People matters ~ Workforce and Organisational Development Strategy 2014-2019
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1. Overview

This document details the integrated workforce and organisational development strategy, detailed Workforce Plans and Development Strategies will continue to be developed in consideration of this overarching document and the strategic objectives of the organisation.

Following Transforming Community Services in April 2011, this document considers integration of care systems and development of whole care pathways, covering the patient journey through acute and community services.

Over the lifespan of this document there is an expectation that new care pathways will be established, continuing the shift of workforce from acute to community settings. Northern Devon Healthcare NHS Trust is in a unique position to be innovative and deliver systems of seamless care across the healthcare community. The workforce will be developed in order to deliver the required skills, in the right place, within prescriptive timeframes, whilst protecting the employment of our existing employees.

The NHS nationally and locally is going through radical review and large scale change, the strategy is pivotal to ensure the workforce are supported to lead transition and feel engaged whilst enhancing a workforce with the appropriate skills, knowledge and leadership to ensure that we are proactively able to adapt to the challenges ahead. Change, is likely to be expedited throughout the next five years and the strategy aims to ensure the workforce is flexed, supported, engaged and developed in order to deliver the inevitable transition.

2. Links to Trust strategic objectives and goals

The Trust’s strategic objectives are reviewed by the Board on an annual basis. This paper supports the achievement of the following strategic objectives:

| X | Highest quality | X | Flexible & multi-skilled workforce |
| X | Sustainable services | X | Efficient & effective |
|   | Integrated health & social care |   | Local provider of choice |

The Trust’s principal risks have been identified through the Trust’s risk management processes. They are updated as they are identified by the Risk Management Committee. This paper supports the mitigation of the following principal risks:

| Financial planning & management | Clinical records management |
| Strategic & business planning | X | Leadership & management |
| X | Workforce numbers | X | Unsafe behavior |
| X | Workforce skills | External demands |
| Procedural management | Partnership arrangements |
| Equipment & facilities arrangements | Communication |
3. **Summary**

The Workforce and Organisational Development Strategy sets out an enabling framework in support of the Trust’s objective to recruit and develop a ‘flexible multi-skilled workforce’ to further support the organisations values, whilst ensuring sustainability. Delivering local integrated health and social care, to support people live as healthily and independently as possible, recognising the different needs of our local communities across Devon.

The strategy provides a clear mechanism for engaging and developing staff and leaders to enable cultural changes necessary to deliver the vision, and ensure the values are at the heart of all we do. The strategy details an ambitious 5 year programme that will not be without its challenges but designed to align activities with the performance improvements and service changes needed to lead in the changing environment of health and social care.

The focus is on developing our internal capacity and capability to balance the challenges of providing high quality, safe patient care with the efficiencies necessary for re-investment, in order to achieve our financial plans. The strategy is organised around eight work streams:

1. Developing a **Performance culture**
2. Delivering **Opportunities** through sustainable structures, systems and processes
3. **Supporting** employee Health and Wellbeing
4. **Embedding** participative change and continuous **Improvement** capability within the organisation and wider health and social care.
5. Managing **Talent** and Succession Planning
6. Innovate leadership skills and capacity
7. Bringing the **Values** to life
8. Develop a highly **Engaged workforce**

A **POSITIVE** Workforce will be supported through these eight work streams, ensuring we have the right people in the right places with the rights skills, underpinned by strategies that value and support the workforce to deliver innovative high quality, compassionate, safe care.

The Workforce and Organisational Development strategy and wider staff engagement strategy will facilitate the cultural changes necessary to maintain the organisations high performing status and achieve further success through its workforce. The Trust will work to the LIVE principles:

a) **Build strong leadership**
b) Supporting Improvements and Innovation

c) Support, develop and Value staff

d) Build a culture of Excellence across the organisation

Consideration has also been given to NHS Operating Framework 2013-14 with particular reference to:

- The five domains, which set out the high-level national outcomes that the NHS should be aiming to improve.
- Our staff continue to be the most vital resource in delivering outcomes
- Ensuring a clear focus on quality and the national priorities set out in this NHS Operating Framework, bringing together QIPP, finance, activity, workforce, informatics and transition to the new structures.

4. The current position: where are we now?

Local Context

The Trust serves the communities within the following boundaries:

- Wider Devon (the area covered by Devon County Council and Torbay Unitary Authority, but not including Plymouth unitary authority) – population 900,000.
- Northern Devon (the area covered by North Devon District Council and Torridge District Council) – population 157,300. Northern Devon includes the key urban areas of Barnstaple and Bideford. The remaining population is drawn from the highly rural network of small hamlets and villages across the area.
- Eastern Devon (the area covered by Exeter City Council, Mid Devon District Council and East Devon District Council) – population 328,600. Eastern Devon includes the major urban area of Exeter, along with other market towns of Exmouth, Crediton, Tiverton, Cullompton, Honiton and Sidmouth.
- By 2030 the Office of National Statistics projects that the population for northern Devon will increase by 19% to 186,800, and eastern Devon will increase by the same percentage to 388,700. However, for every 10% increase in the raw population numbers in Devon, the level of demand is projected to increase by 15-20% due to the growing proportion of people over 65 and associated long term conditions.
- These factors will present major challenges to the wider health community. It is understood nationally that existing patterns of health care will rapidly become unaffordable as the population ages and lives (longer) with complex health needs and long-term conditions.

Service Challenges

Through the term of this strategy there will be numerous challenges that will need to be addressed in terms of transition and delivery of patient focused care:

- Service transition is likely to focus on:
• Help people to stay well
• Integrate care
• Personalise support
• Co-ordinate pathways
• Think carer, think family
• Home as the first choice

As such the strategy focuses on a positive approach to workforce and organisational development, engaging, supporting and developing staff to deliver the future Healthcare for the population served by Northern Devon Healthcare NHS Trust.

Staff in Post
At the start of this strategy Northern Devon Healthcare NHS Trust has an established Full Time Equivalent of 3541.9 (Headcount 4870) (1st April 2014), the workforce equates to 12.13% of the NHS workforce in Devon.

With just under a third of all employees being registered nurses or midwives and a fifth of staff being administrative and clerical workers which includes managers, as 1.9% (64.78 FTE) staff employed as senior managers, with 56% being in Band 5 or above.

<table>
<thead>
<tr>
<th>Staff Group</th>
<th>Headcount</th>
<th>WTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Add Prof Scientific and Technic</td>
<td>131.0</td>
<td>98.6</td>
</tr>
<tr>
<td>Additional Clinical Services</td>
<td>940.0</td>
<td>722.9</td>
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<tr>
<td>Administrative and Clerical</td>
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<td>799.5</td>
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<tr>
<td>Allied Health Professionals</td>
<td>476.0</td>
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<tr>
<td>Estates and Ancillary</td>
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<td>140.1</td>
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<tr>
<td>Medical and Dental</td>
<td>584.0</td>
<td>246.9</td>
</tr>
<tr>
<td>Nursing and Midwifery Registered</td>
<td>1351.0</td>
<td>1112.2</td>
</tr>
<tr>
<td>Grand Total</td>
<td>4870.0</td>
<td>3541.9</td>
</tr>
</tbody>
</table>
5. Drivers for the Workforce and Organisational Development Strategy

**Vision:** We will deliver local integrated health and social care to support people live as healthily and independently as possible, recognising the different needs of our local communities across Devon.

Our approach is summarised as; - **Best Care, Highest Standards, Right Place**

Our values guide the way we behave and interact with those we serve and work with:

- Diversity
- Integrity
- Compassion
- Excellence
- Support

**Our delivery Strategies set out 3 key aims:**

- Reshaping community Services
- Improving Emergency care
- Improving Hospital Productivity

The Workforce and Organisational Development Strategy supports the delivery of these key strategies by;

- Enabling cultural change
- Building confidence in leadership
- Enhancing change capacity
- Developing a sustainable and innovative workforce

and:

- Ensuring the workforce is engaged, valued and developed to deliver services that are focussed for the benefit of the patient.

The Francis Report was published in 2013 and emphasised the importance of a compassionate culture within the NHS, focused on safety and patient centered approaches. Keogh report and Berwick review, stressed further importance of culture, capability, performance management and openness. The Workforce and Organisational Development Strategy reflect the critical issues.

The strategy has been written to ensure effective engagement and development of staff to meet the potential for large scale change. The strategy is pivotal to ensure the workforce are supported and empowered to lead transition and feel engaged whilst managing the talent and enhance the workforce with the appropriate skills future proofing and enhancing a workforce that has the required skills to
innovate future health and social care services, further developing knowledge and leadership to ensure that we are proactively able to adapt to the challenges ahead and remain the employer of choice.

**Strategic Priorities and illustrative outcomes**

*N.B. The priorities below represent the foundation of the Workforce and Organisational Development strategy, and will inform all work streams. The illustrative outcomes under each priority have been collated from existing documents and interviews with a cross-section of stakeholders and through values based workshops:*

The focus is on developing our internal capacity and capability to balance the challenges of providing high quality, safe patient care with the efficiencies necessary for re-investment and in order to achieve our financial plans and service redesign. The strategy is organised around the eight identified POSITIVE work streams:

1. Developing a **Performance culture**
2. Delivering **Opportunities through sustainable structures, systems and processes**
3. Supporting **employee Health and Wellbeing**
4. Embedding **participative change and continuous Improvement capability within the organisation**
5. Managing **Talent and succession Planning**
6. Innovate **the leadership skills and capacity**
7. Bringing the **Values to life**
8. Develop a highly **Engage workforce**

1. **Developing a Performance culture**

The work stream will ensure:

- Managers manage performance of their direct reports and teams effectively – displaying supportive leadership in line with the values.
- There is a transparent process to support high performance and address under-performance, supported by an effective performance management framework, centered on quality of patient care.
- Individuals at all levels have the right capability and behaviors necessary to deliver key objectives. Staff take personal responsibility for their own contribution and proactively influence the performance of their peers and managers.
- The organisation proactively supports the development of high performing teams.
- Supervision and support through teams becomes part of business as usual.
- Implement a robust electronic system to support performance reviews.
2. Delivering Opportunities through sustainable structures, systems and processes

The work stream will ensure:

- Everyone in the organisation, as well as external stakeholders, understand the Northern Devon Healthcare NHS Trust strategies and core values.
- Groups and teams are clear on their accountabilities, and there is effective collaboration across organisational boundaries.
- Decision-making and other organisational processes are streamlined, clearly understood and used across the organisation. Quality of care, patient safety and commercial effectiveness are at the heart of all decision-making.
- The organisation proactively manages and influences its external stakeholder environment to improve quality of patient care.

3. Supporting employee Health and Wellbeing

The work stream will ensure:

- Occupational Health services that are focused not only on intervention but prevention.
- Continued implementation of strong sickness absence management and attendance with the support of a health and wellbeing lead and case management approaches.
- Development and maintenance of fast track referrals to physiotherapy services.
- Implementation of resilient training to complement stress management workshops already being delivered.
- The provision of a number of health and wellbeing initiatives including health checks/assessments and links to national health campaigns.
- Implementation of the full Health and wellbeing action plan as agreed in February 2014.

4. Embedding participative change and continuous Improvement capability within the organisation

The work stream will ensure:

- Managers are effective transformational leaders – able to coach and develop their team, build shared vision and help nurture a positive climate of high engagement – focused on improving quality of patient care.
- There is a clear line of sight of simple, easy to understand objectives – throughout the organisation, as well as across organisational boundaries.
- Leaders display the adaptive leadership capabilities required to engage people effectively in participative change processes across the organisation.
- Staff feel empowered to drive continuous improvement to improve quality and efficiency of care.
- The organisation as a whole embraces an ethos of continuous learning. Effective processes and structures are in place to drive learning, continuous improvement and innovation.
5. Managing Talent and succession Planning

The work stream will ensure:

- An effective talent management system and career development framework supported by a recruitment process fit for the 21st century ensuring people are developed to their full potential.
- Managers proactively develop and recognise talent, nurturing staff to meet their full potential.
- An organisation wide talent register will be developed.
- Performance and appraisal systems identify staff talent and inform succession plans.

6. Innovate the leadership skills and capacity

The work stream will ensure:

- Leaders role model the strategic leadership needed to develop shared vision and alignment across the organisation, centered around quality of patient care.
- Innovation through implementation of think tanks and development workshops
- Development of a breadth of bespoke leadership development opportunities both internally and externally to the organisation.
- Authority is given to develop innovative models.
- A robust process of coaching, mentoring and supervision for leaders at all levels.

7. Bringing the Values to life

The work stream will ensure:

- Leaders are effective cultural leaders. They role model and help nurture the values in others, to improve quality of patient care.
- The values are embedded into the systems and processes of the organisation.
- The values become an established part of the culture and its process of continuous improvement. Each person role models the values in their day-to-day behavior.
- Values are embedded through a multiple of media.

8. Develop a highly Engaged workforce

The work stream will ensure:

- Staff feel proud to work for Northern Devon Healthcare NHS Trust and would recommend its services to family and friends.
- Reporting, supervisory and regulatory systems are streamlined – managing the tension between simplicity and effectiveness.
- Risk is managed effectively across the organisation and in line with the values.
- Development of an engagement culture.
- Leadership through a Listening into Action Model
Additional methods of communication are developed
Agreement of a full engagement strategy.

6. Work streams

The desired outcomes will be delivered through the 8 work streams summarised above, which will be managed by one of the three subgroups of the Workforce and organisational development committee:

The sub committees are:

- Pay and Reward Sub group (P&R)
- Organisational Development Committee (OD)
- Operational Workforce Development Committee (OW)

1. Developing a Performance culture (P&R)

Performance Management: High performing individuals and departments delivering excellent services.

Performance management is the process of delivering both services and lasting improvement. The Organisation aspires to do this by ensuring individuals, teams, and ultimately the organisation, know what they should be doing, how they should be doing it, take responsibility and recognised for what they achieve.

In order to move to a consistent operating culture, the organisation recognises the need to have systems and processes that underpin and support staff that are performing. Clarity about objectives and responsibility for delivery together with robust risk management and performance management is at the heart of delivering any high quality service.

A new Performance Management Framework will be introduced in 2014 and further enhanced by an electronic toolkit to support staff and managers.

The Performance Management Framework will bring together Strategies, Plans, Policies and Performance measures (national, regional and local) that enable service users, staff, managers and other stakeholders to see how individual’s, teams and the Trust ‘benchmarks’ in comparison to its own performance and in setting clear expectations.

The overall aim is to ensure key measures support workforce and clinical delivery, enhancing the delivery of high quality patient care. The performance framework will provide clarity of purpose and benchmarking against current performance – with summaries of goals, demonstrating clear links to the overarching Trust strategy and values. Business Intelligence, management processes and staff will work together to improve performance across the Trust through:
Setting of SMART objectives that the Trust, managers and staff at all levels understand which include:

- The ability to plan resources to meet required performance.
- “Real time” review reports to measure improvement.
- Staff to be managed at all levels through positive and active management.

The performance framework will be designed to provide a consistent approaches to the way service performance and quality are managed, monitored and reviewed at all levels in the organisation i.e.: corporate, departmental, service and personal levels.

The framework will reward and recognise, to achieve a performance culture; it is desirable to have a performance system that supports reinforcement of positive behaviors. The development of performance tools will give an ability to identify where recognition should be targeted.

Work has been undertaken with Divisions to develop leadership and management Competencies which will be implemented to enhance leadership capability based on the NHS leadership academy toolkit.

Further development of values based activity, supporting behaviors, and embedding in HR practices such as recruitment, appraisal, personal development planning and learning will be implemented. In addition, work will be undertaken to review and optimise the current portfolio of leadership and people development offerings. Marketing and content will be introduced as required to support the strategy and cultural change agendas.

Development activity will be conducted as required across the organisation to develop capability to support the operationalisation of earned autonomy.

Representatives from Staff side will be part of all Workforce and Organisational Development Committees and will support the monitoring process. Following approval of the strategy, a detailed delivery plan will be submitted to the Workforce and Organisational Development Committee, together with a proposal for measurement and evaluation – which will indicate outcome measures, together with an indication of the channels and frequency by which performance will be assessed and reported.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Pay and Reward subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

2. Delivering Opportunities through sustainable structures, systems and processes (OW)

The organisation is committed to developing a structure with clear decision-making accountabilities and processes that support effective achievement of this strategy. The Trust has a Board and Committee
structure that forms part of the preparation for Foundation Trust status. The Board comprises of the Chief Executive, Seven Executive Directors and six Non-Executive Directors. The Executive structure combines elements of functional and Divisional structures.

Service Line Management has been implemented to support services across the geographical patch ensuring services are managed as close to the patient as possible. However, it is suggested that decision making and accountability has not been fully divested, which may have led to lack of clarity about the level of management and autonomy in Service Lines. Additionally, as some corporate functions sit outside of Performance Boards, there may be some tension between different parts of the organisation rather than a real connection with a shared vision and challenge.

We will therefore, look at reaching a consensus as an organisation around the criteria we expect from Services in order for them to achieve greater autonomy. We will develop these proposals with colleagues and ensure the approach supports autonomy, while focused on the Trust’s vision. At the same time, we may expect to see corporate functions growing their customer focus in their relationship with Service Lines recognising many corporate functions need to work in partnership to deliver performance targets.

Effective business processes support the Trust’s strategy, by promoting a common culture and identity based on principles of strong governance, a set of definitions, values, policies and processes that guide the Trust’s work and behavior with a clear system of delegated authority. There is the opportunity to review, streamline and clearly describe the business processes we use, and to make clear where and how decisions are taken. Driving continuous improvement in structures, systems and processes, it is envisaged that periodic reviews be implemented to capture learning, further development and implement recommendations to further improve alignment of structures, systems and processes. This will be a critical component in developing a culture of organisational learning and driving continuous improvement across the organisation.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Operational Workforce subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

3. Supporting employee Health and Wellbeing (OD)

Managing the health and wellbeing of our workforce is key to successfully deliver such a strategy; there will be a focus on stress and mental health, musculoskeletal, ageing workforce and proactive health. There will be a focus on Leadership, management and culture to include

- managing attendance,
presenteeism,
return to work,
reward and recognition,
culture,
Communication.

Individual responsibility and empowerment will be supported through self-control of health and work life balance.

Occupational health services will continue to be developed to ensure continued enhancement of services, timely improved intervention and support of cultural change.

A detailed Health and wellbeing strategy with supporting action plan was agreed in February 2014 and this is embedded within this document.

Annex 5.3 Board
25.03.14 - Health and Wellbeing Strategy Part 2.doc

This Section of the Strategy will be overseen by the Organisational Development subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics set out in the Health and Wellbeing strategy.

4. Embedding participative change and continuous Improvement capability within the organisation (OD)

Successful organisations can explicitly articulate their strategic objectives and provide a clear line of sight between values, objectives, individual / team activities and performance.

Continuously learning and improving our services through inspired, innovative leadership is a key principle. We aim to continually improve and where necessary change the way we deliver services based on best possible patient outcomes. Improving our knowledge and capacity for change, management has the potential to significantly improve staff engagement and ‘bottom-up’ capacity for service improvement moving from a model of ‘pull’ to ‘push’.

Staff engagement will focus on an ability to contribute towards improvements at work and be involved in the decisions that affect them. Development of participative change processes will aim to engage staff and access the capacity and capability of the whole workforce, maximising the impact of change. It is also important that as an organisation we continue to develop capability and capacity to manage
participative change processes, whilst embracing a learning organisation, based on a culture that supports continuous improvement and innovation.

As a pioneer trust within the Listening into Action (LiA) process, the initiative will represent a new approach to people engagement and change management – emphasising greater levels of empowerment and participation at all levels across the organisation. The aim of this intervention is to embed a more participative engaged approach to cultural change and service development across the whole organisation. As part of the transformation process, people at all levels will be supported to develop clarity around organisational objectives and their role in delivering this strategy.

Large group interventions will be undertaken such as those planned as part of Electronic Health Records implementation, with the aim of improving effectiveness and driving higher engagement across the whole organisation.

Within this engagement process, development activity will be undertaken to build organisation wide understanding of the principles and skills needed to manage adaptive change. This will also be supported by personalised development programmes for leaders, improving their ability to lead adaptive change, and greater support through coaching and mentorship will be made available.

There is an aim to drive a step change in the organisation’s ability to support bottom-up innovation and continuous improvement of every scale – from changing a specific process with a team to completely redesigning how care is delivered. This will be achieved by developing innovation and organisational processes, whilst continuing to develop mind-sets and skills supporting a culture of learning.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Organisational Development subgroup, which is a sub-group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

5. Managing Talent and succession Planning (OW)

As an organisation we will actively promote the identification and development of current and potential future leaders.

Talent management is necessary to ensure recruitment, development and retention of a workforce with the skills and attitude that will enable it to deliver strategic objectives and live the values. It is concerned with ensuring that all staff are able to fully use their skills and abilities and also identifying those with high potential and high aspirations to progress.
Research has demonstrated that identifying and managing high-potential employees has a significant impact on achieving outcomes. A new process to map leadership and management positions is being developed, and will deliver a new approach to identify, develop and reward high potential employees.

The Organisation currently has limited formal succession planning methods in place. There are potentially vulnerable positions, where specific knowledge or skills are held by an individual. There is the need to develop a tool to identify these vulnerable positions and therefore there is a significant need to develop resilience and capacity across the organisation. A revised approach to developing and managing succession within the organisation will be developed this will be supported through a talent management role within Recruitment.

Cultural change is easier to achieve if there is a manageable workforce flow into and out of the organisation. Therefore any future succession planning processes will need to balance the need to bring in ‘new blood’ and grow our own leaders of the future.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Operational Workforce subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

6. Innovate the leadership skills and capacity (OD)

The organisation is committed to defining and developing the leadership structures and processes that it needs to support the cultural changes necessary to thrive. There is scope to clearly articulate and implement the NHS leadership model as pictured below, which allows for greater clinical input into decision making and co-leadership of services. Consideration of clinical networks and staff forums will be explored to support innovation whilst enhancing skills and capacity.

Current observations suggest that there remains significant elements of transactional leadership being exhibited (staff do not feel involved in the decisions that affect them at work). A key component of this work stream will be to ensure staff and leaders understand the role of strategic and cultural leadership and are able to utilise transformational leadership traits.

The overall approach for senior leadership development will be “learning through doing” using exploratory and reflective models considering the following principles:

- 70% of learning is from on-the-job experiences, tasks, and problem solving,
- 20% of learning is from feedback and from working around good or bad examples
- 10% from development and reading
Skills development, behavioral change and team development will be conducted in tandem, utilising a number of strategies with activity to develop a shared picture of desired outcomes for the organisation.

Consensus will be sought on transformation programmes and staff will be engaged in participative change processes. Gap analyses will inform specific leadership development interventions using “LIVE” principles, as well as dedicated sessions to enhance specific leadership awareness, skills, competencies and behaviors.

Work will be undertaken to implement the revised NHS leadership framework by level, specifying competencies and decision-making accountabilities by role. This model will be integrated into all areas of the organisation – such as recruitment, induction, performance management and career development.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Organisational Development subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

7. Bringing the Values to life (OD)

In 2012/2013 the Trust undertook an exercise to revise its values and continues enhance this work through values workshops and use of compassion circles. Over 300 Trust staff members, across every service of the organisation have been involved within the process to develop the values. There is recognition that embedding values into everyday behaviors and systems is now vital.
Such implementation requires a greater visibility of values, the incorporation of them into our daily business and support for managers and clinicians in demonstrating behaviors aligned with the values and holding to account. Values will be implemented into:

- Recruitment
- Appraisal
- Training
- Induction

Facilitating dialogue around the values and supporting effective delivery of transformation is critical, developing a strategy that embodies the values and vision of the organisation is important, in terms of how the strategy is managed and implemented, this will be established and articulated throughout 2014.

Opportunity lies in implementing a participative approach to staff engagement that embodies and drives greater alignment to the organisational values. It is expected that through all management of change processes, the values will serve as a template to support initiatives, innovation or change. Over the longer term, the aim will be to establish staff/managerial events and activities that facilitate on-going dialogue around bringing the values to life.

This Section of the Strategy will be supported by an implementation plan, and overseen by the Organisational Development subgroup, which is a sub group of the Workforce and Organisational Development Committee. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

8. **Develop a highly Engaged workforce (OD) (LiA Sponsor Group)**

Engagement: A fully engaged, diverse workforce which goes the extra mile.

Staff engagement can be described as ‘a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.’ (IES)

Staff engagement is a key measure of patient satisfaction, there is a direct correlation between Staff Survey and Patient Survey results. Key correlations between engagement and aspects of working life include:

- involvement in decision making
- the extent to which employees feel able to voice their ideas and Managers listen to these views, and value employees’ contributions
Opportunities employees have to develop their jobs and the extent to which the organisation is concerned for employees' health and wellbeing.

The organisation has committed to the Listening into Action Pioneer scheme and will be key in further enhancing staff engagement.

Staff engagement is critical to achieving the transformation challenges that are being developed. Key drivers of engagement are:

- Understanding of vision, strategy and objectives,
- Confidence in senior leadership,
- Robust communication,
- Transparent management of change processes handled well and staff feeling valued by the organisation.

All elements of this strategy are aimed at enhancing staff engagement. However, it is important to have an overall work stream that focuses on the engagement of our staff.

A communications strategy will be developed in support of the strategy; this will outline how internal and external communications will be developed to engage staff. A branded staff communications / engagement channel will be considered establishing two-way dialogue between the Executive Team and front line staff. Monthly events will be held to enable Senior Managers to engage directly with front line staff and managers across the Trust.

The Trust will continue to enhance listening opportunities through regular staff surveys in order to receive feedback from staff on the drivers for engagement. This will include the mandated friends and Family test for staff. The use of surveys will complement the action planning processes, which underpin the national annual staff survey. Continued use of intelligence gathered from staff surveys and action planning processes will drive continuous improvement.

This Section of the Strategy will be supported by Listening into Action Sponsor group. Success will be measured through the achievement of organisational objectives, measured via a suite of outcome metrics. Additional measures will be provided by patient and staff surveys.

### 6. Governance issues

The Workforce and Organisational Development Committee will monitor progress of work streams led by its subgroups; the subgroups will identify and report blocks and barriers, which are escalated to the Workforce and Organisational Development Committee. Data is reported monthly through the integrated performance reported and submitted to the NTDA and Health Education England upon
request. The Workforce and Organisational Development Committee submits its minutes to the Trust Board.

7. Evaluation, learning and review

Progress against the strategy and associated plans will be reviewed monthly, and through reports presented to the Workforce and Organisational Development Committee. Annual compliance reports for the Subgroups and Workforce and Organisational Development Committee are also submitted to the Trust Board.

The Workforce and Personnel Teams in conjunction with General Managers and Service leads, will develop action plans in support of the eight work streams at Divisional and Cost centre level in collaboration with the relevant stakeholders, e.g. Ward Managers, Clinical Leads, or General Managers, and back office teams. Exception reports for all action plans will be monitored by the Workforce and Organisational Development Committee through the subgroup minutes and the data contained within any plan will be updated as required.

Best practice, ideas, and innovations are shared within the Trust and with organisations regionally. This allows teams to learn from others, both internal and external to the organisation whilst ensuring that the Trust is continuously assessing its processes and procedures.

8. Communication plan

In order to meet the objectives this strategy it will be supported by a communication plan, which is sensitive to the differing needs of all audiences and tailors messages which meets individual needs in a way that is suitable, In addition:

- We will develop a set of key messages/points for emphasis, which should be repeated to all audiences at every opportunity. Whilst some messages may be developed nationally, the Trust will develop local key messages in relation to the key areas.
- The Workforce and Organisational Development Committee will establish clear lines of communication and reporting mechanisms. These will be posted onto the Intranet.

9. References


Department of Health (Undated) **Quality, Innovation, Productivity and Prevention : the twelve Workstreams.** Online (accessed 20th August 2010)


Directgov (2010) **Time to train: request time at work to learn new skills** Online (accessed 20th August 2010)


NHS Staff Council (2010) **NHS terms and conditions handbook amendment number 17,** NHS Staff Council London


10. Associated documents

Workforce Plans

Workforce Plan Data

Integrated Business Plan

Workforce risk assessment

Integrated performance reports

Health and wellbeing strategy and action plan
11. Equality Impact Assessment Screening Form

<table>
<thead>
<tr>
<th>Equality Impact Assessment Screening Form</th>
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</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
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<tr>
<td><strong>Author</strong></td>
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<tr>
<td><strong>Directorate</strong></td>
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<td><strong>Sub Directorate</strong></td>
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<td><strong>Issue Date</strong></td>
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<tr>
<td><strong>Review Date</strong></td>
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What are the aims of the document?
This document details the integrated workforce and organisational development strategy, detailed Workforce Plans and Development Strategies will continue to be developed in consideration of this overarching document and the strategic objectives of the organisation.

What are the objectives of the document?
The strategy provides a clear mechanism for engaging and developing staff and leaders to enable cultural changes necessary to deliver the vision, and ensure the values are at the heart of all we do. The strategy details an ambitious 5 year programme that is designed to align activities with the performance improvements and service changes needed to lead in the changing environment of the NHS.

The focus is on developing our internal capacity and capability to balance the challenges of providing high quality, safe patient care with the efficiencies necessary for re-investment, in order to achieve our financial plans. The strategy is organised around eight work streams:

- Developing a **Performance culture**
- Delivering **Opportunities through sustainable structures, systems and processes**
- **Supporting employee Health and Wellbeing**
- **Embedding** participative change and continuous **Improvement capability** within the organisation
- Managing **Talent and succession Planning**
12. Develop a highly Engage workforce

A POSITIVE Workforce will be supported through the eight work streams, ensuring we have the right people in the right places with the right skills underpinned by strategies that value and support the workforce to deliver innovative high quality compassionate and safe care.

How will the document be implemented?
The document will be implemented through the ongoing work streams and led by the subgroups of the Workforce and Organisational Development Committee.

How will the effectiveness of the document be monitored?
Progress against the objectives of the strategy and associated plans will be reviewed monthly, and through quarterly and annual reports presented to the Workforce and Organisational Development Committee. Annual compliance reports for the Workforce and Organisational Development Committee are also submitted to the Trust Board.

The Workforce Teams in conjunction with General managers and Service leads will develop action plans for work streams at Divisional and Cost centre level with the relevant stakeholders, e.g. Ward Managers, Clinical Leads, or General Managers, and back office teams, exception reports for these action plans will be monitored by the Workforce and Organisational Development Committee and the data contained within the plans identified updated as required in line with financial targets.

Best practice, ideas, and innovations are shared within the Trust and with organisations regionally. This allows teams to learn from others, internal and external to the organisation and ensures that the Trust is continuously assessing its processes and procedures.

Who is the target audience of the document?
All staff

Is consultation required with stakeholders, e.g. Trust committees and equality groups?
Yes

Which stakeholders have been consulted with?
- Executive Directors
- Heads of Service
- General Managers
- Heads of Department

Equality Impact Assessment
Please complete the following table using a cross, i.e. X. Please refer to the document “A Practical Guide to Equality Impact Assessment”, Appendix 3, on BOB for areas of possible impact.

- Where you think that the strategy could have a **positive** impact on any of the equality group(s) like promoting equality and equal opportunities or improving relations within equality groups, cross the ‘Positive impact’ box.
- Where you think that the strategy could have a **negative** impact on any of the equality group(s) i.e. it could disadvantage them, cross the ‘Negative impact’ box.
- Where you think that the strategy has **no impact** on any of the equality group(s) listed below i.e. it has no effect currently on equality groups, cross the ‘No impact’ box.

<table>
<thead>
<tr>
<th>Equality Group</th>
<th>Positive Impact</th>
<th>Negative Impact</th>
<th>No Impact</th>
<th>Comments</th>
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<tbody>
<tr>
<td>Age</td>
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<td>X</td>
<td></td>
<td></td>
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<tr>
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<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Gender</td>
<td></td>
<td>X</td>
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<tr>
<td>Gender reassignment</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Human Rights (rights to privacy, dignity, liberty and non-degrading treatment)</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
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<tr>
<td>Marriage and civil partnership</td>
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<td>X</td>
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<td></td>
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<tr>
<td>Pregnancy, maternity and breastfeeding</td>
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<td>X</td>
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<tr>
<td>Race / Ethnic Origins</td>
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<tr>
<td>Religion or Belief</td>
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<td>X</td>
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<tr>
<td>Sexual Orientation</td>
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<td>X</td>
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</table>

If you have identified a negative discriminatory impact of this strategy, ensure you detail the
| **9** | **If there is no evidence that the strategy promotes equality, equal opportunities or improved relations, could it be adapted so that it does? If so, how?** |

Completed by:

<table>
<thead>
<tr>
<th><strong>Name</strong></th>
<th>Darryn Allcorn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Designation</strong></td>
<td>Interim Director of Workforce and Organisational Development</td>
</tr>
<tr>
<td><strong>Trust</strong></td>
<td>Northern Devon Healthcare NHS Trust</td>
</tr>
<tr>
<td><strong>Date</strong></td>
<td>21st April 2014</td>
</tr>
</tbody>
</table>