

REPORT TO THE TRUST BOARD - PUBLIC

14 SEPTEMBER 2017

Title	Strategic Workforce Report
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Purpose of the Report:

To update the Board on strategic workforce issues.

Summary of Key Issues:

A number of workforce strategic priorities have been identified alongside development of a workforce strategy. This paper provides the Board with an update of the Mental Health Workforce plan, nursing pipeline, recruitment and retention and learning and development priorities.

Strategic priorities this paper supports (Please check box including brief statement)

Improving service user satisfaction	<input checked="" type="checkbox"/>	Improved staff satisfaction positively correlates with improved service user satisfaction.
Improving staff satisfaction	<input checked="" type="checkbox"/>	Robust plans to improve staff experience and build on success
Maintaining financial viability	<input type="checkbox"/>	

Committees/Meetings where this item has been considered:

Date	Committee/Meeting
	This report has not been reviewed by any committee.

Implications:

Equality Analysis	This report has direct positive impact on equalities if actions are successful.
Risk and Assurance	There are a number of risks associated with staff who are disengaged and do not feel that they are valued, including reputational damage, financial risk and adverse impact on morale. These risks are being managed by corporate and directorate management teams and oversight of the Executive team.
Service User/Carer/Staff	As above.
Financial	There are financial implications associated with high vacancy rates and sickness absence.
Quality	Reduced staff engagement impact on delivery of quality services.

1.0 Introduction

- 1.1 This paper provides an overview of strategic workforce issues and progress against priorities for the board.

2.0 Strategic Priorities

2.1 Stepping Forward to 2020/21: Mental Health Workforce Plan for England

- 2.1.1 The plan is Health Education England's response to the commitments made in both the Five Year Forward View for Mental Health and Future in Mind. It aims to improve the way care is provided across all settings, age groups and health and care professions, with more care delivered in the community for those who access mental health services. It sets out measures to tackle the historic imbalance in workforce capacity and fulfil ambitions to improve mental health services.
- 2.1.2 The NHS will establish 21,000 posts and employ 19,000 additional members of staff by 2020. 11,000 of these will be drawn from the 'traditional' pools of professionally regulated staff, e.g. nurses, occupational therapists, or doctors. In addition, there will be 8,000 people moving into new roles, e.g. peer support workers, personal wellbeing practitioners, call handlers, or nursing associates. Delivering the mental health plan will require providers to employ 19,000 new members of staff, whilst maintaining and improving existing services.
- 2.1.3 The workforce strategy is currently being developed in line with this plan as one of the relevant external drivers, national strategy and Trust priorities. Initial discussions have been undertaken with workforce committee and a series of focus groups are scheduled for the period to December 2017.

3.1 Nursing pipeline

- 3.1.1 There has been considerable change in Nurse Education and professional nursing roles, some of which has yet to fully work through. The Trust is engaged in response to the national and regional pictures whilst a longer term strategy is being developed. The Trust is supporting the development of new roles and maintenance of existing programmes. There is also modelling of the potential impact of less experienced nurses and altered demography within in-patients and to help to retain existing nurses.

3.2 Recruitment, Retention and Onboarding

- 3.2.1 The trust fill rate remains stable at 12.5%. A survey of year 2 stayers is currently underway to provide additional data to the annual year one leavers' phone interview data collection in order to inform retention policy and practice. Two directorates are trialling 'step up' conversations as part of the 100 day on-boarding process. The TRAC recruitment system has been implemented and is in its second month of operation. This will provide significantly improved reporting on core metrics and enable greater transparency and cross referencing of vacancy and recruitment data and information.

3.3 Learning and Development and Leadership Development

3.3.1 The strategic priorities for learning and development will be incorporated into the workforce strategy which will come to the board in January 2018. A new Associate Director for Learning and Development has joined the Trust and will be responsible for developing the priorities. A key strategic priority is to develop career pathways which will improve recruitment from local communities, diversity of the workforce and clear career progression for all professions. Linked to this is our approach to apprenticeships.

3.3.2 Most posts identified for apprentices have been recruited to and the first cohorts are in place across the Trust in both administration and clinical roles. Further posts are to be identified and recruited to and lessons learned from the first cohorts incorporated. A plan for draw down of the levy has been developed and a process for accessing the levy to support existing staff is being tested with managers.

3.4 Leadership Pilot

3.4.1 The Leadership Pilot work, in conjunction with NHSI and the Kings Fund, is entering the third phase which is focusing on using the data from the diagnostic and design phase to inform delivery. Core priorities have been identified under each of the 5 headings as follows:

- **Vision and Values** – the Big Conversation has captured staff feedback about the strengths of the Trust and what we should be responsible for going forwards. This will help shape a clear mission and purpose for the Trust for staff to identify with;
- **Goals and Performance** – further using the revised appraisal system to embed 5 or 6 core objectives for all staff and teams;
- **Support and Compassion** – revising the Trust supervision process and accompanying development and systems to enable a compassionate, supportive experience for staff;
- **Learning and innovation** – QI is core to this element of the framework;
- **Team work** – developing tools and expertise to support work at team level to enable improved team functioning.

3.4.2 Mapping of existing leadership development has been undertaken and will inform the leadership strategic priorities in the workforce strategy linked to talent and succession planning.

4.0 **Action being requested**

4.1 The Board is asked to **RECEIVE** and **NOTE** the report.