North East Ambulance Service NHS Trust

Workforce

&

Organisational Development Strategy
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1. INTRODUCTION

Our five year Integrated Business Plan (IBP) sets out what needs to be in place for us to achieve our vision and provides the overarching steer for this Workforce and Organisational Development (OD) Strategy.

The workforce is our greatest asset and is the means by which care is delivered and accounts for 70-80% of the total Trust budget. Therefore, effective recruitment, development, leadership, management and retention of staff is essential if we are to deliver high quality services for the years ahead. Critical to this Strategy is the premise that the people within this Trust and those who use our services or work alongside us are integral to our organizational performance and sustainability.

The diverse range of employees of the Trust, permanent, temporary or volunteers are not a ‘human resource’ to be used, but individuals with different talents, aspirations and motivations who each make a contribution to the delivery of healthcare for the people and communities of the Trust.

Our people are our business and in order to ensure continuous improvement and excellence in service delivery we need the right functions, processes and procedures to enable our staff to continue to do what they do best and this is where Workforce &OD can make a valuable contribution.

It is essential that staff health and well-being is embedded in the culture of all NHS organisations and that its importance is consistently demonstrated through the way in which staff and managers behave if the NHS is to deliver on the commitment in the NHS Constitution. There is strong evidence to suggest that there is a connection between staff health and well being and improved organisational performance.

Success for our organisation requires ambition and a real understanding of the factors influencing our work. It is widely recognised that the economic downturn will have a major impact on publically funded services such as ourselves. We are committed to delivering high quality care in the most productive and efficient ways with the limited resources that we will have.

The delivery of this strategy will provide a workforce into the future that understands its role, is competent to deliver services within its role, is innovative and customer focused. All staff are our ambassadors and every interaction is a shop window into how we run our services. It is vital that we support and develop a workforce fit to not only deliver high quality clinical care but also high quality customer care.

2. PURPOSE & APPROACH

The purpose of this Strategy is to act as an enabler to help the Trust to achieve its strategic aims over the next five years through enhanced organisational and staff performance.

To be an employer of choice, attracting and retaining quality leaders and staff, the management of talent associated with the planning and development of the current and future workforce is important if our workforce is to contribute fully to the delivery of the Trust’s vision.

The Strategy will be reviewed annually, updated as appropriate and will:

- Demonstrate how the Trust’ current strategic objectives will be achieved from a strategic workforce and organisational development perspective
• Look at current and future workforce and leadership gap analysis to identify areas of strength in terms of the workforce and its’ leadership development as well as areas where further work needs to be completed

• Be responsive to the changing environment and political context

• Develop the workforce effectively to ensure delivery of the Trust business plans

• Be equality impact assessed at each review to ensure that the potential for discrimination and/or any identified area of discrimination is addressed.

This strategy is an internal document intended to support development of the Trust. The objectives and actions contained within will be developed annually as part of the planning cycle.

3. STRATEGIC DIRECTION

The mission, vision and strategy of the Trust have been shaped in partnership with our patients, staff and the public and are owned by the Trust Board.

Our mission is a simple one: Right Care, Right Place, Right Time; ensuring our patients receive the right care in the right place at the right time, no matter how they contact our service, and regardless of their need. Our mission is also one that is strongly supported by the communities we serve, who have told us, and our commissioners, that they need easier navigation of services available to be able to access the most appropriate and responsive service for their needs.

We have a strong track record for delivering high quality and good value patient care, but we are not complacent, as evident in our vision, which is to make a difference by integrating care and transport in pursuit of equity and excellence for our patients.

Underpinning this vision are our 5 core values.

• Committed, professional and accountable to each other and in everything we do
• Shaping the future, leading in the innovation of the NHS
• Showing we care listening to patients and colleagues
• Working together with colleagues and partners making improvements
• Delivering consistently high performing, resourceful, safe and resilient.

Simply having values in an organisation is not enough. To make a difference, values have to be reflected in people’s behaviour. Put simply, values have to be lived. At the heart of the successful organisation is the ability to link individual needs to the organisational vision by finding the connection between the individual’s values and those of the organisation. Embraced by individuals within the organisation these values will support the delivery of the strategic objectives of the Trust and the key areas for improvement, identified as part of our IBP.

With our vision in mind we have put in place six strategic intentions, which are supported by our corporate organisational values which are aligned to the NHS Constitution.
Our strategic intentions are:

a) To lead in the provision of Emergency Care
   - we want to be the provider of choice for A&E services and lead through innovation, research and performance.

b) Be a key partner in Urgent Care reform
   - we want to help deliver the changes that our patients and our commissioners are asking for using our expertise and infrastructure.

c) To transform our Patient Transport Service
   - we want to continue to be the provider of choice for PTS in the North East.

d) To be a first rate employer
   - we want to ensure our staff are appropriately supported with fair pay and flexible working conditions and a safe and productive working environment.

e) To have sound financial health
   - we want to maintain strong financial health that enables us to invest in new service developments, constantly taking the organisation forward.

f) To be well governed and accountable
   - we want to continue to ensure that the safety and quality of our services to patients remains our highest priority.

4. NATIONAL CONTEXT

Fundamentally the IBP will drive the Workforce & OD strategy, which will remain the focal point for the leadership, direction and provision of workforce & organisational development within the Trust. The Workforce & OD strategy however operates against a background of several key workforce and organizational development drivers, including

- NHS Constitution Pledges and Values
- Health & Well Being - Boorman Review
5. LOCAL CONTEXT

Over the next few years, there are a number of key demographic trends facing employers. These include:

- Increasing longevity of the population
- Declining birth rate.
- The disproportionate size of the ‘baby boom’ generation
- The shift in the age distribution of the population and workforce
- Increasingly diverse
- Skills shortages
- Rising unemployment

Competitiveness in the labour market will be vitally important to attract and retain employees, whilst measures to attract more mature entrants and better use of flexible retirement options to retain the over 50s, and increasingly the over 60s, will become more important as the working population ages. Equally the ability to engage and attract staff from the increasingly diverse communities living within the region will be important if we are to have a workforce which is representative of the community we serve. Flexibility, flexible working practices and modern working opportunities will be expectations of future employees and features which will need to be part of the Trust’s employment offering if it is to retain the workforce capacity and capability deliver its strategic vision.

Some areas of the NHS will experience reduced demand for certain occupational groups while in others demand is likely to remain high. Staff numbers overall are likely to decrease and productivity measures will therefore be increasingly important to boost capacity.

We will need to increase the amount of flexibility and capacity within the system rather than simply increase staff numbers, to do this it will be important to develop staff at all levels in line with the Career Framework for Health, using competences rather than staff groups as the basis of workforce planning. We will also need to widen participation in learning - including unqualified staff and those staff who have traditionally had fewer opportunities to develop their skills.

6. STRATEGIC WORKFORCE AIMS

This Strategy will provide a coherent framework for the evolution and maintenance of employment policies and practices which reflect the core values of the Trust and which support our drive to provide patient centred, high quality, efficient and effective services to our ‘patients’ in an environment which encourages innovation, develops present and future leaders, and supports collaborative and strategic partnership working. This Strategy will develop and respond to evolving, changing and new emerging priorities.
Our strategic workforce vision is supportive of providing a safe single point of access to emergency and urgent care, providing responsive and effective care closer to home and providing appropriate modes of transport, shaped around the needs of our local health and social communities. The strategic themes are:

i. Provide a workforce with the appropriate skills and competencies to be able to respond to the increasingly diverse population and changing customer and patient expectations of the services we deliver.

ii. The creation of an organisation which is adaptive embraces and encourages change to deliver improvements for patients and is able to seize future business development opportunities.

iii. Become an employer of choice for our workforce and local population with excellent employment practices and a focus on involving and developing people where staff feel supported valued and listened to. We will deliver the four staff pledges laid out in the NHS Constitution whilst achieving improving results from the staff opinion survey and learn and act on the information it provides.

iv. That we fulfill our obligations as a local employer and contribute to corporate citizenship, working with partners on employment schemes which will encourage employment of those groups currently under represented in our workforce.

v. Invest in improving staff health and well being, through implementing the recommendations of the Boorman review and sustaining positive initiatives for staff well being and absence reduction.

vi. Actively contribute and support the organization’s efficiency plans and quality improvement activities through the support and facilitation of the effective use of staff resources and employment practices. Encouraging innovative working and the delivery of service changes plus the implementation of the organization’s service/quality improvement methodology.

vii. Develop leadership capacity and capability for the future development of the Trust.

viii. Reflect the Trust’s approach and commitment to equality and diversity in support of its single equality scheme. Equality impact assessments will be undertaken in respect of every aspect of employment practice and service provision. Diversity awareness training will continue to be part of our mandatory training provision.

To achieve these strategic themes we will focus upon a number of key workforce themes outlined below:
**Employer of Choice**

There is a wealth of research evidence which demonstrates clear links between good employment practices and business outcomes. Creating an environment where staff are valued, rewarded, appropriately trained and developed, regularly appraised and properly managed has a positive impact on people who use services and their carers. Employer of choice are more likely to attract and retain high-quality staff and are also more likely to have high-performing and motivated staff who are more flexible and take less time off work.

To deliver this vision of being an employer of choice we will be working towards providing better working conditions, model employment practices, the ability to balance life in and outside work, job security, lifelong learning, fair pay and conditions of service, staff involvement and good communications.

The Workforce and OD Department will continue to develop policies and procedures that reflect best practice, will offer programmes and learning and development opportunities to managers and clinicians to increase their leadership and people management skills.

Policies and procedures alone will not deliver the change required to make the Trust a model employer. The cultural shift needed will in many ways be more crucial to the success as all staff, managers and clinicians must embrace the principle, as it is not what we say but how we behave on a day to day basis in our working day that will make the difference. HR management is everyone’s business. The change required from all staff to deliver what a modern service demands is countered by their expectation in return that the organisation is a modern employer who values their individual contribution to person centred care. The concept of mutual dignity and respect form the cement that binds the above principles together.

Working in partnership with our staff is vital as it is important we share in a common agenda which must be delivered jointly. This partnership approach also embraces the need to work with our colleagues in the local authorities, voluntary sector, primary care organisations, patients and carers and other partners, who all have an impact on our services.

The ‘Workforce’ agenda is both vast and diverse and the following sections identify how we will achieve ‘employer of choice’ status through implementation of this strategy and its key workforce themes.

7. **IMPLEMENTING THE STRATEGY**

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<td><strong>Aim is to:</strong></td>
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<td>- the Trust has the ‘right’ workforce capacity, to deliver high quality, patient centred care</td>
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<td>- takes an integrated approach to workforce planning and development linking service and financial frameworks and across organisational boundaries where appropriate</td>
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During the period covered by this strategy, NEAS will undergo a period of significant change. Sustaining and developing our organisational agility and flexibility will be essential to ensure we
can respond to the challenges we will tackle and it is important that we enable our workforce to be responsive to the changing needs of the organization and our patients.

Increased flexibility is expected to meet the,

- future development of our 111 service expansion and its role in the integration of the urgent care system,
- implementation of the ‘front loaded model’ and ‘emergency assistant’ role within our emergency services
- closer integration and collaboration between A&E and PTS services
- support services review
- increased productivity and efficiency of the workforce

and crucially the transition to foundation trust status.

**Future Focus**

- Implementation and annual review of agreed workforce plans.
- Implementation of a robust workforce planning process aligned to service delivery changes and commissioner contracts.
- Implementation of the workforce elements of the major service reviews (A&E, PTS, Fleet, Contact Centre, Support Services) including identifying new roles and enhanced / extended roles where appropriate with associated timely education and training programmes.
- The development of new or enhanced workforce roles in response to new service opportunities arising from the ‘gaps’ in the urgent care system identified from the use of the ‘111 service’
- Improved workforce productivity and efficiency and the removal of waste.
- Implementation of the NHS NE service improvement methodology and tools known as the North East Transformation System.
- Continue to Implement the electronic staff record (ESR) and produce robust workforce data and detailed workforce analyses to inform workforce redesign initiatives. Realising ‘benefits’ arising from its integration with GRS (PROMIS) and the ‘manager & employee self service’ functionality.
- Cooperate and collaborate with any local or regional “Clearing House” arrangements, and maintain an accurate register of ‘at risk’ staff where necessary.
(7b) Recruit & Retain

Aim is to

- attract and retain a workforce that reflects the population we serve and fulfils the requirements of current and future planned service provision.

- be recognised as an ‘employer of choice’ where individuals are encouraged to make a difference, are supported to realise their potential, achieve a ‘work-life’ balance at the different stages of their careers and as their personal circumstances change.

The future whilst in the short to medium term may see growth in our contact centre workforce, is likely to be one of more modest overall growth, with the emphasis on tackling specific shortages and focusing on changing and developing working practices and roles to increase productivity and efficiency.

Demographic trends mean that maintaining an ‘edge’ in the recruitment and retention of the best staff will be important. Developing new roles and new ways of working can increase productivity and job satisfaction as well as making the service more attractive to new recruits.

Being viewed as an ‘employer of choice’ providing good career prospects and fair pay are significant factors in motivating people to join, stay or come back to the organisation.

We will regularly consider and review our practices and culture against best practice guidance and learn from others who succeed. We also need to ensure that our workforce profile reflects the community we serve and that we actively encourage and support this.

What want to achieve

- To be seen as an employer of choice.

- To be able to attract and retain a workforce that reflects the population we serve and fulfil the current and planned service provision.

- Staff induction to help them quickly become established as effective members of the team.

- For all staff to feel valued for their contribution to patient experiences and to receive relevant training whilst in post to maximise this contribution.

- For all staff to feel proud of the organisation in which they work and engaged in decisions that affect them in their working lives and in developments that affect those who use our service.

Future Focus

- Ensuring a consistent and centralised approach to recruitment is adopted across all services offered.

- Developing innovative ways to attract new employees in line with planned requirements as defined in workforce plans, including engagement with schools, colleges and local community events.

- Offering routes to employment for under-represented groups, utilizing schemes which
Currently include Future Jobs Fund and Apprenticeships in partnership with other local organisations.

- Continue through HR processes to monitor the career position of those from BME communities in order to develop a balanced workforce at all levels.

- Fully utilising national electronic systems including ESR and NHS Jobs to achieve cost effective recruitment and accurate, timely workforce information

- Maintaining clear roles and responsibilities for staff through use of appropriate role documentation and KSF outlines

- Carrying out appropriate pre-employment checks in accord with best practice and to maintain legislative compliance

- Review induction processes to ensure they are ‘fit for purpose’, incorporating regular evaluation feedback on the quality and relevance of these processes.

- Flexible working arrangements will continue to be available for staff at all levels to help them continue to access the working environment.

- Awareness of the benefits of joining the NHS Pension Scheme and flexible retirement options will be publicised to better attract and retain experienced staff.

(7c) Leadership

This is a critical area requiring considerable focus to lead and manage the changes ahead and for the transition to foundation status to be successful.

Aims are for:

- the executive and senior management teams to act as role models providing examples of transformational, values based leadership in action.

- the development of leadership and strengthening of management development capabilities across the organisation.

Our ‘vision’ will not be realised by simply doing what we have always done, in the way we have always do it. The development of leadership – clinical, managerial and team development is fundamental if organisational and cultural change is to be successful in delivering the transition to foundation trust status and the integration of urgent and out of hours care.

The skills and qualities of our leaders and managers are a vital part of improving organisational performance. High quality patient care needs effective organisations with strong leadership, clear strategies and business plans with explicit criteria to monitor performance.

Our approach will be through engaging and communicating with individuals to better understand and meet their needs and by motivating and inspiring them to develop both themselves and the organisation to enable continual growth, effectiveness and success. Staff will need support to help them respond to these changes. On one level this might mean developing new skills sets, for
instance in 'customer service' training. At a more fundamental level, it may require a deeper cultural shift embedded in the people management practices throughout the whole 'career journey'. This will involve the development of competency-based job descriptions; more strategic approaches to recruitment, retention and skills development; stronger leadership and management; engaging still more staff in the development of their skills and competencies and a commitment to supervision both clinical and non clinical. It will mean involving all staff groups in the development of their skills and competencies - not just some.

**What we want to achieve**

- Clear, agreed and applied leadership behaviours and management skills needed to deliver the change and improvements in our services.
- Frameworks for the development of leadership capabilities and the strengthening of management capabilities.
- Alignment of leadership and management skills to the organisation’s performance management framework.
- The development of leadership styles, approaches and principles that support commercial robustness and resilience.
- The development of a culture which:
  - promotes partnership, communication and involvement and improves staff morale and individual performance.
  - leads change in an open and inclusive way,
  - values learning for all and learns from its mistakes.
  - has team work and continuous improvement of the quality and efficiency of patient care at its core
  - maximises the talents of all staff.

**Future focus**

- A systematic approach to improve leadership and management capacity and capability through the provision of specific programmes
- An increased supply of potential leaders through leadership programmes
- A greater representation of our diverse community reflected in more senior posts
- Continued Board development initiatives to ensure it is ‘fit for purpose’ in terms of foundation trust status.
- Talent management and succession planning framework integrated with organisation’s performance management processes with the aim of reviewing business critical roles and identifying individuals with potential.
- Development and use of mentoring and coaching for organisational leaders.
- Clinical leadership development to drive clinical changes and improvements in service quality.
- Participation NHS NE Leadership Academy programmes for aspiring and emerging leaders plus the hosting of NHS graduates to contribute to the development of future leaders in the wider NHS.

- Delivery of team leader development initiatives in support of the role and responsibilities review.

(7d) Nurturing Excellence

Aims are to:

- create a culture which ensures the talents of all staff are fully used to deliver safe and quality patient care

- provide staff development interventions for staff to attain the knowledge and skills to realise their potential

- ensure the Trust has the appropriate workforce capacity and capability to deliver its strategic service plans

Learning, education and development are pivotal if our workforce capability and capacity is to be enhanced, productivity improved, safe and quality maintained and the effects of potential staffing reductions minimised.

In common with the wider NHS our development and training of staff is consistent with the national Career Framework for Health and is a model of delivery increasingly offered in partnership with and accredited by higher education partners. The use of a ‘blended’ learning approach allows theory and practice to be provided more flexibly for both the organisation and individuals.

We aim to deliver more post registration continuing professional clinical development and training at workplace level whilst complimenting this with programmes at our training centres. In addition programmes for the pre-registration training of paramedics, and the role specific training for emergency care support workers, patient transport staff and first responders will be delivered through these centres.

To support range of services we currently provide from our Contact Centres we have developed in house training programmes for call handlers and dispatchers, with the capacity to expand NHS Pathways training should our service development plans be realised in the coming years. Should NHS Pathways become the system of choice in all emergency and urgent care settings in England, this may prove an income generation stream for us.

Opportunities for learning and training will be accessible to staff at all levels. This will be developed through effective use of the Knowledge and Skills Framework which will support the planning of training needs at an individual and organisational level. Mandatory training to sustain safety and quality forms part of this annual planning process.

Learning will increasingly be team and work based making full use of a range of development approaches and methods including new technology, e-learning and blended learning.

What we want to achieve
• A highly competent workforce able to apply the required knowledge and skills in an appropriate manner to meet the needs of service commissioners and users of our services.

• A confident, motivated and flexible workforce able to identify and initiate relevant changes in practice to continuously improve service delivery.

• All staff to participate in annual performance reviews and for appraisal to be clearly focussed on the knowledge and skills required for the post.

• All staff to be supported to meet agreed development needs identified in personal development plans resulting from performance reviews.

• All commissioned programmes of learning to be quality assured to ensure they are meeting learner and service needs in terms of content and method of delivery as well as outcomes beneficial to the service.

• Robust training information management systems in place to enable managers to monitor attendance at mandatory and service/role specific training to ensure compliance with auditable standards and measures.

• All staff to have a comprehensive induction programme to the Trust covering corporate as well as local workplace induction requirements.

• A coherent and appropriately resourced annual education and training plan linked to the roles and skills needed to deliver service improvements for patients and to the needs of staff identified through personal development plans.

• All staff to be provided with clear information about the range of learning opportunities and sources of support and advice available to them.

• All staff to participate in identified mandatory and statutory training relevant to their job role including attendance at appropriate update and refresher sessions.

• Develop staff in line with the Career Framework for Health and widening participation in learning

• Career and competency development frameworks and pathways clearly established.

• Effective working relationships with the regional workforce clusters (lead cluster North of Tyne), Strategic Health Authority and future education and training commissioners to ensure appropriate funding is secured to support identified core training and service improvement and redesign.

• Effective partnerships with education providers to ensure timely and appropriate responses to meeting education and training needs associated with the development of new, enhanced and extended roles.

Future Focus
• All staff to receive an individual development and performance review, centred on an agreed knowledge and skills (KSF) role outlines and producing an agreed personal development plan.

• Ensure effective and fair management of under performance

• A comprehensive and resourced learning, education and training plan to deliver service improvement / changes and to meet the needs of staff will be produced on an annual basis. Implementation of the plan and any in year variation will be monitored by the newly formed Workforce Development Group (WDG).

• The direction of the future development of clinical practice training will continue to be determined by the Clinical Advisory Group (CAG) with implementation progressed by the WDG.

• A portfolio of in-house learning programmes will continue to be produced annually together with a regularly updated intranet site and courses coming up information.

• The organisation learning management (OLM) module of the ESR system will be implemented to record all training activity and provide information for performance management purposes.

• A blended range of development opportunities will be made available to staff, with approaches including e-learning, coaching and mentoring, job rotation, secondments, project work, learning sets etc., aimed at enabling staff to develop their skills.

• The concept of lifelong learning and continuing personal development will be promoted by managers to all staff irrespective of professional registration or qualification.

• Support all employees to develop basic skills including literacy and numeracy plus work towards qualifications to at least 'level 2' (Skills Pledge)

• Work with local education & training commissioners plus the Learning and Skills Council to deliver national vocational qualification programmes and apprenticeship schemes to assist the organisations service needs.

• Extend the use of learning and skills resource centres located in the ‘divisions’ to deliver a greater proportion of clinical training closer to individuals’ workplaces.

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**(7e) Health and Wellbeing**

Aim is for:

- health and wellbeing initiatives to support staff to be at the forefront of our work.

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Our frontline staff demonstrate a high level of commitment and care to our patients, working unsociable hours and under high pressure conditions, supported by teams working behind the scene to ensure our services are delivered as effectively and efficiently as possible. It is important
that our staff receive the same level of support for their health and well-being as the deliver to those who use our services.

One of the NHS Constitution pledges for staff is ‘to provide support and opportunities for staff to maintain their health and well-being and safety’ and our commitment to deliver on this pledge will help us bring about long term improvements to the productivity and quality of our workforce.

Good work-life balance, flexible working, childcare provision and healthy workplace policies are important to ensure that staff can perform to their full potential and have satisfying and rewarding careers that deliver the service objectives.

We will strive to be a Model Employer and continue all the initiatives developed through the Improving Working Lives Standard, reviewing and enhancing these wherever we can.

**What we want to achieve**

- Create a safe and healthy working environment where staff are protected from both emotional and physical harm in the workplace and raise awareness of the support available to employees in the workplace and from external agencies.

- To facilitate effective absence management through the provision of timely, accurate absence information and targeted advice and guidance on absence management processes. Achieving a reduction in absence rates in line with agreed annual targets.

- To raise awareness of prevention and the action individuals can take to protect their own physical and emotional wellbeing.


- Positive and improved staff perceptions of the organisation’s commitment to the health and well-being and safety of its workforce and the improvement of their working lives.

- To continue to promote more flexible ways of working to attract and retain talented staff.

- To assist all employees to achieve a healthy balance between their home and working life responsibilities.

**Future Focus**

- Produce in response to the Boorman Review a strategy and action plan which will support the health and well being of the workforce.

- Effective absence management to secure a sustained reduction in the levels of sickness absence year on year. Actively seeking redeployment opportunities where appropriate.

- Continued work to deliver effective strategies and support to manage the safety of our staff whilst at work.
• A ‘zero tolerance’ approach will be taken to violence and aggression against staff and steps will be taken to secure an overall reduction of incidents involving violence & aggression towards staff and accidents at work.

• Raise awareness of support to staff subject to harassment and bullying will be publicised and the Confidential Advisor Service will be rolled out across the Trust.

• The continued provision of a high quality Occupational Health and Counselling Services which is reviewed annually to ensure value for money and appropriate support for staff.

• Achievement of the silver Better Health at Work award, followed by progression to the achievement of the gold award.

• The NHS Staff Survey will be used to gain staff perceptions and measure our success against action plans to improve the health and well being of our staff and & staff perceptions of ‘model employer’ status.

• Managers and trade union representatives will be involved in the development of action plans to address the findings of the annual staff survey, with feedback mechanisms put in place to ensure staff are kept informed of progress against action plans.

• All forms of flexible working will continue to be accommodated and publicised in the Trust to ensure the Trust meets the needs of modern services and modern workforces.

• Local implementation of the NHS Pension Choice exercise in 2010 & 2011 plus the raising of awareness of the benefits of the Scheme and options open to staff.

• Access to childcare and carer support.

(7f) Staff Engagement

Aim is to:

- Development of a culture of belonging and engagement

- Consult and involve staff and their trade union representatives on matters and decisions that affect them

Involvement of staff and working in partnership is an integral part of good organisational development practices, as the best people to make decisions about patient care are the staff who provide these services. Everyone has a part to play – staff, trade unions, managers and other external partners sharing a common agenda, to modernise the service for the benefit of our patients.

Communication is important, and although mechanisms are in place staff involvement is not fully embedded in the organisation. It is everyone’s responsibility to ensure that communication continues, in pursuit of the common agenda, and ensure that the pace of major change does not force out the detailed involvement that everyone wants to see happen and is important to secure and embed the desired service changes.
The Trust has enjoyed a close working relationship, through its joint consultative committee and joint negotiating forum, with its recognised trade unions. It is acknowledged that as in many relationships occasions have arisen where differences of opinion have arisen but the commitment of all parties to work in partnership to improve services and the quality of patient care is embodied within the formal Partnership Agreement.

What are we want to achieve

- Leaders (clinical, managerial and trade unions) being committed to and demonstrating an involving culture.
- People across all levels in the organisation understand and have the opportunity to influence the Trust’s strategic vision, goals and annual business plans.
- Communication throughout the organisation that everyone clearly understands and can readily access. Recognising the importance of trade unions in providing a voice for staff.
- A culture of openness in which staff feel free to contribute ideas and voice concerns without fear of victimisation.
- Responsibility devolved to individuals and teams who can influence decisions about their work and working lives.
- Staff and trade unions effectively engaged at the earliest possible stage in influencing decisions, in joint information sharing, learning and problem solving with management.
- Joint commitment, working in partnership with our recognised trade unions in the development and implementation of the workforce implications of our IBP.
- All staff are involved and supported in developing their knowledge, skills and potential so they feel engaged with the Trust.
- Engaging our external partners in delivering improved healthcare services through listening to and learning from our patients and service users.

Future focus

- Implementation of the internal communications strategy to reinforce a culture of openness, inclusivity, partnership, involvement, accountability and communication. Ensuring that all those involved understand it involves the use of two way dialogue wherever possible and not just briefing.
- Promote effective communications between the partners, along with joint ownership and acceptance of issues, concerns and solutions.
- Review and revision of the existing Partnership Agreement to re-emphasise the role staff and their representatives have in contributing to service development, delivery and improving patient care by constant review of policy, working practices and procedures.
Joint Consultative Committee to regularly receive financial and performance information to gain commitment to, understanding of and challenge to the Trust’s business plans and performance.

Joint training events for managers and trade unions to embed partnership working.

Monitor and benchmark performance against delivery of the NHS Constitution pledges for staff through annual NHS Staff Survey, agreeing annual plans to address areas for improvement.

Recognition of staff contributions to continue through the publication of staff success, the annual service awards ceremony and service excellence ‘celebrations’.

Ensure that leadership and management development programmes reinforce effective staff engagement in planning, policy making and decisions.

### (7g) Diversity & Inclusion

**Aims are to:**

- develop an organisation where staff and patients work together to maximise the rewards of difference and where a culture exists of inclusivity at all levels and in every system and process.

- ensure that everyone who works in, or applies to work in the Trust, is treated fairly and equally, with dignity and respect, recognising the unique contribution that all individuals bring with them in terms of their experience, knowledge and skills.

The Trust is committed to building an organisation where its workforce is valued and one that reflects the community it serves. The Trust and the services it provides can benefit from the diversity of views and experiences which people bring from different backgrounds and cultures.

This is especially relevant when set against the current demographic trends of increasing ethnic diversity within the general population. Managing equality and diversity as mainstream workforce and business issues is important and will be actively promoted.

Through its policies, practices and culture the Trust will ensure that appointments and opportunities are awarded on merit and ability to perform in the role, regardless of age, disability, race, nationality, ethnic or national origin, gender, religion, sexual orientation, domestic circumstances, social or employment status, HIV status, gender reassignment, political affiliation or Trade Union membership.

### What we want to achieve

- Ensure the Trust is non-discriminatory in its systems and processes, complies with legal obligations and is seen as a fair and equitable employer.

- For everyone to know and understand what their responsibilities are in relation to Equality and Diversity.
• To recruit, develop and retain a workforce that is able to deliver a high quality service that is acceptable, responsive and appropriate to meet the diverse needs of different groups and individuals

• For Equality and Diversity and Human Rights principles to be embedded into the organisation’s culture.

• For staff to feel valued and treated with dignity and respect.

• To ensure that the Trust meets the needs of all diverse groups

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**Future focus**

• Continued implementation of the single equality scheme and associated action points.

• Develop and implement plans to reflect the ethnic minority population within our workforce and for the development of these under represented groups in the workforce.

• Managers will continue to be trained or receive guidance in fair employment practice and equality of opportunity, raising awareness across the organisation.

• Equality impact assessment processes will be reviewed, updated and reinvigorated within the Trust, with implementation monitored to ensure compliance across all areas not only workforce policies and practices.

• The Dignity at Work Policy will continue to be rolled out and the associated 'confidential advisor / officer role' which aims to provide confidential one stop advisors for staff concerns.

• All published Equality Schemes are and will continue to be monitored.

• Maintain compliance with the statutory requirements to publish equality & diversity workforce data, ensuring such data is as comprehensive as possible through regular audit.

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8. ORGANISATIONAL APPROACH

Organisational Development (OD) is an effort that is planned, organisation wide, “managed” from the top to increase organisational effectiveness and health through planned interventions in the organisation’s processes.

The objective of OD is to improve the organisation's ability to handle its internal and external functioning and relationships. This would include such things as improved team approaches, more effective communication, enhance leadership styles and increase the resilience of staff to manage culture change. It also enhances the Trusts ability to cope with organisational problems of all kinds, more effective decision making, enhanced leadership styles, improved skill in dealing with destructive conflict, and higher levels of trust and cooperation among staff.

We recognise that organisations with a strong shared culture tend to enjoy better performance, expressed in terms of organisational commitment, enhanced recruitment and retention of highly skilled and motivated staff and higher service user satisfaction.
The OD tools and techniques that will be utilised within NEAS will be generally drawn from organisational and social psychology and human behavioural sciences and they will be focused on influencing the organisational and individual behaviours required to achieve improved performance. OD will support the business and delivery functions of the Trust, and wider performance issues, through the OD strategy, enabling teams to function more productively and effectively.

This Workforce and OD Strategy outlines some significant development initiatives over the next few years which will continue to see progress in the organisation’s development as part of its implementation.

9. **Monitoring**

The arrangements for monitoring this Strategy include:

- Bi-monthly reports to Workforce and Equality Committee on progress against the annual delivery plans
- Monthly Workforce reports to the Executive Team for performance monitoring
- Regular report on progress to the Joint Consultative Committee

The Lead Executive for delivery of this strategy is the Director of Workforce and OD however executives share a corporate responsibility for the organisational delivery of this strategy and the involvement / co-operation of managers and staff in leading specific initiatives.
## APPENDICES

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<th>Title</th>
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<td>A Vision for NHS North East</td>
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<td>The Size and Shape of our workforce</td>
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<td>Appendix 5</td>
<td>The 10 HR High Impact Changes</td>
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NHS Core Values

1. The NHS will provide a universal service for all based on clinical need, not ability to pay.
2. The NHS will provide a comprehensive range of services.
3. The NHS will shape its services around the needs and preferences of individual patients, their families and their carers.
4. The NHS will respond to different needs of different populations.
5. The NHS will work continuously to improve quality services and to minimise errors.
6. The NHS will support and value its staff.
7. Public funds for healthcare will be devoted solely to NHS patients.
8. The NHS will work together with others to ensure a seamless service for patients.
9. The NHS will help keep people healthy and work to reduce health inequalities.
10. The NHS will respect the confidentiality of individual patients and provide open access to information about services, treatment and performance.

Note: Our NHS, Our future’ : July 2008
National Context and Background
This appendix describes in more detail the national requirements that inform our HR Strategy.

1. NHS constitution pledges for staff:
The NHS commits:

- To provide all staff with clear roles and responsibilities and rewarding jobs for teams and individuals that make a difference to patient, their families and carers and communities;
- To provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed;
- To provide support and opportunities for staff to maintain their health well-being and safety; and
- To engage staff in decisions that affect them and the services they provide, individually, through representative organisations and through local partnership working arrangements. All staff will be empowered to put forward ways to deliver better and safer services for patients and their families.

2. Improving Working Lives (IWL) national framework document, July 2009:
There are six main areas within the 2009 IWL national framework document:

**HR Strategy & Management**
- Good people management practices and workforce development strategy
- Recruitment process
- Retentions strategies and partnership working principles
- Staff feel enabled (or empowered) to raise concerns

**Equality and Diversity**
- Promoting equality and diversity
- Dignity and respect
- Understanding how equality of opportunity impacts on service delivery
- Promoting race equality
- Supporting disabled staff
- Supporting lesbian, gay, bisexual and transgender staff
- Promoting gender equality

**Partnership working**
- Effective partnership working practices
- Active promotion of the IWL Framework
- Contractors providing NHS Services, Primary Care providers and their staff are included in decisions that have an impact on the working practices of the organisation
- Good communications strategy

**Flexible working**
- Flexible working is making a positive difference to service delivery
- Staff can work flexibly subject to the needs of the service
- A partnership approach to the review of working patterns
- Flexible careers
- Night workers, mobile workers, young workers
Healthy workplace

- Comprehensive workplace health strategy and good human resource policies
  - A safe working environment and culture
  - Reducing accidents and levels of sickness absence
  - Occupational health services and safety strategies
  - Staff suffering mental illness are supported
  - Training in health and safety
  - Changing the long hours culture
  - Expectant and returning mothers
  - Staff subject to working time limits are supported

Training and development

- Leadership and management development
- Career progression and personal development
- Improvements in literacy and numeracy
- Supported learning
- Lifelong learning opportunities
A Vision for NHS North East

Strategic Health Authority’s Vision for local health care is:

- No barriers to health and wellbeing
- No avoidable deaths, injury or illness
- No avoidable suffering or pain
- No helplessness
- No unnecessary waiting or delays
- No waste
- No inequality
The Size and Shape of our workforce

Workforce Profile by Directorate as at XXXXX

The below table shows a breakdown of staff in post as at XXXXX by directorate with the following key indicators:

- Split by employed hours
- Age profile of staff
- Gender split
- Cumulative sickness absence for the period xxxxxxx
- Leavers for the period xxxxxxx

<table>
<thead>
<tr>
<th>Directorate</th>
<th>Total Staff</th>
<th>Part Time</th>
<th>Full Time</th>
<th>Age of Staff</th>
<th>Gender</th>
<th>Sickness Absence</th>
<th>Leavers</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16-25</td>
<td>Male</td>
<td>% split</td>
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<td>26-35</td>
<td>Female</td>
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<td></td>
<td>36-45</td>
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<td>Time lost this period</td>
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<td>46-55</td>
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<td>Number of leavers</td>
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<td></td>
<td>65+</td>
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<td>Turnover</td>
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<td>Totals</td>
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## Workforce Profile of staff by Ethnicity as XXXX

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<thead>
<tr>
<th>Directorate</th>
<th>White British</th>
<th>White Irish</th>
<th>Any other White</th>
<th>White &amp; Black African</th>
<th>White &amp; Black Caribbean</th>
<th>White &amp; Asian</th>
<th>Any other mixed background</th>
<th>Asian - Indian</th>
<th>Asian - Pakistani</th>
<th>Any other Asian background</th>
<th>Black Caribbean</th>
<th>Black African</th>
<th>Other Black Background</th>
<th>Chinese</th>
<th>Any other ethnic group</th>
<th>Did not wish to declare</th>
<th>Total Staff</th>
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**Totals**
Workforce Profile of Agenda for Change Bandings as at xxxxx
10 HR High Impact Changes

**Improving organisational efficiency**

- Support and lead effective change management
- Develop effective recruitment, good induction and supportive management
- Develop shared service models and effective use of IT
- Manage temporary staffing costs
- Promote staff health and manage sickness absence

**Improving quality and the patient experience**

- Promote job and service re-design
- Develop and implement appraisal
- Involve staff and work in partnership to develop good employee relations
- Champion good people management practices
- Provide effective training and development