

EVERYONE MATTERS: 2020 WORKFORCE VISION

Implementation plan 2016 -17



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2020 vision for health and social care in Scotland

Our vision is that by 2020 everyone is able to live longer healthier lives at home, or in a homely setting.

We will have a healthcare system where we have integrated health and social care, a focus on prevention, anticipation and supported self-management. When hospital treatment is required, and cannot be provided in a community setting, day case treatment will be the norm. Whatever the setting, care will be provided to the highest standards of quality and safety, with the person at the centre of all decisions. There will be a focus on ensuring that people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

We are making progress towards our vision and there continue to be on-going challenges which mean that we need to make even greater strides and also to look to a longer timeframe beyond 2020, out to the next 10 to 15 years. In August 2015 the Cabinet Secretary for Health, Wellbeing and Sport opened a national conversation on improving the health of the population and on the future of health and social care. That conversation is wide ranging in its reach, seeking views from the public, patients and their families, those receiving care and their carers, professional groups and other stakeholders and, not least, those who work in our health and social care services.

The national conversation is supported by a dedicated website¹ and through a series of face-to-face events across Scotland until the early part of 2016. All contributions to the national conversation will be used to influence a programme of work to drive greater progress towards the 2020 vision and any necessary changes beyond then and over the next 10 to 15 years.

Alongside the national conversation, work is also progressing on the development of the National Clinical Strategy to support sustainable service delivery including a future where Primary Care is much more prominent and treats more people without referral to hospital, and secondary care is organised in centres of excellence and networks of hospitals providing specific clinical services.

¹ <http://healthier.scot>

Overall focus for 2016-17

The overall focus of the first implementation plan for Everyone Matters was on embedding our NHSScotland values and that of the second was on leadership and quality improvement. The focus is based on the things we need to do around our five priority areas:

- healthy organisational culture
- sustainable workforce
- capable workforce
- workforce to deliver integrated services
- effective leadership and management.

In this third implementation plan, we are focussing overall on health inequalities and on integration.

Health inequalities are the “systematic differences in the health of people occupying unequal positions in society”². Tackling inequality in Scotland is a major issue: our health is improving but more slowly than in other European countries. Our national policy *Equally Well*³ and the recommendations from the Ministerial Task Force on health inequalities give a strong sense of direction to close the health gap between Scotland’s most and least affluent groups. This plan will reflect what the workforce can do to support this issue.

We recognised that once legislation for health and social care integration was enacted the work would need to reflect the growing importance of supporting the workforce to deliver integrated health and social care services. The work should be developed and implemented in partnership with local authorities and third party providers.

As with previous plans, we have engaged with a wide group of stakeholders in health and social care and considered the workforce issues that matter to people who use, deliver, manage and support health and social care services in Scotland. This plan will reflect what people told us.

² Graham, H. (2009). *Understanding Health Inequalities*. Maidenhead: Open University Press

³ <http://www.gov.scot/Resource/Doc/315880/0100454.pdf>

Priorities for 2016-17

During 2016-17, activity will focus on:






- identifying workforce actions to help tackle health inequalities across Scotland
- developing a workforce to deliver integrated health and social care services across NHS Boards, local authorities and third party providers.






Boards, the Scottish Government and others will also complete the actions continuing from 2015-16 (see Appendix 1).

Scottish Government and others will:
<ul style="list-style-type: none"> • Explore use of iMatter among partner organisations (healthy organisational culture) • Promote greater understanding of health inequalities and actions the workforce can take to help tackle this (capability) • Work with stakeholders to agree a set of national standards for e-learning to develop and increase digital literacy skills to support a technology-enabled workforce (capability) • Develop strategic approaches to recruitment and retention, particularly in remote and rural locations, across primary and secondary care, including new and specialist roles, and supporting people back into work (sustainability) • Support engagement across partner organisations to identify common workforce challenges and inform a Scotland-wide, integrated workforce plan, and develop common solutions and resources (workforce to deliver integrated services) • Work with partner organisations on common leadership and management issues (effective leadership and management)
NHS Boards will:
<ul style="list-style-type: none"> • Ensure that staff know their individual contribution is essential to making sure we achieve the workforce vision (healthy organisational culture) • Improve engagement using the iMatter staff experience model and other tools (healthy organisational culture) • Ensure appropriate arrangements are in place to support the health and well-being of staff (healthy organisational culture) • Ensure all staff are aware of health inequalities and act appropriately to respond to the life circumstances that affect people's health (capability) • Improve digital literacy skills among all staff, especially support workers (capability) • Recognise and support the role of carers in the delivery of healthcare (capability) • Manage workforce implications of new and emerging service delivery models and take appropriate action (sustainability) • Support implementation of the commitments in the Workforce Development and Support Plan and Organisational Development Plan within Integration Joint Boards (IJBs) (workforce to deliver integrated services) • Ensure that their workforce plan aligns with the workforce plans of IJBs (workforce to deliver integrated services) • Deliver work on the five leadership and management priorities (effective leadership and management)

Appendix 1: Actions continuing from 2015-16

The tables below show the actions continuing from 2015-16.

Actions for Scottish Government and others	2015-16	2016-17
Healthy organisational culture		
Provide organisational development support and tools to NHSScotland Boards		
Sustainable workforce		
Develop an integrated workforce planning approach across the wider workforce with other partners		
Capable workforce		
Provide ongoing investment in developing Quality Improvement capability across the workforce to meet the growing demand for these skills		
Workforce to deliver integrated services		
Develop a shared approach to Quality Improvement and skills development across health and social care		
Effective leadership and management		
Support the delivery of work on the five leadership and management priorities		

Actions for Boards	2015-16	2016-17
Healthy organisational culture		
Promote and recognise the behaviours of individuals and teams at all levels which reflect our values		
Capable workforce		
Ensure that everyone has a meaningful conversation about their performance, their development and career aspirations		
Develop the skills and behaviours required for working collaboratively and flexibly across primary and secondary care, and across health and social care		
Effective leadership and management		
Build leadership skills to lead/drive Quality Improvement		
Ensure leaders at all levels and in all professions have the skills to support the workforce through change.		

Appendix 2: 2020 Workforce Vision and Values

2020 workforce vision

The 2020 workforce vision for NHSScotland is:

We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values.

Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.

Source: Everyone Matters: 2020 Workforce Vision

Everyone Matters: 2020 Workforce Vision makes a commitment to putting people at the centre of everything we do, and using our shared values to guide the work we do, the decisions we take and the way we treat each other.

Values

The values that are shared across NHSScotland are:

- Care and compassion
- Dignity and respect
- Openness, honesty and responsibility
- Quality and teamwork.

Source: Everyone Matters: 2020 Workforce Vision

Priorities for action

Everyone Matters identifies five priorities for action.

Healthy organisational culture – creating a healthy organisational culture in which our NHSScotland values are embedded in everything we do, enabling a healthy, engaged and empowered workforce.

Sustainable workforce – ensuring that the right people are available to deliver the right care, in the right place, at the right time.

Capable workforce – ensuring that everyone has the skills needed to deliver safe, effective, person-centred care.

Workforce to deliver integrated services – developing a health and social care workforce across NHS Boards, local authorities and third party providers to deliver integrated services.

Effective leadership and management – leaders and managers lead by example and empower teams and individuals to deliver the 2020 Vision.

For more information see www.workforcevision.scot.nhs.uk or call 0131 244 3434

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