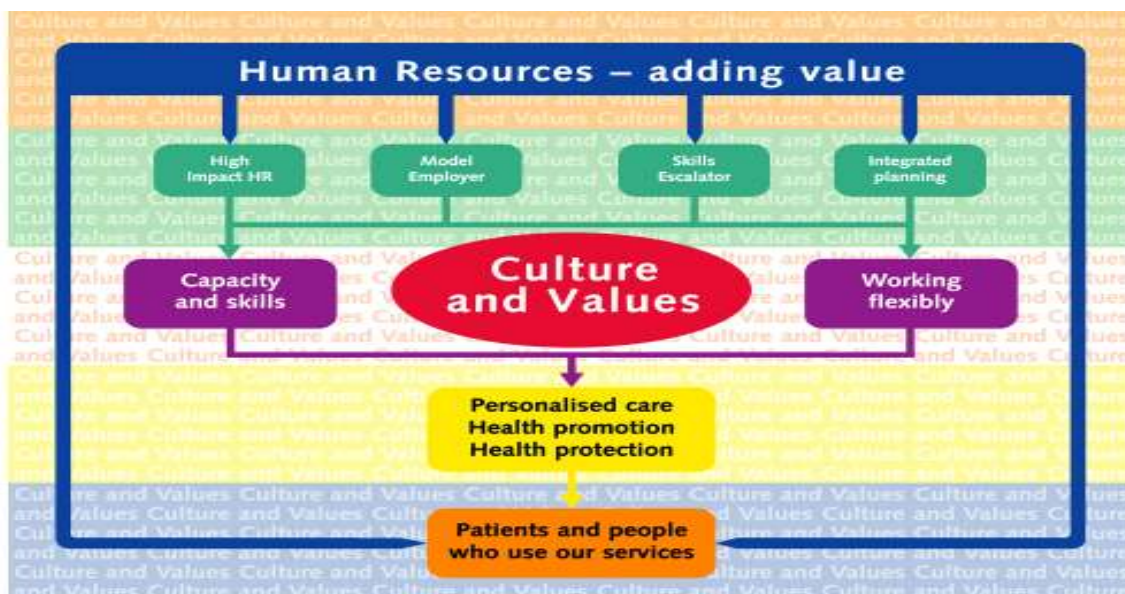


TRUST BOARD

Date of Meeting: 04/10/2011	Agenda Item No: 5.2	Enclosure: 4
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Workforce Strategy Update		
<p>Aims: To provide the Trust Board with an update on the Workforce Strategy and identify progress made to date.</p>		
<p>Executive Summary: This paper describes the progress made in developing the Trust's Workforce Strategy.</p> <p>Overview of key areas for consideration or noting:</p> <p>1. <u>INTRODUCTION</u></p> <p>The Trust Board approved the Workforce Strategy at its meeting in November 2009. As part of the Board Annual Cycle it is now appropriate to review the Workforce Strategy. This paper provides the Board with an update of what progress has been made in the 12 months since the last update and details what the next steps should be as the Trust strives to become part of an existing Foundation Trust and move towards the World Class HR Model developed by the Strategic Health Authority.</p> <p>2. <u>THE WORKFORCE STRATEGY – SUMMARY</u></p> <p>The workforce strategy takes as its starting point the need to contribute to the objectives of the Trust in a way that is in keeping with our vision and values. It shows how our Human Resources add value to the achievement of the Trust's objectives and it draws a 'line of sight' explaining the causal line between what good HR management does and how it helps to improve the patient experience.</p> <p>The diagram below summarises our workforce strategy. It shows four strategic pillars that will enable our Human Resources to add value to the organisation:</p> <p>High Impact HR interventions Operating as a Model Employer through enlightened policies and practices Offering staff Skills Escalator opportunities aligned to the needs of the Trust Integrated Planning in terms of activity, capacity, workforce and finance</p> <p>Effective implementation of the four pillars will ensure that we have the right staff with the right capacity and skills, and also that our staff are working flexibly so that we can continuously improve our services and respond to demographic, societal, political, technological and pharmacological change. All of this will enable us to deliver greater choice, improved access and personalised care as well as playing our part in the Health Economy supporting health promotion and health protection, in order for us to meet the needs of our 'bottom line', patients and people who use our services.</p>		

Crucially, the whole strategy at every level, depends upon working with the culture and values of the organisation and its staff. This is especially true in times of rapid change when the workforce is reducing in numbers and the way services are delivered is evolving.



3. PROGRESS TO DATE – KEY POINTS

The implementation of the HR Business Partner model, where each division has an assigned HR professional responsible for proactively promoting the Workforce Strategy collectively within the Trust and individually within their assigned departments, has continued to improve the quality of HR management throughout the Trust. This has seen a positive move away from the reactive model of HR Managers merely acting as the organisational policeman dealing with discipline and grievance issues as and when they arise. The continued application of the HR Key Skills Programme has seen line managers become equipped with the tools to effectively apply the revised HR policies and carry out duties that were previously passed to HR professionals.

The major HR policies have been revised and updated – most notably the Sickness Absence Management Policy; Grievance Procedure; Disciplinary Procedure, Organisational Change Policy; and Capability Procedure. Tangible improvements in attendance can be seen over the last 2 years with a reduction of sickness absence of around 20% in most areas although there are still improvements to be made.

Dialogue with the trade unions has been improved through revised and updated terms of reference for the Trust Partnership Forum (for non-medical staff) and the Joint Local Negotiating Committee (for medical staff). Regular informal meetings take place with the full time officers of the principal unions. While there are still difficult discussions and failures to agree, it is important that this dialogue is maintained and developed. It is significant to note that, apart from historic equal pay claims, the Trust has not seen any significant formal Employment Tribunal activity in the last 12 months. This is significantly different to previous years.

Workforce planning continues to improve and the Trust now has a workforce plan which reflects the divisional view of the workforce of the future. The Trust has also been a pilot site for the SHAs new electronic workforce information network (e-Win) and is now implementing the finished product to help divisions and corporate functions refine their workforce plans and compare themselves with best practice in other Trusts. The SHA also asked this Trust to pilot its new Competency Based Workforce Planning tool for producing more realistic workforce plans. This initiative has been developed by the SHA and Skills for Health and has been nominated for a Health Service Journal innovation award. This model is being piloted in Family Services in our Trust and is now being rolled out throughout NHS North West as a QIPP initiative.

The HR Metrics available to both the Board and line managers continues to be improved almost on a monthly basis. Each division now also receives an HR Performance report each month that shows all the key indicators for their areas. These HR metrics are now a key part of the monthly divisional review meetings where the senior managers of each division are accountable for the performance of their area.

4. NEXT STEPS

The Workforce Strategy is entirely consistent with the Staff Pledges outlined in the NHS Constitution. The pledges are summarised below:

Staff Pledge 1	to provide all staff with clear roles and responsibilities
Staff Pledge 2	to provide all staff with personal development and appropriate training
Staff Pledge 3	to provide support for staff to maintain their health, wellbeing and safety
Staff Pledge 4	to engage staff in decisions that affect them and the services they provide

It can be seen that implementing the staff pledges is complementary to achieving many of the aims in the Workforce Strategy. Meeting the requirements of the Staff Pledges will also ensure that we meet the requirements of the Care Quality Commission's Regulation 23. As such this part of our Workforce Strategy will form a significant part of our efforts over the coming 12 months. The HR Business Partners, having received considerable support from our in-house Communications team, launched the Staff Pledges last year. There is an action plan that is monitored by the Governance Committee and is regularly updated. More recently a series of roadshows has taken place at both sites where the issues outlined in our staff opinion surveys have been discussed and constructive feedback given about how we might improve things further. The emerging themes from this dialogue centres around employee engagement and involvement in decision making. Members of staff have now agreed to participate in themed focus groups that will address the specific issues and devise recommendations for improving the situation. These recommendations will be at both a high level (Trust wide improvements) and at a local divisional level where specific problems have been highlighted. The Governance Committee will monitor the progress over the coming months.

Specific implications and links to the Trust's Strategic Aims:	
Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC	✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable	
Develop a new healthcare facility in West Cumbria that is fit for the 21st century	
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions	
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust	
Recommendations: The Board is asked to note the progress that has been made since the Workforce Strategy was approved in November 2009 and to agree that its continued implementation, principally through embedding the Staff Pledges and adopting the World Class HR model, is the correct approach.	
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