responsibility for their own health and help them improve their personal resilience.
- Undertake an organisational health needs assessment to determine the specific health needs of our Trust and will develop a prioritised action plan based on the outcome of this assessment to ensure the best use of the Trusts resources.
- Monitor the health of all employees where they are exposed to a specific hazard
- Ensure that we encourage collaborative working amongst all stakeholders to ensure a robust approach to undertaking risk assessment and identifying health surveillance needs.
- Monitor the health surveillance programme closely so that any adverse trends can be investigated and acted on.
- Develop Wellness and Recovery Action Plans which will be based on the individual staff needs.
- Work closely with Estates colleagues to advocate for well designed environments
- Adopt a holistic approach to encouraging behavioural change and promoting healthier lifestyle choices based on National Public Health initiatives and guidance, including obesity and smoking.
- Explore ways in which we can encourage the whole workforce to be more active
- Work collaboratively with the Corporate Decision Team to review the occupational health data, identify trends and patterns, benchmark and agree action plans to achieve improvement.

- Foster closer working between the Employee Health and Well Being team and Managers.
- Ensure that managers have the skills and confidence and are empowered to act on the advice that has been given to support employees who are unwell and wherever possible help rehabilitate them successfully back into the workplace or into alternative employment.
- Implement, where staff have frequent periods of absence, robust but supportive management processes, as will be the case for longer term periods of absence.
- Optimise Trust communications resources to disseminate information to our workforce.
- Educate and inform, ensure consistent approaches, signpost to support services in the community and promote free digital tools to help staff achievement their health improvement goals.

Strategic Aim 5 - We will educate and equip staff with the necessary knowledge and skills to do their job

This theme comprises a wide range of education and training issues; the education pathways for professionals, training and education needs which arise from complying with statutory and essential programmes and those which arise from Continuing Professional Development (CPD) needs or specifically the future skills needed to deliver developing patient pathways.

Where are we now?

We know from our work with Health Education North East (HENE) that within the North East, both students/trainees and regulator feedback indicates that education provision for professional programmes is currently of high quality, and in many cases above national averages. There is however an ambition to build on this achievement and further enhance education in the region to support staff within their current role as well as providing more structured and equitable opportunities for career development. There are specific issues being addressed, for example, the high levels of attrition on nursing degree courses.

Annually a review of CPD needs is undertaken across staff groups and services and a Trust training plan submitted to Health Education North East for funding. This has enabled the Trust to invest in development activities that support service developments. Examples have included Approved Clinician training, sensory integration training and simulation equipment.

A range of academic modules funded by Health Education North East currently delivered at Northumbria and Teesside Universities are available free to staff and can be used as stand alone or combined to achieve qualifications.

Within the Trust, we have become more NICE concordant in recent years and the previously mentioned Transforming Services Skills Programme (TSSP) saw a significant funded plan of professional development linked to NICE guidance and patient pathways, giving staff the opportunity to develop skills at a range of levels. Due to the development of an infrastructure through this 2 year programme staff can now be supported to develop and practice this range of new skills. This has been focused on increasing knowledge of specific psychological therapies and is essential to the delivery of the future workforce vision, equipping staff with essential skills to work in and across future patient pathways. The staff survey results indicate that staff consider they now receive more job relevant training and it is considered that this is, in part, due to the TSSP programme.

In recent years the Trust has achieved and maintained high levels of compliance for all staff across a wide ranging statutory and essential programme. Whilst our entire statutory and essential programme is important by its very nature, one area of particular priority is that of Prevention and Management of Violence and Aggression – PMVA. Given the regional and specialist nature of our services the Trust reports high levels of violence and aggression against staff and it is therefore important to do all we can to ensure they are well trained in this area. Our PMVA programme moves in 2015 to be managed through operational services and moving forwards will be even further aligned with clinical areas, again responding to local needs.

Research (Kings Fund 2014) tells us that on average, people with long term, chronic mental health illness, die on average, 20 years earlier than those without mental ill health. We have therefore developed an increased understanding of the need for us to be able to provide for peoples physical wellbeing as well as their mental wellbeing and to this end a train the trainer programme has been developed by the clinical trainers in partnership with Laerdal and NTW nurses will be trained to deliver advanced physical health skills training.

In 2015 a new Management Skills Training Programme was introduced. This complements the established Leadership course but instead focuses on the essential skills managers, and those aspiring to management / supervisory positions, need on a day to day basis.

Appraisal is, of course, a core part of the overall processes associated with equipping staff with the necessary skills to do their job. In 2014, we developed a whole new appraisal system, linked to trust values and more aligned with Agenda for Change flexibilities. 2015 will therefore be a transitional year, with the new processes embedding in whilst moving towards meeting the overall aim of improving the quality of appraisals.

As important from a qualitative perspective, is the experience staff have as they are inducted to the organisation. The current programme is again values based and regularly updated.

With regards to vocational training, during 2014 the Trust, via its management processes, agreed two key pieces of linked work, the development of an NTW

Academy for Vocational learning and the expansion of the existing apprenticeship programme.

These two initiatives reflect the demographic need to recruit and develop younger workers, whilst also being in concordance with Health Education England's National Strategic Framework "The Talent for Care" which seeks to develop staff specifically in bands 1-4 through to professional qualifications.

Where do we want to be?

The future workforce, not only in the Trust but across the whole region, across health and social care, needs to have the appropriate skills and education to deliver high quality, safe and sustainable care. HENE aim to build on their success 'of being leading providers of medical and non-medical education', attracting and retaining the right people, with the right knowledge and skills, underpinned with values and behaviours that reflect the NHS Constitution'.

For success we will need to build upon our existing high quality education provision to further enhance education in the region to support staff within their current role as well as providing more structured and equitable opportunities for career development.

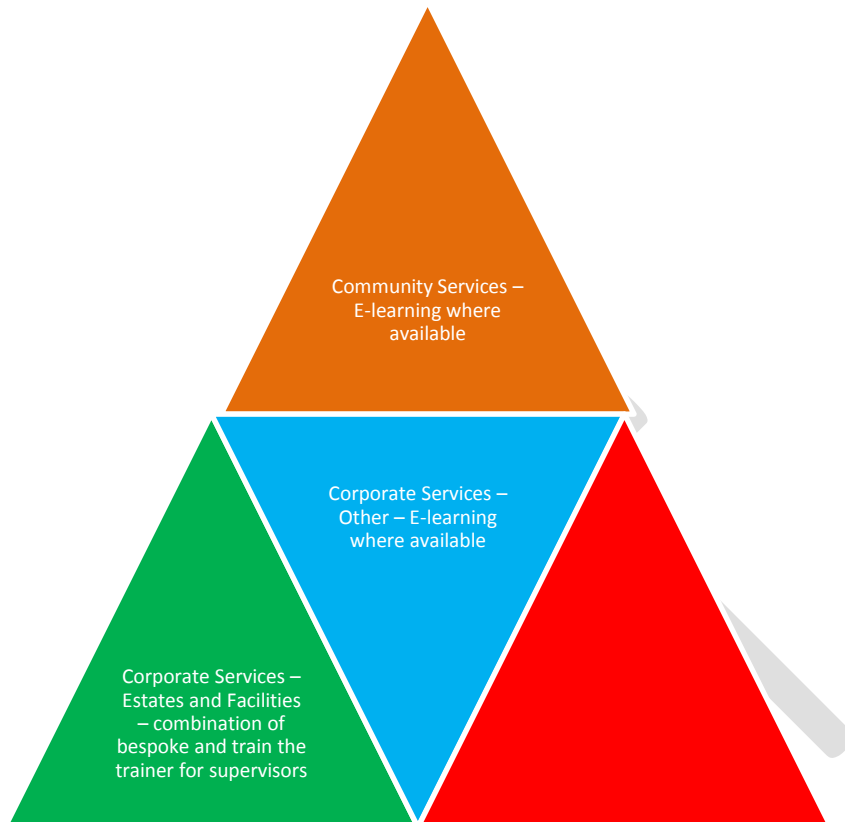
We need to explore education programmes for new emerging roles, for roles working across health and social care and for roles which work flexibly across traditional professional boundaries.

We will move to a world of even greater NICE guidance with an ever evolving evidence base. There are increased expectations that we provide NICE concordant care as part of the provision of high quality services. As a result continuous CPD will be required for the workforce.

Our workforce will be able to access their Continuing Professional Development requirements to ensure that the future needs of service users and carers can be met. In later years of this Strategy we aspire to work in partnership with service users and carers to undertake joint professional learning and development activities, both in terms of the development of programmes and in their delivery and in our shared learning. Our workforce will keep up to date and prepare themselves for future challenges, or changes in working practices, through accessing flexible continuous professional development learning opportunities.

We want our statutory and essential training programme to run as effectively as possible whilst ensuring staff have the greatest flexibility in meeting their training requirements.

Where available, statutory and essential training will be delivered via e learning modules, via technology we have access to outwith the workplace enabling staff to be retained in their local work bases as far as is possible.



Technology will underpin a much wider range of education and training activities. E learning, apps and simulators will become even more of a key feature of improving quality and cost of educating not just the formal workforce but patients and their cares too.

Over the period of this strategy, the Trust's Academy for Vocational Learning will fully explore the opportunity to become an Excellence Centre with The National Skills Academy for Health; these being employer led regional centres who act as hubs for the facilitation of learning and development for healthcare support workers.

How are we going to get there?

To achieve Strategic Aim 5 we will;

- Continue to work closely with Health Education North East not only on the future supply of our workforce but on their education.
- Work in partnership with other employers and trainees/students to continue to promote the North East as the place of choice for both training and on-going employment.
- Support HENE to build on the regional excellence in teaching and learning, through further enhancing our student experience using on-going

development of technology enhanced learning including simulation, and increased use of evidence based teaching and learning interventions.

- Promote and develop the role of the educator in practice, further developing coaching and supervision skills and capacity in the region to maximise the learning experience for the wider workforce.
- Do everything we can to ensure the workforce will have improved access to appropriate education and development opportunities enabling delivery of personalised, high quality care and progress into professional programmes.
- Develop our support workforce to enhance their knowledge and skills within their role to deliver high quality patient care through the implementation of the regional Talent for Care strategy.
- Embrace all opportunities to promote and strengthen widening participation.
- Enhance return to practice initiatives
- Encourage our workforce to continually update their skills and competencies.
- Develop and build capacity with trainers and wider lead professionals to meet internal training needs, including the provision of CPD requirements arising from NICE guidance.
- Continue to work with HENE to complete a regional wide review of the CPD infrastructure and ensure it is aligned to future needs and accessible by all professions, including over time, the support workforce.
- Roll out the physical health training programme.
- Undertake further skills analysis to determine skills gaps within our workforce, understand training needs which arise through appraisal processes and use this information to influence future training programmes.
- Keep the content of the Management Skills Programme relevant to our needs and equip our managers with additional skills needed to effectively manage change.
- Monitor the embedding and qualitative feedback on new appraisal process.
- Further develop appraisal processes to identify gaps within teams and with individuals relating to NICE Guidance and provide training opportunities to overcome them.
- Regularly review induction processes ensuring new staff are 'job ready.'
- Develop the Trust Vocational Learning Academy
- Identify development pathways via vocational training and develop our own in-house courses and further partnership working.
- Understand the pastoral needs of our younger workforce and build this into our programmes moving forwards.

Strategic Aim 6 - We will be a progressive employer of choice with appropriate pay and reward strategies

Where are we now?

We are one of the largest mental health and disability trusts in the country and one of the largest employers in the North East, adhering to national terms and conditions of

service for both medical and non-medical staff. We have worked hard to develop good partnership working arrangements with our trade union partners.

Whilst committed to having our service users and carers at the centre of everything we do, our employment practices have operated on a traditional model and through our work with colleagues in the Recovery College we are just starting to explore the many advantages of working closely with colleagues with lived experience of mental health illness.

Successful employee relations and our relationships with trade unions are essential to successful delivery of the Trust's vision, 5 Year Strategic Plan 2014-2019 and supporting strategies and critically, to all areas of work in this strategy. In 2015 we expect to sign a new Partnership Agreement with local trade unions and will continue to work together to successfully implement our commitments within this, following on previous successes. At the heart of this agreement, we all commit to the importance of partnership working, to discussions and negotiations which support the delivery of high quality care for all.

We are working in a climate of pay restraint which has resulted in industrial action in recent years, we have already seen several changes to the NHS pension scheme from both an employer and employee perspective and looking ahead there will be further changes, driven by affordability, greater levels of contribution and the career average scheme.

Our workforce is hugely talented and we employ a number of leading professionals with national and even international reputations, notably for expertise in their clinical field and for their research.

Where do we want to be?

Given we are one of the largest mental health and disability trusts, it therefore follows that we should seek to be a progressive employer, one who influences nationally and locally, embodies modern employment practices, has engagement with staff at its heart and one for whom, there are foundations of successful partnerships none more so than that with 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 partnerships with, our service users, our staff and trade union reps, the local health economy and population that we serve.

By 2020 we will have embraced opportunities which have arisen from coproduction and our employment practices will be aligned around recovery and we will be listening and continuing to learn and value the importance of coproduction with those in, for example, the Recovery College.

Our workforce costs represent 80% of total expenditure, some £xxm. Looking ahead at financial and system wide challenges we will need to reduce the cost per head count of our workforce. There will be a number of ways in which we can do this and

some of these have been set out already in this strategy, notably new ways of working and role redesign, efficiency of systems and processes.

There will however need to be an increasing focus on the terms and conditions and reward strategies for NHS staff in the years to come, driven by both affordability and the need for flexibility within reward systems to meet service needs and sustain organisations.

By 2020 we will work within a set of fully integrated working practices, be supported by modern technological solutions. We will have built our reputation as an employer of choice and attract local and national recognition for this. The expertise of our clinicians and their national and even international reputations will be at the core help in attracting our future workforce and in retaining those already employed.

How are we going to get there?

To achieve Strategic Aim 6 we will;

- Be coproducing and continuing to learn from colleagues with lived experience and all employment practices will be recovery focused.
- Commit to a further period of joint partnership working, undertaking annual reviews as to our achievements and areas for development for the years ahead.
- Continue to support increased facility time for local union representatives and to continue with representation on a number of our programme boards and working groups.
- Develop more flexible and affordable terms and conditions of service and take all opportunity to influence, at a national level, these changes to meet service need.
- We will be working with partners across health and local government with a more integrated set of employment practices.
- Continue to recognise staff at annual recognition events. We will also recognise staff on a more local level, making the time to talk, being responsive and saying thank you for every day and discretionary effort.
- Seek external regional and national recognition for our work and share our learning with other organisations.
- Utilise our clinical and research expertise as components of our marketing strategies and progressive employer status.
- Strengthen our position as a key influencer, notably speaking up for those with mental health illness and disabilities and as a provider of these services and an employer of a highly skilled workforce.

Summary / Conclusion

This workforce strategy sets out our vision for the future workforce and six core strategic themes and underpinning work which are essential to successful delivery of that future vision. It is ambitious in its vision, particularly considering the changing and unknown environment in which we currently work.

Whilst ambitious, with excellent leadership, the commitment and engagement of our staff and a range of strong partnerships in place, we believe it is achievable and it will guide us to essential workforce priorities for the next five years. It will require joined up working, joined up thinking and the flexibility which we need at the core of our workforce also needs to be applied to the implementation of this strategy.

We need to be responsive and adaptable as the direction of future travel becomes clearer and be able to review and update the strategy as needed. We need to challenge ourselves to constantly to achieve our vision and enable our staff to deliver excellence in patient care across a different footprint, in different ways, with different partners.

A high level set of actions are attached and as the new Workforce Committee and it's sub group structure is established, the two sub groups will be tasked with the production of annual work plans with oversight sitting with the Workforce Committee. The two sub groups are;

- Organisational Development (including Leadership and Engagement)
- Workforce Development (including Education and Training)

Work relating to the health and well being of the Workforce will be led by the trust wide Health and Well Being Committee, chaired by the Director of Infection and Prevention and Control.

Whilst produced by the Workforce Directorate, the successful delivery of this strategy will rest primarily with managers across the Trust. Continuing to build their HR capacity and capability as well as supporting the continuing professional development of staff in the Workforce Directorate will be an essential area of work to support successful implementation of this vision.

Appendices

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High level actions

Appendix 1

We will develop a representative workforce which delivers excellence in patient care, is recovery focused and champions the patient at the centre of everything we do

Activity	Measure	Lead + Timescale
Widen our approach to strategic, integrated workforce planning.	Workforce plan in place for trust Workforce plan for wider health economy in place Active partner in Regional Social Partnership Forum	Deputy Director of Workforce
Undertake training needs analysis linked to future clinical pathways	Annual skills gap analysis completed and training plan in place	Head of Training
Increase flexibility in the workforce		
Create innovative roles		
Undertake a review of TED	Revised scheme and associated processes in place	
Implement flexible HR frameworks to manage change		
Apply a recovery focus to employment practices	All HR policies coproduced with e.g., recovery college colleagues.	Head of HR
Engage the future workforce (young people still in education)		
Flexibly retain the older workforce		

We will embed our values, improve levels of staff engagement, create positive staff experiences and improve involvement in local decision making

Mark S to complete to tie in with OD Strategy

Activity	Measure	Lead + Timescale

We will lead and support staff to deliver high quality, safe care for all

Activity	Measure	Lead + Timescale
Continue to improve efficiency of recruitment processes	NHS Job2 fully implemented More advances technological solutions scoped Work 'pushed out' to applicant	Head of HR
Review the central recruitment approach		
Expand values based recruitment	Approach used for all recruitment activity	
Commence International recruitment	International recruitment scheme in place	
Market trust as a good employer		
Eradicate agency use	No agency use	Director of Nursing and Ops
Reduce temporary staffing costs		

Establish long term approach for the management of employee relations case work.	Review of HRA advisory service completed and future service in place	Head of HR
Create an environment where staff feel safe and supported to raise concerns		

We will help staff to keep healthy, maximising wellbeing and prioritising absence management

Activity	Measure	Lead + Timescale
Implement HWB strategy	Strategy in place and actions being implemented	Deputy Director of Workforce
Implement a health needs assessment	Health needs of the workforce understood and actions in place to support the needs	
Implement a full health surveillance programme	Programme in place with appropriate monitoring and actions	
Implement early intervention programmes	Staff staying at work and successfully managing health and wellbeing issues – i.e. reduction in absence	
Reduce levels of violence		
Develop resilience in the workforce		
Work with estates colleagues to champion to create healthy work environments for staff		
Apply robust management of absence processes	Policy regularly reviewed Reduction in absence levels	

We will educate and equip staff with the necessary knowledge and skills to do their job

Activity	Measure	Lead + Timescale
Continue to work with HENE on the education and supply of the future workforce	Commissioned education places meet the trust future workforce supply needs. Education needs for future innovative roles are in place. All education quality measures are met	
CPD regional review	New regional CPD framework in place which meets trust needs for all professional groups	
NTW training delivery review	Review completed and new programme in place	Head of Training
Training programme is coproduced and is meeting the needs of both staff and service users	Coproduced programme in place and attended by both service users and staff.	
Management Development Programme embedded	Pilot completed. Programme fully up and running Reduction in absence and employee relations work	
New appraisal system embedded	Levels of appraisals completed Improvement in qualitative measures Full TNA in place from needs identified in appraisal	

NTW Academy established	Academy in place Full range of apprenticeship programmes in place	
NTW Centre for excellence established	Centre in place. Full regional support structure in place.	
Sophisticated training evaluation in place	Training and education needs arising from appraisal discussions are considered and programmes of learning implemented to meet these needs.	

We will be a progressive employer of choice with appropriate pay and reward strategies

Activity	Measure	Lead + Timescale
Develop NTW reward strategy	Strategy in place	
Consider develop of local terms and conditions of service	Flexible terms and conditions in place New staff recruited on different terms and conditions Reduction in pay bill	
Be an influencing voice for the workforce of mental health and disability providers	Attendance at regional and national forums Increased visitors to the trust	
Strong partnerships in place with trade unions	New partnership agreement signed. Difficult issues foreseen and proactive measures put in place	

Modern technological solutions	ESR self-service implemented Successful role out of more mobile solutions	
Celebrate our successes	Recognition at regional and national award ceremonies	
Working in partnership with others	Active member of social partnership forum Shared employment practices across health and social care	

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Current workforce profile to be
included here
