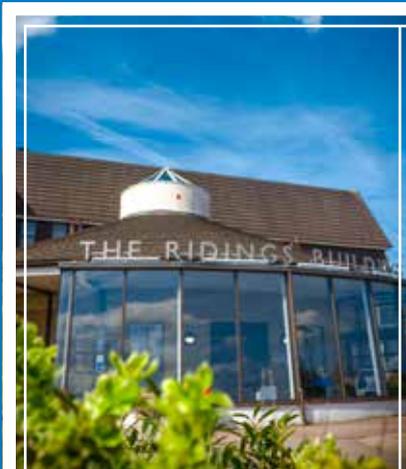


# MY WORKFORCE STRATEGY

2016-2021



MY WORKFORCE STRATEGY 2016-2021

# OUR PLEDGE TO OUR PATIENTS AND TO OUR WORKFORCE

Our Trust is committed to ensuring that patient safety and excellent quality of care is at the heart of everything we do.

We pledge to our patients that they can expect: high quality and safe care; fast access to an extensive range of services; high quality, clean and welcoming facilities; to be treated by friendly and caring staff who understand their needs, who will involve them in decisions about their own care, and who will maintain their dignity and treat them with compassion.

We pledge to our staff that they can expect to work in an environment where: they feel valued, respected, safe and supported; are well-led and able to develop their skills to deliver high quality services; they can share concerns without suffering any detriment and they are listened to; they are supported and involved with changes in their working environment, or the way in which they are expected to do their job; they understand the Trust's priorities and their role in delivering these; and they are empowered to shape and improve the way we do things.



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# INTRODUCTION AND AIMS

Our workforce strategy is our means to achieving our aspirations of delivering the perfect patient and workforce experience every time.

To deliver our strategy successfully, we require an inclusive leadership culture, delivered by supportive and innovative leaders at all levels, who are committed to the pledges made to our workforce within the NHS Constitution and by our Trust.

Our leaders shall encourage and enable collaborative working, and lead their teams through change sensitively. Our leaders shall enable our workforce to lead change themselves and support staff to realise their potential.

We need a workforce that is representative of the communities we serve, with the right number of people, with the right skills, attributes, and values to deliver safe and excellent quality care.

Our workforce shall: understand and respect the individual needs of our patients; be resilient; embrace and lead change to improve the quality and value of what we do; take ownership for continuous learning and quality improvement, and demonstrate accountability for their own actions.

Our Strategy outlines what we will do to deliver our workforce priorities and realise our strategic ambitions over the next 5 years. It describes the expectations and characteristics of our workforce which will be required in future, and endorses our commitments to our workforce to create a great place to work, which embodies our core values.



# THE CONTEXT

There are various factors in the national, regional and internal environments which shape the way we organise and deliver our services, and which, in turn, inform the organisation of our workforce roles and responsibilities and set our workforce priorities.

## National Context

There have been several national reviews which have informed national workforce objectives and mandates. These include the Francis review, Dalton review, the Lord Carter review, the Keogh review, the NHS Five Year Forward View, and NHS England's New Models of Care Vanguard programme.

## Local Context

The services provided by the Trust will continue to evolve, informed by the national context, service improvement, technological innovation, and the needs of our patients. This will impact upon the numbers, skill-mix, work patterns and employment models of our workforce.

## Internal context

We continue to encounter several key challenges in relation to our workforce. We need to improve how our workforce feels about working for the Trust, so that they are engaged and remain in our employment. We need to continue to act on feedback from our workforce, and address their key concerns.

We must safeguard the wellbeing of our workforce, and create a safe and stable working environment by reducing the impact of absence across the organisation, monitoring staffing levels, filling our vacancies quickly and supporting our leaders and workforce through periods of significant change, which may change their role, their place of work, the colleagues with whom they work.

We need to overcome recruitment challenges due to shortages within certain areas of the labour market, such as ODPs, Elderly and Emergency Medicine. We need to develop creative recruitment plans and improve our ability to compete successfully in the employment market by offering an attractive employment proposition to recruit to key roles and to appeal to a diverse range of candidates;

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## THE CONTEXT CONTINUED...

Environmental factors which shape our workforce strategy and our workforce experience are listed below

- 7- day service provision
- Focus on prevention and treatment
- Professional registration and regulation
- New models of care
- Employee health and wellbeing
- Care in the right setting
- Multi agency partnerships
- Increased complexity of patient needs
- NHS Equality Delivery system
- NHS Workforce Race Equality Standard
- Increased competition for service provision
- Different workforce expectations:  
“generation X,Y and Z”
- Changes in national employment contracts
- Changes in pension provision
- Workforce shortages
- Changes in immigration regulation
- New roles
- Price caps for agency staff
- Reduction in agency spend
- Employee Relations.



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# KEY PRIORITIES

The high level themes have been translated into key priorities which in turn will inform the detail of our operational plans and work programmes.

The strategic workforce priorities develop the key themes drawn from consultation process with stakeholders and from our operating plans and education and training plans.

**Our strategy is organised around four priority work streams for action, as detailed below:**

1. To be an excellent employer, providing a great place to work.

It is vital that we offer our workforce a quality experience at work, in order to ensure they can deliver a quality experience to all our patients in an environment where they feel supported to embrace and lead change.

2. To recruit and retain staff who have the right values and behaviours, promote their health and wellbeing, and equality of opportunity.
3. To invest in the skills and development of our staff

We will continue to develop skills and scope of practice, and implement new roles to support and adopt continued clinical and technological innovation; and to enable integrated care, befitting the patient's needs. We have already implemented new nursing roles including Advanced Nurse Practitioners, Assistant Practitioners and Safety Support Workers.

4. To continue to develop the leadership skills of our staff, that are consistent with the Trust's values and behaviours, as well as Mid Yorks Quality Improvement system.

## Achieving the Key Priorities

This section sets out the key enablers to deliver our workforce priorities. Importantly, they are written to be sufficiently flexible to respond to opportunities, changes and risk in both the external and internal environments.



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# KEY PRIORITY ONE

## Being an excellent employer – creating a great place to work

- Be recognized as a great place to work in our staff survey results and staff friends and family test
- Continue to listen to and act upon workforce feedback through the engagement taskforce, Listening Into Action, and staff friends and family test
- Communicate key messages about Trust priorities clearly and in a way that individuals understand their contribution
- Continue to recognize and celebrate examples of good practice through our MY Star and Team of the Week and celebrating excellence programmes
- Promote partnership working with our trade unions
- Ensure our workforce are able to contribute to decisions that affect them
- Create opportunities for our workforce to lead change
- Continue to develop our extensive range of staff benefits and facilities
- Increased wellbeing programmes and extend the range of services available to leaders and managers who manage in a respectful and compassionate manner whilst delivering their core objectives
- Clear, honest and timely communications regarding change
- Packages of pastoral and developmental care for all employees
- Progressive employment policies
- Efficient workforce processes
- Mid Yorks quality improvement system
- Achieve Investors in People accreditation
- Achieve Investors in Volunteering accreditation.

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# KEY PRIORITY TWO

## Recruitment and retention – attracting, selecting and retaining the ‘right’ number of the ‘right’ people

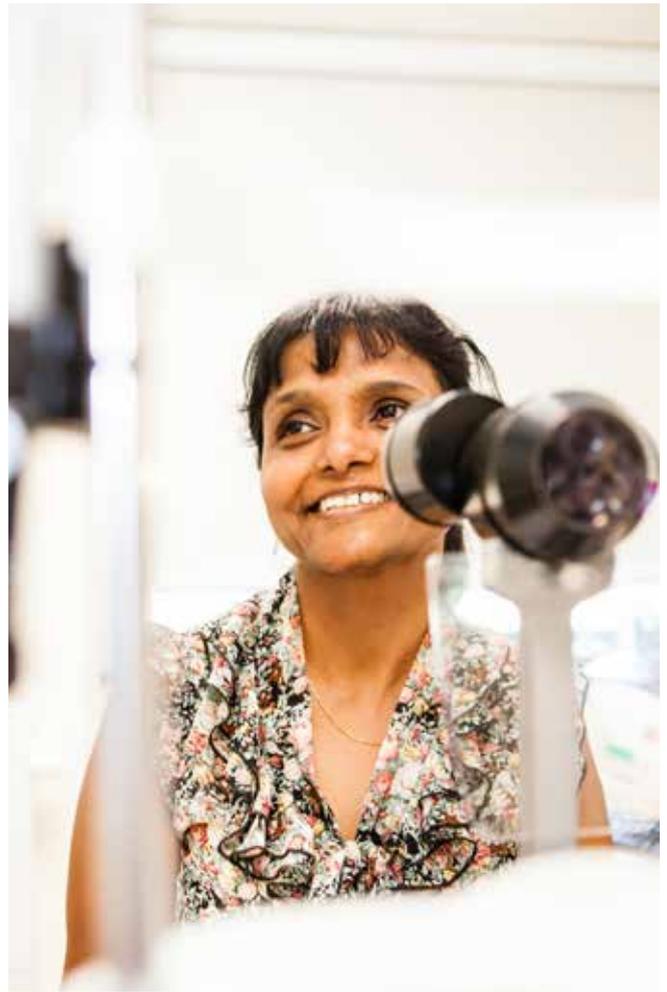
- Clear workforce plans linked to recruitment plans
- A robust and cost efficient contingent workforce, in partnership with external partners, and by developing internal resources
- Innovative recruitment solutions utilizing social media
- Leadership assessment programme to select for values and core attributes
- Extended values – based recruitment programmes to ensure a “fit and proper” workforce
- Model person specification to complement our core values
- Reduce absence levels to 4%
- Competitive and attractive employment offer
- Strengthened links with our local communities
- Increased opportunities to enter employment through supported employment programmes, apprenticeships, work-experience and voluntary roles or student placements
- Targeted recruitment utilizing our workforce intelligence regarding agency spend
- Strengthened relationships with education providers and professional bodies to attract new registrants and graduates
- Continue to develop candidate and manager experience during recruitment process and reducing the time to recruit
- Manager support and training to enable sound selection processes and decisions
- Ensure equality of opportunity for career development.

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# KEY PRIORITY THREE

## Developing our staff and their skills

- Refreshed appraisal framework
- e-learning opportunities
- Develop agile roles aligned to new service delivery models
- Development frameworks to bridge skills/knowledge gaps
- Progressive and personalized professional education and development support
- Increased uptake of mandatory and role specific training
- Develop the workforce to respond and adapt to changing service needs
- Develop and embed the Trust's approach to Talent Management.



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# KEY PRIORITY FOUR

## Inclusive Leadership to inspire & deliver improvements, and meet required standards and obligations

- Leadership development programmes
- Encourage opportunities for collaborative discussions at all levels
- Role modelling values and behaviours – promoting a culture of excellence and continuous quality improvement
- Skills to navigate change – resilience for leaders
- Clear change management process and principles
- Consult and involve staff –to overcome challenges early and in partnership
- Access to coaching for leaders
- Leadership and operational Managers forums
- Leaders and managers who manage in a respectful and compassionate manner, whilst delivering their core objectives
- Working knowledge of the Mid yorks Quality Improvement System
- Leaders who coach and support their staff
- Leaders who support and enable staff to improve the quality and value of the service they provide.



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# MONITORING & REVIEWING THE WORKFORCE STRATEGY

There are a number of ways in which we shall measure the impact of the strategy:

Monthly Workforce KPIs which are reported to the Resources and Performance Committee and Trust Board. They include vacancy rates, turnover, time to recruit, employee relations measures, sickness absence rates and length of absence, mandatory training uptake and appraisal rates.

We shall continue to analyse feedback provided through the Friends and Family Test, the annual National NHS Staff Survey, and regular internal pulse checks.

We shall measure the outputs of the Quality improvement system, the delivery of our clinical reconfiguration, and the indicators in our Quality Account.

We collect candidate attrition data during our recruitment activity, and we also analyse our WRES and EDS data. We will measure the successful delivery of our strategy against our achievement of the CQUIN for Health and Wellbeing and achieving Investors in People status.

The Strategy will be reviewed and refreshed in parallel with the annual business planning cycle, or sooner if deemed necessary, to ensure it remains aligned with the Trust's vision and emerging priorities and to take account of internal and external developments.

## Supporting documents:

- Recruitment and Retention strategy and relevant action plans;
- Equality, Diversity and Inclusion Strategy
- Medical Workforce strategy
- Quality strategy
- Health & Wellbeing Strategy
- Voluntary Services Strategy
- Nurse Recruitment and Recruitment Strategy.

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