



Workforce and Organisational Development Strategy

2016 to 2021





Introduction

This document describes our Workforce and Organisational Development Strategy 2016 - 21. It sets out our vision, ambitions and plans for the development of our organisation, through our workforce, in support of our Trust's three strategic goals:

1. Improving quality and achieving financial sustainability
2. Working as 'one Trust'
3. Focusing on prevention, early intervention and promoting Recovery

Our goals can only be achieved through an engaged, skilled and responsive workforce, which are the three core elements of this strategy. At its heart is our commitment to develop a fantastic training and working environment, supported by a leadership culture that is caring, empowering and accountable; with all staff consistently demonstrating our values of working together for better mental health, positively, respectfully, together through their day to day actions.

Through delivery of this strategy, we believe we can create a sustainable and thriving organisation with an excellent reputation for positive staff experience and high quality patient care.

Leigh Howlett
Director of Strategy
and Resources

Sarah Ball
Head of Organisational Development
and Human Resources

Our workforce holds the key to our success

The strategy takes account of the known and anticipated challenges and opportunities that will shape our workforce and organisational development priorities over the next five years.

These include:

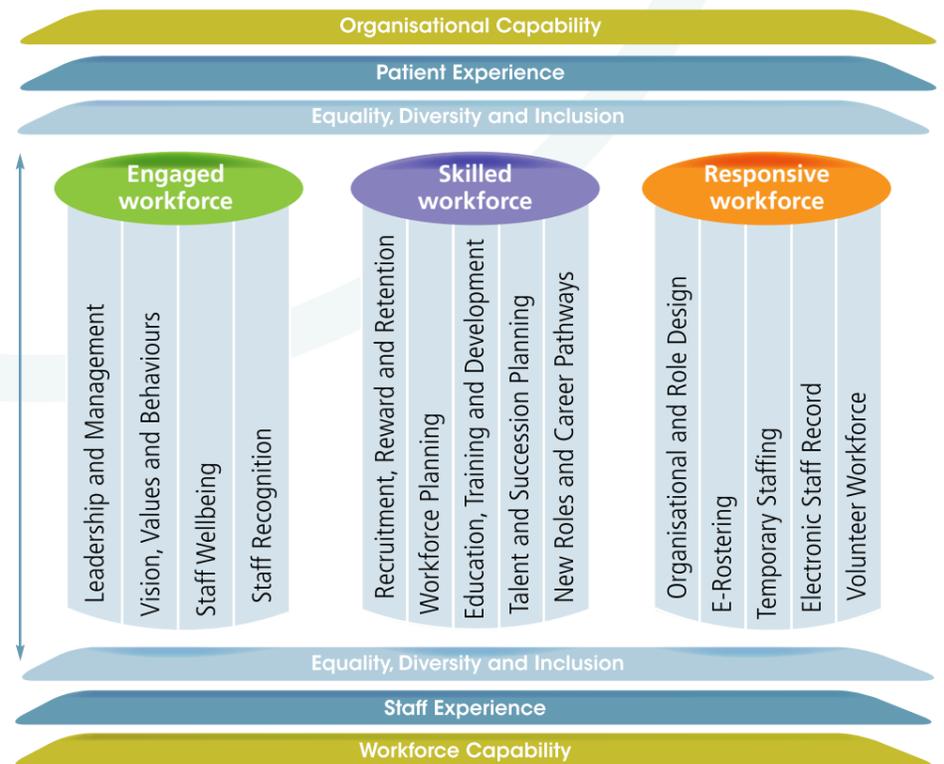
- The continued national skills shortages
- Ongoing financial constraints
- Delivery of the Five Year Forward View for Mental Health, including increased integration of services
- Changes to local and national commissioning arrangements
- Recommendations from the Carter Review including better use of clinical staff, reducing agency spend and absenteeism, and good people management
- Local sustainability and transformation plans (STPs)

Our model for organisational development through our workforce forms the basis of this strategy and reflects the strong evidence base that links excellent workforce capability with excellent organisational capability and higher levels of staff experience with higher levels of patient experience. If we develop our staff to be the best they can be within a supportive but accountable leadership culture, wider organisational improvements will follow.

Where we refer to 'workforce' or 'staff' within this strategy, we include those employed by partners but who are working in integrated care teams in services provided by our Trust, as well as temporary workers, students and trainees.

Supporting our staff

...supporting our staff to be the best they can be...



We will achieve this by focusing on developing and enabling:

- An engaged workforce
- A skilled workforce
- A responsive workforce

Enabling strategies (shown as pillars on the diagram) enable delivery within each domain. An infrastructure of effective systems and processes, and a culture of equality, diversity and inclusion wrap around and support the model.

The Workforce and Organisational Development strategy will positively impact our organisational effectiveness by:

- Embedding the operating model with clarity on leadership roles and responsibilities
- Developing a culture that necessitates the taking of responsibility with clear consequences for non-delivery

- Trust goals being cascaded into the individual objectives of every employee in a timely way, from the Board down
- Developing an ethos of learning from challenges and mistakes; creating solutions and sharing knowledge
- Minimising bureaucracy and maximising attention on what adds value
- Using systems and data to drive quality and efficiency improvements and to measure impact
- Supporting the development of a culture that is supportive, cohesive and positive, where every employee lives and operates by our values
- Honest and timely two way communications



Our vision for our workforce

Our workforce has been commended for its care of our service users. We value and are proud of the commitment and contribution of every member of staff. We want our staff to be equally proud to work for our Trust; acting as positive ambassadors for us as a provider of trusted mental health services and as a desirable employer.

We want our staff to feel fulfilled, fairly treated, valued in their roles and recognised for the important contribution they make each day. We also want our staff to be engaged in positively shaping the services they provide and the culture of the

environment they work in. Great leadership is fundamental to delivering this, so we attract, develop and retain staff who do their very best for our service users and their carers, and live our values through their actions.



Our values... Our behaviours... Our future...

Working together for better mental health...

Positively...



- Be proactive...**
Look for solutions, think creatively and focus on what we can do
- Take pride...**
Always do our best
- Take responsibility...**
Plan ahead, be realistic and do what we say we will
- Support people to set and achieve goals...**
And be the best they can
- Recognise people...**
Their efforts and achievements, and say thank you

Respectfully...



- Value everyone...**
Acknowledge people's unique experiences, skills and contribution
- Step into other people's shoes...**
Notice what's actually happening
- Take time to care...**
Be welcoming, friendly and support others
- Be professional...**
Respect people's time and be aware of our impact
- Be effective...**
Focus on the purpose and keep it as simple as possible

Together...



- Involve people...**
Make connections and learn from each other
- Share...**
Knowledge, information and learning
- Keep people updated...**
With timely, open and honest communication
- Have two-way conversations...**
Listen and respond
- Speak up...**
Seek, welcome and give feedback

This strategy sets out our workforce and organisational development agenda for the next five years. It sets out our commitment and offer to our staff, in return for their contribution and performance. It supports the delivery of an organisational culture that is inclusive and quality focused. It is predicated on keeping it simple and getting the basics right, achieving the desired results through alignment and integration with the strategic direction of our Trust and operational responsiveness.

There is no doubting the ambition of this strategy and the organisational transformation it

will drive. Our commitment to delivering it sends a message to staff and wider stakeholders about our determination to provide the best possible services for our service users and their carers, and the importance of every member of our staff in achieving this.

This strategy requires commitment and input from the whole organisation; particularly those who lead teams at every level. Therefore, embedding it will be incorporated into every manager's performance objectives and appraisal. ●

Our ambitions and plans

This is an ambitious plan. There is a lot to deliver and from where we are now it will take considerable time to fully achieve consistent, sustainable improvements across our organisation.

Our approach is to set a realistic framework and pace. Whilst this is a five year strategy, it sets the tone for transformational change during this period and beyond.

This over-arching strategy will be supported by detailed five year strategic approaches and plans covering key aspects of the enabling pillars identified in our model. Each of these will have annual operational implementation plans developed, in line with key milestones. These will then form the workforce and organisational elements of our Trust's annual plans.

Equality, diversity and inclusion

This is critical to every aspect of our Trust's vision and goals. The link between equality, diversity and inclusion and quality, including patient, carer and staff experience, is well documented. Embedding a positive inclusive culture will support our goals of working as 'one Trust' and focusing on prevention, early intervention and Recovery.

Our aim is that:

- We have a culture which values diversity and inclusion in service delivery, training and employment, and it is everybody's business

- We have a workforce that reflects the diversity of the communities we serve
- We have a culturally competent workforce which is sensitive to the diverse needs of our service users and carers and has the behaviours and skills to effectively support individual needs
- We effectively challenge stigma, discrimination and isolation

To deliver this we will:

- Set realistic but ambitious annual objectives to improve individual responsibility and leadership in regard to equality and diversity; to improve the diversity of our staff; to promote an organisational culture of inclusiveness; and to prevent discrimination within our workforce and service delivery
- Develop Diversity Champions within all our operational services to support a culture of inclusion, diversity and anti-discrimination
- Review our equality, diversity and inclusion training to ensure it is fit for purpose
- Develop the skills of our clinical workforce to improve cultural competence ●



An engaged workforce

While every domain of our strategy is important, improving staff engagement – the sense of belonging, commitment and enthusiasm for our work and alignment to the organisation’s vision and values – most powerfully supports sustainable transformation. A more engaged workforce will enable achievement of all our strategic goals, but in particular working as ‘one Trust’.

Our aim is that everyone will:

- Be proud to work for our Trust, acting as positive advocates for our Trust as a provider of services, employer and training provider
- Live our values and demonstrate these on a day to day basis
- Feel fulfilled, treated fairly and valued in their roles, recognising the important contribution they make each day in supporting our service users and their carers to live the most positive lives they are able to
- Be engaged in positively shaping the services we provide and the cultural environment of our Trust

This will be delivered by:

Developing a culture of supportive, accountable and quality focused leadership and management capability at all levels of the organisation, including clinical leadership. This means:

- The Board of Directors, in particular the Executive Leadership Team, will set out a clear vision and direction of travel for our Trust. It will have a consistent leadership story and communicate this clearly to staff at all levels and in all roles across the organisation
- There will be a clear operating model and accountability framework, with staff holding themselves and each other to account for delivery

- We will offer informal and formal leadership and management development tools, training and other development opportunities to equip our managers and leaders (including clinical leaders) at all levels of the organisation to have the knowledge, skills and behaviours to make sound decisions and to empower others to do their jobs effectively. This includes developing a culture of coaching
- A robust approach to organisational learning will be developed focused on systematic problem solving, experimentation, transferring and sharing knowledge (internal and external to our Trust) so as to create a culture of continuous review and improvement

Aligning and embedding our values and behaviours framework

This means:

- Policies and processes will be aligned to the values, including the implementation of values-based recruitment and appraisals
- Staff will be held accountable for operating in line with our organisational values and behaviours in everything they do each day



A skilled workforce

To deliver and continually improve the quality of our services, we need a skilled workforce which is continuously developing, sharing its knowledge (working as 'one Trust') and learning from others (for example to ensure we are delivering best practice in prevention, early intervention and Recovery).

Our aim is that:

- We will be a desirable training provider and employer attracting, developing and retaining a skilled workforce that is passionate about supporting the delivery of a consistently good quality of service
- We will work collaboratively with partner organisations and through integrated teams, developing existing and new roles to meet changing service needs, supporting our staff with the knowledge, skills and confidence to operate in dynamic environments
- Our staff will be experts in their own professional areas and will have opportunities to develop their broader transferable skills and experience meaning we have an identified and ready succession of talented staff with opportunities across a variety of career pathways
- Our staff will take ownership for their professional and personal development ('self managed learning') and we will support this through a variety of innovative and flexible educational and development pathways

This will be delivered by:

Having a robust recruitment and retention strategy

This means:

- We will regularly benchmark, review and promote what we can offer as an employer to ensure we are competitive within the recruiting markets
- We will proactively engage with the local, regional and national labour markets through a variety of innovative media and events and a combination of generic and targeted campaigns
- We will ensure our recruitment process is as efficient as possible
- We will routinely review why staff leave and respond to any arising themes

Improving staff wellbeing

This means:

- We will offer a range of tools, training and development to support and empower our managers to champion staff wellbeing and deliver safe and healthy work environments and to support staff to take greater responsibility for their own health
- We will work towards meeting all of the standards of the Employer's Wellbeing Charter
- We will champion 'A Time to Change' to reduce the stigma of mental ill health
- We will work collaboratively with other organisations to identify and share good practice and resources
- We will use the expertise of our internal resource of health profession experts and those with lived experience to co-develop our strategic approach and plans and to support our interventions

Recognising the value of our staff

This means:

- We will deliver great performance appraisal processes that are meaningful and motivating for our staff and support the alignment of our organisational vision, values and our Trust's strategic goals into individual objectives
- We will recognise high performance and staff loyalty in a fair and timely way at a local and organisational level including holding Trust-wide awards events. We will also nominate for awards and celebrate the successes of our staff at regional and national levels



...create a culture of more learning within the workplace...



A flexible approach to role design and career pathways

This means:

- We will develop existing and new roles (clinical and non-clinical) to support current and emerging operational needs (for example; Non-Medical Prescribers, Advanced Practitioners, Graduate Health Workers, Business Managers)
- We will establish clear career pathways to identify progression, development, training and education needs for all

clinical and non-clinical professions, including specialisation and movement between clinical / technical expert and managerial roles

- In line with NHS England's strategy set out in the Five Year Forward View, we will work collaboratively with partner organisations to integrate our services, workforces and systems and to share premises where this is in the best interests of our service users

Innovative and flexible approaches to the delivery of staff education, training and development

This means:

- We will develop existing and new clinical and non-clinical roles to support current and emerging operational needs (for example; Non-Medical Prescribers, Advanced Practitioners, Graduate Health Workers, Business Managers)
- We will establish clear career pathways to identify progression, development, training and education needs for all

clinical and non-clinical professions, including specialisation and movement between clinical / technical expert and managerial roles

- In line with the strategy set out in the Five Year Forward View, we will work collaboratively with partner organisations to integrate our services, workforces and systems and to share premises where this is in the best interests of our service users

Future focused workforce planning

This means:

- Recognising national skills shortages, we will have an increased focus on 'growing our own' staff. This will be supported by the 'Talent for Care' strategy to "get in, get on and go further" by developing the Bands 1 to 4 clinical and non-clinical support workforce (for example; Apprentices through to, for example, Assistant Practitioners) as well as exploring more innovative approaches to access registered level training
- We will work collaboratively with Health

Education East, the Deanery and educational providers to identify emerging needs and to develop solutions that are supported by educational commissioning to meet future workforce demands and skills requirements

- We will review our offerings, support and processes to develop our reputation as an excellent place to receive undergraduate and postgraduate training (for example; medical, nursing, allied health professionals; non-clinical professional)

Developing succession and choice of capable staff through a robust talent management and succession planning framework

This means:

- We will develop our use of the Electronic Staff Record to record the competencies of our workforce and to be able to effectively monitor and report on performance
- A clear framework for talent mapping and cohesive succession planning at all levels of the organisation will be

developed and rolled out to identify capacity, gaps and risks and to inform strategic and operational planning

- Talent management will support staff to be the best they possibly can in their own roles as well as supporting career development for those who are interested and who have the competency, values and demonstrate the necessary behaviours for this



A responsive workforce

To support our strategic goals of achieving financial sustainability and working as 'one Trust', it is imperative that our staff, individually and collectively, are able to respond to changing needs and priorities. We need a cost effective workforce that is in the right place, at the right time, to meet the needs of our service users.

Our aim is that:

- Our workforce will be able to respond in a timely way to changing strategic and operational needs supporting there being the right staff, in the right place, at the right time
- We can deploy our staff as effectively as possible operating as a holistic system rather than isolated units
- Our staff will support our service users in line with the recovery model with a focus on prevention, early intervention and promoting Recovery, using technology to support delivery
- We have a ready supply of capable and engaged temporary workers to supplement our core workforce when operationally necessary
- Our peer support and volunteer workforces are valued as key elements of our wider workforce
- We develop our use of the human resources management information system (the Electronic Staff Record (ESR), so every employee can view their core employment information to support them in their work and managers can have easy access to information and technological support to better equip and empower them to do their jobs

This will be delivered by:

Agile service user centred organisational design and role flexibility

This means:

- We will design our services and supporting workforce structures so that these follow the patient journey and they are readily adaptable to changing operational needs, using technology to support delivery
- As well as continuing to develop specialist skills, where needs are identified, we will train and develop staff so that they have more flexible and transferable skills and are able to operate in changing environments, including integrated teams with partner organisations

Contractual flexibility

This means:

- Our contractual arrangements, policies and procedures will support a workforce that is better able to adapt to changing organisational needs whether in terms of role, location, pattern or ways of working
- New ways of working, including portfolio working, will be explored and introduced for roles such as project management and in regard to some other specialist skills



...a key organisational goal is to become one Trust...

The implementation and benefits realisation of electronic rostering and electronic job planning across the whole workforce

This means:

- Rolling out electronic rostering
- Electronic job planning will be rolled out across our medical workforce
- Management information will be used to inform the efficient planning of our valuable staff resource

Developing more responsive, higher quality and more cost-effective temporary staffing arrangements

This means:

- Temporary staffing arrangements will be reviewed in line with national direction and local needs to ensure robust governance and value for money
- Terms and conditions for bank workers will be regularly benchmarked to ensure these remain attractive and competitive

Expanding and developing our volunteer workforce

This means:

- We will ensure robust arrangements are in place for the co-ordination, management and development of our volunteer workforce across a variety of roles
- We will significantly increase the size of our volunteer workforce (including volunteers who are or have been service

users or carers) and we will raise the visibility and profile of our volunteer workforce in the valuable contribution it makes in supporting our clinical and support services

- We will ensure our volunteer workforce is recognised and rewarded for its contributions through involvement in the wider staff awards events

A move to more mobile working

This means:

- Information Computer Technology will be used to support an increased level of mobile working amongst community based teams leading to an increase in face to face patient contact

Increasing and developing our Peer Support workforce

This means:

- We will increase and continue to develop and support our Peer Support workforce, raising the profile of the valuable contribution staff who have themselves experienced mental ill health can make in supporting our service users (and our staff) achieve the best possible outcomes

Developing our use and benefits realisation of the Electronic Staff Record (ESR)

This means:

- All employees will be supported in the familiarisation and effective use of the Electronic Staff Record (ESR)

including self-service, learning and talent management. For managers, this will include having direct access to management information and business intelligence reporting



Responsibility for delivery

Our Trust Strategy 2016 - 21 sets out our operating model and accountability framework. This means that while Executive Directors have accountability for the overall strategy implementation, day to day accountability for delivery sits with everyone in a management and leadership role. However, every member of staff has an essential role to play; as we can only achieve this strategy and make our Trust a great place to work and a great place to receive care by working collaboratively.

With overall leadership from the Executive Director of Strategy and Resources, this strategy will be managed as a transformational programme of work through the Workforce Mobilisation Board and monitored by the Board of Directors via the Organisational Development and Workforce Committee.

The enabling strategies and supporting implementation plans will be led by the Head of Organisational Development and Human Resources and the Deputy Director of Nursing on a day to day basis. We commit to the ongoing training and development of their teams, as an essential requirement in the delivery of this strategy.

The annual operational implementation plans will feed into our Trust's Annual Plan.

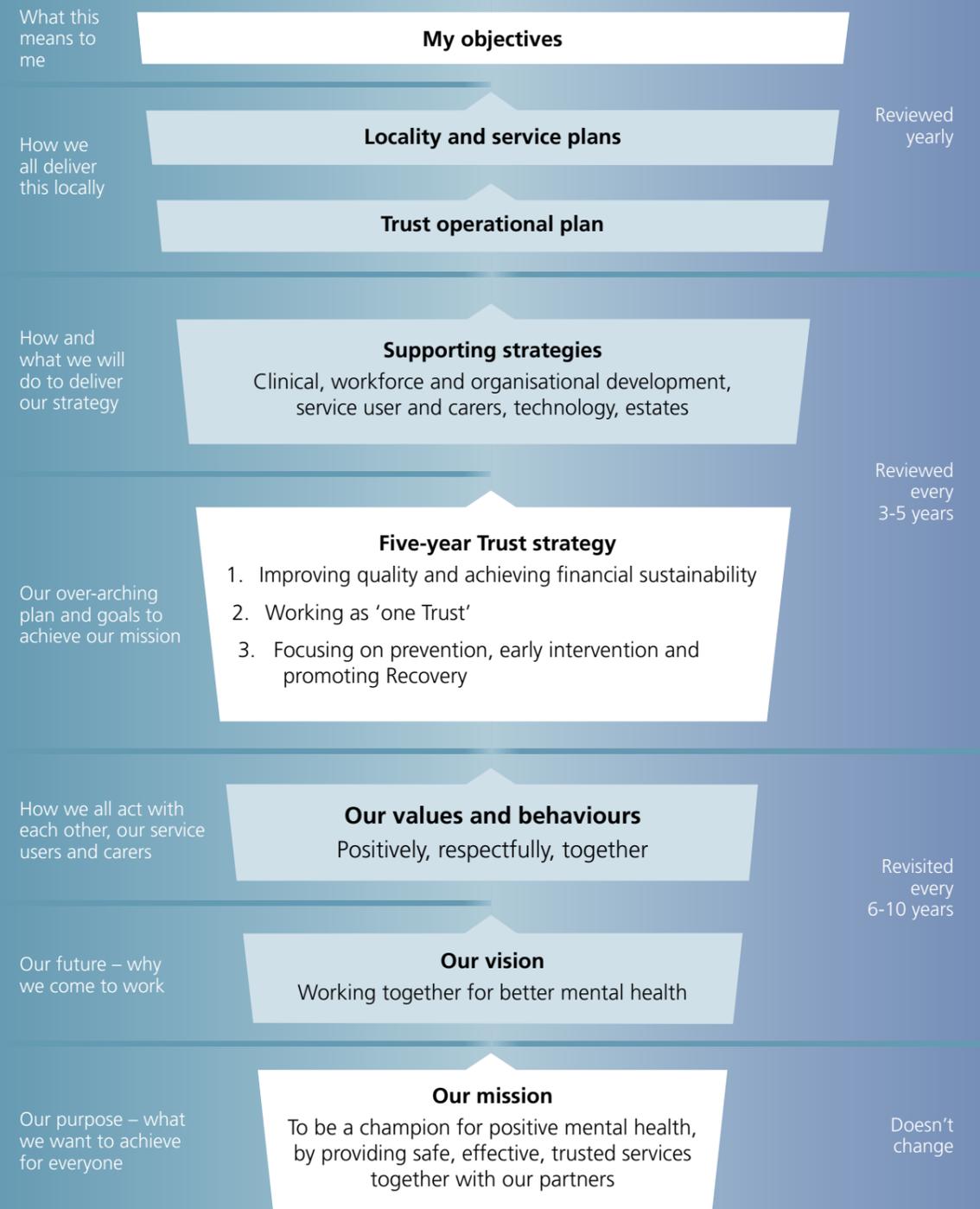
Measuring success

The true success of this strategy will be evidenced by our Trust meeting its strategic goals. It will be seen, by all its stakeholders, as a safe, effective, caring, responsive and well led organisation, operating within financial balance.

A set of detailed quantitative and qualitative indicators have been developed which will be used to assess performance and success. As a key organisational goal is to become 'one Trust', success will be demonstrated by consistent achievement across the indicators within all areas of our Trust. These will therefore be monitored at locality as well as Trust level. ●

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How our strategy fits together



Norfolk and Suffolk NHS Foundation Trust values and celebrates the diversity of all the communities we serve. We are fully committed to ensuring that all people have equality of opportunity to access our service, irrespective of their age, gender, ethnicity, race, disability, religion or belief, sexual orientation, marital or civil partnership or social and economic status.

Patient Advice and Liaison Service (PALS)

NSFT PALS provides confidential advice, information and support, helping you to answer any questions you have about our services or about any health matters.



If you would like this leaflet in large print, audio, Braille, alternative format or a different language, please contact PALS and we will do our best to help.

Email: PALS@nsft.nhs.uk
or call PALS Freephone 0800 279 7257

**Trust
Headquarters:**
Hellesdon Hospital
Drayton High Road
Norwich
NR6 5BE

 01603 421421
 nsft.nhs.uk
 [@NSFTtweets](https://twitter.com/NSFTtweets)
 [NSFTTrust](https://www.facebook.com/NSFTTrust)

Working together for better mental health...



Positively...



Respectfully...



Together...