NHS SCOTLAND

EVERYONE MATTERS:
2020 WORKFORCE VISION

Implementation plan 2017-18

Healthier Scotland
Scottish Government

Contents

2020 Workforce Vision

Everyone Matters: 2020 Workforce Vision, published in June 2013[1], recognises the key role of the workforce in delivering the 2020 vision for health and social care and in responding to the challenges involved in delivering high quality, safe, effective and person-centred care.

We are making good progress towards our 2020 vision while also looking further forward, beyond 2020. The national conversation[2] on creating a healthier Scotland, which took place in 2015 and early 2016, reached over 9,000 people through 240 events and engagement across the length and breadth of the country and over 360,000 website and social media inputs.

The National Clinical Strategy[3], including work on Realistic Medicine[4], improving population health, our commitment to review board governance, and the continued roll out of health and social care integration, are our key drivers to deliver transformational change across health and social care between now and 2030. Underpinning this will be the introduction of a national workforce plan and regional workforce plans, alongside a draft Bill on Safe Staffing which will be introduced into Parliament in Autumn 2017.

Our workforce is at the heart of these initiatives, and the 2020 workforce vision, and the actions we are taking to deliver this, are integral to ensuring that our workforce continues to be appropriately trained, engaged, motivated, healthy and resilient to deliver our world-class health service now and in the future.

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[1] http://www.workforcevision.scot.nhs.uk/vision-development
[2] https://healthier.scot/
[3] http://www.gov.scot/Resource/0049/00494144.pdf
[4] http://www.gov.scot/Resource/0049/00492520.pdf

Progress so far

With the continuing commitment and support of our workforce, a huge amount of work has been carried out by NHS Boards and nationally to deliver our priorities. In September 2015, we published a Review of Progress[5] which highlighted work by all NHS Boards to deliver our priorities and embed our shared values in everything we do.

The progress being made was also highlighted by the Organisation for Economic Co-operation and Development (OECD) in their review of the four healthcare systems in the UK, which described the work being undertaken to deliver Everyone Matters as 'clear and impressive'. A link to this report is available on the Everyone Matters website[6].

The implementation of iMatter, the continuous improvement model to improve staff experience across NHSScotland, continues to be a particular achievement. All Boards are engaged in rolling out iMatter across their organisations and are on track to complete this by the end of 2017. In addition, some Integrated Joint Boards (IJBs) are now also using the model to measure and improve their staff experience.

NHSScotland is also continuing to develop our current and future leaders, building on many of the well-established programmes already offered at local and national level, with a fresh approach now being developed for our top leadership cohort at board level (executive and non-executive). This will ensure they can drive forward the transformational agenda, work across boundaries and harness the talents of all those working in our organisations.

Our new integrated Health and Social Care Partnerships all became operational on 1 April 2016. The workforce is vital to the successful delivery of integration and having the right people with the right skills in place is a priority. That is why Scottish Government legislated to ensure Partnerships put in place appropriate plans for workforce development that are linked to NHS and local authority workforce plans and Partnerships' own strategic commissioning plans.

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[5] http://www.gov.scot/Resource/0048/00485464.pdf
[6] http://www.workforcevision.scot.nhs.uk/

NHS Board Success Stories

The following case studies are examples of the innovative work which is being delivered by NHS Boards. Further case studies are available at www.workforcevision.scot.nhs.uk.

Healthy Organisational Culture – Going for Gold

One of the ways NHS Forth Valley is measuring whether they are achieving their workforce aspirations and Everyone Matters priorities is through the Investors in People Award scheme. With Investors in People (IIP) Silver Award already under its belt, NHS Forth Valley is going for Gold!

Sustainable Workforce – Shared Services: NHS Orkney and NHS Grampian

Whilst retaining local services and staff and protecting remote and rural employment, this innovative shared model enhances the provision of services across both board areas and improves the quality, efficiency and sustainability of their Human Resources services. The Boards have provided a genuine shared service that demonstrates effective collaboration.

Capable Workforce – Developing Education Pathways for Estates and Facilities Staff in NHSScotland

NHS Education for Scotland (NES) piloted the SVQ2 in Facilities Services to test its relevance for NHSScotland staff. Evaluation after the participants completed the qualification showed that they are more likely to deal with matters they would have previously left to a more senior colleague. Staff now have a better understanding of the "bigger picture" and line managers would recommend this qualification to other staff.

Workforce to deliver integrated Services – Playing to Your Strengths: Leadership Development for Health and Social Care Integration

NHS Lothian's Organisational Development (OD) Team have been working in collaboration with counterparts in their four Councils to deliver a brief leadership development intervention for leaders in health and social care, designed to complement existing programmes in each organisation. More than 100 leaders from across health, social care, GPs and the independent and voluntary sectors have participated so far. Evaluation has shown that this has been a valued and effective intervention. It has also been successful at developing relationships and networks across the HR and OD teams who have come together to deliver this programme.

Effective Leadership and Management – Recruiting to our Shared Values

Golden Jubilee Foundation has developed and is using a comprehensive framework of Values Based Recruitment (VBR). VBR and competency based recruitment was initially used for Senior Managers (Band 8 plus) and is currently being extended to all staff.

Overall focus for 2017-18

The overall focus of the implementation plan every year 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.

The focus of the first implementation plan for Everyone Matters was on embedding our NHSScotland values; the second was on leadership and quality improvement and the third on health inequalities and integration.

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

In this fourth implementation plan, the overall focus for activity is on continuing to strengthen workforce planning and development, effective recruitment and retention, multi-professional working, supporting the health, wellbeing and resilience of all staff and ensuring that leaders and managers have the necessary skills to lead change in complex environments.

Using our shared values to guide the work we do, the decisions we take and the way we treat each other is as important as ever, and we will continue to develop a culture in Scotland which promotes equality, values diversity and recognises human rights.

Actions

We will continue to deliver the actions identified in previous implementation plans[7] unless these have already been completed or have evolved into other actions.

In addition, for 2017-18, actions for the Scottish Government, Boards and others are:

Scottish Government and others will:
• Ensure full implementation of iMatter, working with Boards to improve the experience of staff from all backgrounds. Continue to understand and develop the linkages between staff experience and patient experience. *(Healthy Organisational Culture)*   • Develop approaches to create a workforce which is confident and competent in using technology to make decisions and deliver care. *(Capable)*   • Develop and implement a national and regional workforce planning system across the NHSScotland to help deliver the vision set out in the National Clinical Strategy. *(Sustainable)*   • Provide support to health and social care partnerships on the workforce themes and challenges emerging from Strategic Plans and Workforce Plans. *(Workforce to Deliver Integrated Services)*   • Ensure effective implementation of development programmes to ensure that those aspiring to, or currently in, boardroom-level positions and boards of governance can be as effective as possible in demonstrating leadership at the highest level. *(Effective Leadership and Management)*

NHS Boards will:
• Ensure delivery of their iMatter implementation plans, involve staff in decision making and take meaningful action on staff experience for all staff. *(Healthy Organisational Culture).*   • Take action to promote the health, wellbeing and resilience of the workforce, to ensure that all staff are able to play an active role throughout their careers and are aware of the support available to them. *(Sustainable)*   • Build confidence and competence among staff in using technology to make decisions and deliver care by encouraging active participation in learning. *(Capable)*   • Work across boundaries (between professions, between primary and secondary care, between sectors and so on) to share good practice in learning and development, evidence-informed practice and organisational development. *(Capable)*   • Working with partners, develop workforce planning capacity and capability in the integrated setting. *(Workforce to Deliver Integrated Services)*   • Implement the new development programme for board-level leadership and talent management. *(Effective Leadership and Management)*

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[7] http://www.workforcevision.scot.nhs.uk/wp-content/uploads/2016/11/Summary-of-Priorities-

Appendix 1: 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

Alternative formats will be made available on request.

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