

THE BEST EMPLOYER
WORKFORCE STRATEGY 2008 – 2011
Update to Trust Board – February 2009

INTRODUCTION

At its August 2008 meeting the Trust Board approved *The Best Employer* Workforce Strategy document, and requested a six-monthly update regarding the progress of the implementation of the strategy.

The Best Employer states that -:

Nottingham University Hospitals (NHS) Trust recognises that its ability to become the best acute teaching trust by 2016 depends on the talent and commitment of all our employees.

We are therefore determined to be ‘the best employer’ in Nottingham and the NHS. We will continue to find, develop and make best use of the potential and expertise of all those who work for NUH to provide the highest standards of care to patients. We will ensure that the capability and capacity of the workforce is able to support the future aspirations of the Trust and the communities we serve. The quality of the working environment and the effectiveness of our ways of working, have, we believe, a direct bearing on the quality of outcomes and experience for our patients.

Four strategic aims are stated in the strategy -:

- *To ensure that NUH becomes the best place to work*
- *To provide the best learning and development*
- *To develop the best ways of working*
- *To develop the best leadership, change and innovation*

The Workforce Committee of the Trust's Directors Group has overseen the implementation of this strategy through the review of work-plans for each of the four aims. The committee is chaired by one of the Trust's Clinical Directors and its membership is drawn from senior human resources staff and other corporate disciplines. The work plans are attached as Appendices One to Four, whilst the following sections update on progress to date and ongoing key projects.

1. THE BEST PLACE TO WORK

The Trust wishes to develop a cycle of improvement where the very best employment practices attract and retain the very best employees, who in turn positively market the benefits of working in the Trust

The reputation of the Trust as an employer is a crucial area for development, and must overcome any lingering historical perceptions of turnaround, the impact of events such as the closure of the QMC car park as well as ensure that all sections of the community are encouraged to see NUH as the best place to work in Nottingham and the NHS:

- The 'Improving Working Lives' (IWL) pledges were approved by the Board in November. The Trust-wide campaign and marketing of the IWL brand will commence following the publication of the NHS Constitution, and will set out how the pledges will implement those made to staff in the constitution. The Staff Lottery will also be re-launched to generate funds to support the improved working lives of staff. The NHS staff survey was issued to all NUH staff and action planning will be undertaken on a directorate basis.
- The work to develop the identity and brand of NUH as a local employer. The outputs from this work have been put back to March and April 2009 to reflect the priority to be given to the improvements to recruitment systems and assurance.
- The Q-Active initiative has been extended across the Trust and the Operations Group has supported the introduction of Directorate based Health Motivators who will publicise Q Active and encourage staff participation in the initiative. The Health Motivators will be recruited from those employees within the Trust with the interest and enthusiasm for the role. In addition, we are seeking to work jointly with NHS Nottingham and NHS Nottinghamshire to see if the approach can be extended to other public sector employers.
- The business case to employ a physiotherapist within the Occupational Health team has been delayed, pending the new Nurse Manager taking up post in March 2009.
- New employment policies are being put in place, in agreement with trade union colleagues. New *Capability* and *Sickness Absence* policies have already been approved by the Trust Board and new *Investigatory, Disciplinary* and *Code of Expectations* policies will be finalised shortly for approval. Their implementation is being supported by training programmes for managers and further training will be commissioned in the areas of feedback and mediation. The Trust is working with the Audit Commission to assess the effectiveness of sickness absence management processes.

2. THE BEST LEARNING AND DEVELOPMENT

Effective opportunities for learning are perhaps the crucial component of our aim to create the best possible working environment for our staff.

This area is central to the strategy and is delivered by a wide range of learning professionals, particularly in the area of mandatory training. Fundamental building blocks are the publicity given to learning opportunities and the discussion and planning of development needs -:

- The Trust is completing the work to fully implement the NHS wide 'Knowledge and Skills Framework' (KSF). This provides managers and their teams with transparent criteria against which they can plan personal development and review progress. The carrying out of appraisal is a key performance target for clinical directorates.
- A trust-wide training needs analysis is currently underway across all services to ensure that NUH has comprehensive education and training plans. Further, a comprehensive learning brochure was published in November 2008 which is accessible to all staff.
- The Learning and Education Committee has been established by the Director's Group to set the strategic direction for all learning within the Trust, in support of NUH 2016. Annual Reports will be prepared by this group to account for the investment in learning and to identify forthcoming priorities. The work of the committee is supported by a Trainers' forum, in which all those involved in the planning and delivery of learning participate.
- We continue to evaluate and monitor our framework for statutory and mandatory training to ensure that all staff are equipped with the core skills they need to work safely. This area is a key performance issue for directorates, and whilst there has been progress much remains to be done. Further guidance on the prioritisation of core skills is being prepared as are refinements to the corporate induction programme. Different methods of delivering this training are also being developed including through a partnership with Leicester University and the East Midlands Deanery, and the Trust acting as a pilot site for the NHS' National Learning Management System.
- We are also working with the NUH Charity and the Director of Health Informatics to plan a major redevelopment of training facilities at the City campus.

3. THE BEST WAYS OF WORKING

The Trust operates now in an environment of significant and rapid change...the impact on these factors on the way in which staff will work is profound, and requires all parts of NUH to ensure that we are as productive and effective as possible in all that we do.

The strategy followed the implementation of a new HR/Payroll system (the Electronic Staff Record) and identified the opportunities to further use technological solutions to support the effective deployment of staff. As well as meeting the challenge of hours compliance for junior medical staff, it also identified the need to prepare managers and the organisation for a major workforce planning exercise to support business planning -:

- Senior Clinical Managers underwent training in the East Midlands wide workforce planning methodology and the themes emerging from directorate workforce plans were reviewed by the Workforce Committee.
- A 'demographic model' to inform the supply elements of workforce planning has been commissioned from an external research group and will be published to directorates by April 2009
- The consideration of workforce plans to support the Trust's medium and long-term financial models has commenced, and will be also be a key output of the 'Productive Hospital' project as it progresses during 2009.
- The Electronic Staff Record has allowed improved reporting of workforce information, particularly to the Trust Board. The Oracle Learning Management (OLM) system has also improved our ability to record and report training activity. Some staffing problems have meant that this capability has not, yet, been fully utilised.
- The Trust is developing a comprehensive strategic direction for workforce systems which supports *The Best Employer*. Central to this piece of work is the deployment of electronic rostering by the end of 2010. The progress of this business case will be reported to the Finance, Performance and Service Efficiency Monitoring Committee in February.
- We have worked with doctors' representatives to implement the new contractual arrangements for non consultant career grade doctors, and the job planning requirements of this new contract are being currently implemented. The review of the schedules of commitments and objectives for consultant medical staff has progressed more slowly than planned, and requires the urgent resolution by some clinical directorates.
- We will have completed the development of the 'Hospital at Night' initiative at QMC campus by April 2009 and continue to rigorously monitor the deployment of medical staff to ensure compliance with the 'New Deal' and European Working Time Directive. The risk areas in relation to compliance are now understood and are reported to the board elsewhere.

4. THE BEST LEADERSHIP, CHANGE AND INNOVATION

NUH aims to develop leaders and managers who are able to influence the operational delivery and strategic direction of healthcare...

Several pieces of work have been prioritised to support the new management structure introduced between July 2007 and March 2008. Further work is underway to support the sustainability of the new structure, and to undertake organisational development work to support the productive hospital and NUH 2016.

An update on progress in key areas is set out below -:

- The Trust has invested heavily in leadership development programmes during 2008/09, particularly to support the new management teams and structures. The coaching based programme for clinical directorate teams commenced in the summer of 2008 and initial feedback has been very positive. Whilst there was a short delay in the launch of the 'Essence of Leadership' ('Tier Two') programme, the timescale for the second intake of this programme has been met.
- A request from managers for accreditation by external bodies has slightly delayed the implementation of the Band 7 development (previously the 'Line Manager's Induction') but the programme will be launched in March 2009, following a procurement exercise. Nonetheless, the Trust's first Line Managers conference was held in November 2008 and was entitled 'Management beyond Darzi'. The RCN Clinical Leadership programme has also continued to run in the Trust.
- A major project will be undertaken during 2009 and 2010 to support the development of Trust wide values and behaviours, in support of NUH 2016, the 'Productive Hospital' and the implementation of the NHS Constitution.
- Support is being given to aspiring medical leaders, particularly from under-represented groups (women and ethnic minorities), to participate in a major learning network, facilitated by the British Association of Medical Managers. The Trust has also supported participation in the NHS-wide 'Breaking Through' programme and annual conference, and will be a participant in the NHS Confederation BME Leadership Forum. A programme to identify and support high potential individuals will be launched in the summer of 2009, and the Trust was a 'Proof of Concept' site in 2008 for the NHS-wide talent management strategy.
- The Trust's Organisational Development Strategy will expand upon much of the work in this area and will be brought to the Trust Board for approval by May 2009.

CONCLUSION

The Trust continues to progress the implementation of its workforce strategy and action has been taken where timescales have slipped. Five priority areas are apparent for the coming 12 months -:

- a. The launch of the 'Improving Working Lives' pledges to current and prospective employees
- b. Implementation of the a values and behaviours project, as discussed with the Board at its May 2008 time out
- c. Leadership development, particularly for line managers and future and high potential leaders
- d. The branding of NUH's recruitment activity, together with tighter systems for managing that activity
- e. Workforce planning to support the long-term financial viability of the Trust as a Foundation Trust

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