

NHS Greater Glasgow & Clyde	Paper No. 21/16
Meeting:	Board
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Purpose of Paper:	For Approval
Classification:	Board Official
Sponsoring Director:	Anne MacPherson, Director of Human Resources and Organisational Development

Workforce Strategy 2021-2025

1. Recommendation

- 1.1 The Board is asked to approve the new Workforce Strategy for 2021-2025.

2. Purpose of Paper

- 2.1 NHS Greater Glasgow and Clyde (NHSGGC) aims to be an organisation which is renowned for modern high-quality care and progressive medicine. To do this we need to attract and nurture the most talented public service focused people, both locally and from around the world.
- 2.2 Our Workforce Strategy sets out our ambitions on what we need to do to achieve this, for today and in the future.

3. Key Issues to be Considered

- 3.1 The development of a Workforce Strategy and the previous Culture Framework are part of our agreed Corporate Objective of the Board - Better Workplace.
- 3.2 The Strategy has been under development and engagement since the end of 2019 through an established Partnership Working Group and was paused through 2020, as a result of COVID-19. However this enabled further development and consideration of wider feedback and reflections of the past year, the impact of the pandemic and challenges and opportunities this has presented and that will influence the Strategy going forward. Whilst this has been incorporated into the 4 Pillars, it has also been reinforced throughout the document.
- 3.3 There are 4 key pillars in the Strategy which reflect the ambitions of NHSGGC as an employer, as well as capturing the key themes identified through engagement and staff feedback. The pillars are:

Health and Wellbeing
Learning
Leaders
Recruitment and Retention

- 3.4 The Workforce Strategy identifies NHSGGC's workforce priorities for the next 5 years to support the delivery of Moving Forward Together and our Board objectives whilst driving forward our employee voice, demonstrating our values in all that we do, underpinned by our new strapline vision:- *GGC: Growing our Great Community*.
- 3.5 Our current and future staff are our greatest strength and this strategy describes the framework, support and opportunities in place to underpin our workforce commitments. It is an aspirational Strategy to help the Corporate Management Team, Human Resources and Organisational Development Directorate, Area and local Partnership Forums and all our Leaders to be innovative and radical in our ambition to be the employer of choice for people and ensure a rewarded employee centred journey.
- 3.6 It was essential that the Strategy was developed in partnership and formed and supported through an extensive staff, service manager and trade union/ professional organisations engagement and consultation process. This has included:

Type of Engagement

- Workforce Strategy Working Group
- Partnership Engagement Workshops
- Senior Management Team Engagement Workshops
- HR/OD Staff Engagement Events
- NHSGGC Face to Face Staff Engagement
- NHSGGC Pulse Surveys
- Working Group Communications, Core Briefs
- HR Connect Site Page
- HR Director Q&A Vlog
- Online Feedback Form
- Local staff and team meeting engagement
- Workforce Equality Group.

Stakeholders

- Corporate Management Team
 - All NHSGGC Staff (response from over 35%).
 - Students on placement
 - Newly qualified students
 - Employees who have left
 - University students
 - Staffside
 - Partnership Forums
 - Management Teams
 - Applicants
- 3.7 In addition to engagement with the above consideration was given to wider feedback through the Staff Health Strategy, and national pulse survey to ensure that this is all captured in the Strategy ambitions and implementation Plan.
- 3.8 A growing area of focus within the Workforce Strategy is clear emphasis on Employee Experience and Employee Voice. We have started development of a new Internal Employee Engagement Strategy with Corporate communications and the Area Partnership Forum, which includes a series of core work-streams, all designed to enhance the overall employee experience and journey.

4. Governance

4.1 The Workforce Strategy has been approved by the Corporate Management Team and virtually endorsed by the Staff Governance Committee.

4.2 Subject to NHS Board approval, an action plan will be finalised through the Corporate Management Team and Staff Governance Committee

5. Any Patient Safety/Patient Experience Issues

5.1 No.

6. Any Financial Implications from this Paper

6.1 None.

7. Any Staffing Implications from this Paper

7.1 The Workforce Strategy applies to all current and future staff.

8. Any Equality Implications from this Paper

8.1 Equality and diversity is core to the Workforce Strategy.

9. Has a Risk Assessment been carried out? If yes, please provide details

9.1 No

10. Has this paper been to the Corporate Management Team?

10.1 Yes

11. Highlight the Corporate Plan priorities to which your paper relates?

11.1 Better Workplace

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Workforce Strategy

2021 - 2025

Growing our Great Community

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Foreword

We are delighted to present NHS Greater Glasgow and Clyde's first Workforce Strategy and Action Plan, which outlines our ambitions to Growing our Great Community over the next four years.

Our staff are our extended family and we want to continue to be that employer of choice, supporting our staff through their work life cycle.

The development of the four pillars was influenced by the feedback our staff provided through iMatter, our Staff Health questionnaire, Everyone Matters and on the feedback from our local and Area Partnership Forums.

The four pillars being:



Health and Wellbeing



Learning



Leaders



Recruitment and Retention

All of our ambitions have been tested over the last year and we have all risen to the challenge of supporting our people, be that colleagues, patients, carers or our families; we are all leaders and many of our proudest moments have come from achievements in our teams.

The energy, drive and compassion our workforce community has shown will support us to deliver our ambitions and continue to strive to deliver our services through teamwork.

Anne MacPherson

Director of Human Resources & Organisational Development

Dorothy McErlean

Employee Director



Our Workforce Strategy Ambition

NHS Greater Glasgow and Clyde (NHSGGC) is an organisation which is renowned for modern high-quality patient care and progressive medicine. It is therefore vital that we continue to attract and nurture the most talented and public service focused people, both locally and from around the world and achieve our ambition of 'Growing our Great Community'.

Our Workforce Strategy sets out how we will achieve this and develop NHSGGC under our corporate objective of 'Better Workplace'. Our current and future employees are our greatest strength and this Strategy describes the foundations, framework, support and opportunities which underpin our 4 workforce pillars.

Whilst we are proud of our achievements so far, our future plans look to address the significant health and social care challenges that continue to affect our patients and our local communities. Beyond that we look to recognise the challenges as seen through the experiences of other key stakeholders, including our employees; local and national government; and other private, charitable and third sector partners.

What emerges are issues such as a shortfall in the supply of some elements of our workforce; a growing demand to meet the needs of our elderly population and mental health services; innovation and transformation in models of care, medicines and technology, a strong backdrop of financial restraint, and the challenge ultimately for our Board of making a successful contribution within a strong governance and risk framework. Taking into account the challenges of the global COVID-19 pandemic, we have also considered where we have to be adaptable and flexible in our approach to service delivery and ensure that we consider and capture the opportunities as a result of this.

We need to support our employees at every point in their career journey, starting at attraction and recruitment; to nurturing those at the beginning and developing throughout their careers; and to finding flexible ways to enable staff to continue working to fit in with their lives and both physical and emotional demands, through a person centred approach.

NHSGGC also has a significant relationship with independent contractors and third sector organisations, and it is critical that this Strategy recognises partnership working and that there is a shared aspiration towards achieving ambitions and values collectively, and that where relevant access to support and services are clearly set out and there is ongoing engagement.

Whilst COVID-19 has undoubtedly been very challenging for NHSGGC it has also enabled us to deliver substantial projects and make changes quickly. We have responded rapidly to government guidelines and regulations, adapted to changing public behaviours and continue to support employee mental and physical wellbeing. This Strategy will ensure that we capture learning and opportunities from COVID-19. Key aspects focus around:

Key aspects focus around:

- **Flexibility** in the workforce, agile and multi-skilled teams
- **Further innovation**, expansion and rollout of technology
- **Wellbeing**, individual and organisational resilience
- **Celebrating** and recognising value of our workforce
- **Diversity and inclusion** and embedding of inclusivity across all parts of organisation.



Our Core Values and Commitments

NHS Greater Glasgow and Clyde has an agreed set of corporate objectives set out under the following ambitions:



Better Care



Better Health



Better Value



Better Workplace

The successful delivery of our corporate objectives is underpinned by the Workforce Strategy and in delivering this we will remain true to our core values which are:

- ✓ Care and compassion
- ✓ Dignity and respect
- ✓ Openness, honesty and responsibility
- ✓ Quality and teamwork.

Within our Staff Governance Standards we will ensure that all employees are:

- **Well informed**
- **Appropriately trained** and developed
- **Involved in decisions** that affect them
- **Treated fairly and consistently**, with dignity and respect in an environment where diversity is valued
- **Provided with a continuously improving and safe working environment**, promoting the health and wellbeing of employees, patients and the wider community.

In addition to the Board's commitments above, staff should also ensure that they:

- **Keep themselves up to date with developments** relevant to their job within the organisation
- **Commit to continuous personal and professional development**
- **Adhere to the standards** set by their regulatory bodies
- **Actively participate in discussions** on issues that affect them either directly or via their trade union/professional organisation
- **Treat all staff, patients and service users with dignity and respect** while valuing diversity
- **Ensure that their actions maintain and promote the health, safety and wellbeing** of all staff, patients, service users and carers.

These dual commitments are in place to ensure all staff have a positive experience at work, where they feel motivated and engaged within their role, team and the Board.

To develop NHSGGC as a Better Workplace, and continue Growing our Great Community the Board has also committed to ensuring:

- **Employees feel valued at work** so that they can fully engage in their roles, with colleagues and with NHSGGC as a whole
- **The often intense demands on our services when employees often go above and beyond normal duties is acknowledged** in a supportive and caring workplace
- **We are positive about our values** and contribute our best to provide better health, better care, better value and a better workplace
- **We focus on improving quality and performance** – and the experience of our patients and their families will reflect this
- **We don't tolerate behaviour that is outside our values.** When this happens feedback delivered respectfully can be given by anyone to anyone
- **A coaching and supportive managerial style prevails** where people feel empowered and take responsibility
- **We feel safe to speak up about anything that is important to us without fear of retribution.** We can be open and honest when things go wrong or when mistakes are made because our first reaction is to stop, enquire and learn.



Our Workforce Strategy

This is a challenging time and it is important for us to remain ambitious if we are to successfully transform our organisation, our culture and our workforce to deliver the changes we need to make.

NHSGGC's Transformational Change Programme – Moving Forward Together (MFT) sets out a vision for health and social care services with the ambitious aim of working with our employees to develop new models of care delivery which will provide safe, effective and person-centred care that is sustainable in the long-term. New workforce models and clinical pathways are integral to the implementation of Moving Forward Together and will help to meet the national strategic care aims. The delivery of the Workforce Strategy is vital in the successful implementation of the Board's transformation.

Diversity and Inclusion

NHS Greater Glasgow and Clyde is a diverse and representative organisation and we must challenge ourselves to do all we can to ensure that diversity and inclusion – in our ways of thinking and ways of working – is a natural part of what we do, embedded in our culture, and in our recruitment, learning and development practices, resulting in a positive employee experience for all.

This Strategy aims to take us further in representing and reflecting all of our current, potential and future workforce. This means we believe that diversity includes everyone. We already have a strong set of values. They represent the expectations we have for ourselves and each other, they guide our day-to-day decisions and the way we behave. This is why diversity and inclusion is embedded across all 4 pillars outlined below and is supported by our Equalities Network.

Our Four Pillars

Our Workforce Strategy has been developed in Partnership and we have engaged across a wide range of staff and stakeholders. Feedback, ideas and comments have been considered and combined into 4 core pillars.

These are:



Health and Wellbeing



Learning



Leaders



Recruitment and Retention

Set out over the page is how we will deliver against each of these Workforce Strategy pillars.



Community Pillar 1 – Health and Wellbeing

We have a diverse range of people working with us. Everyone has different skills, experiences and approaches to their work. We will ensure that people feel that they can be the best version of themselves, that we support everyone to thrive both personally and professionally. We will ensure that we continue to ask the tough questions, irrespective of what the response may be, and that we truly use employee feedback, ideas and innovations to ultimately improve the employee and patient experience.

To continue Growing our Great Community, we will:

- Embed a professional health and safety culture
- Develop innovative and flexible initiatives to health and wellbeing
- Show care and compassion and support an all-round positive, fair and person centred employee experience
- Ensure that staff have influence in the decisions which affect them, and their workplace.

Recent Activity

We have a Staff Health Strategy which sets out five priorities to support NHSGGC as a healthier place to work, these are: Health and Equality, Fair Work, Health and Wellbeing, Working Longer and Releasing Potential. Recent activity has focused around Carers, including achievement of the Carer Positive Award, financial inclusion support for employees and managers training on Mental Health and Wellbeing. We enhanced our Active Staff Programme offering a wide range of free classes to staff. We have undertaken iMatter and Health and Wellbeing Surveys, as well as pulse surveys to measure employee feedback. We have celebrated success through our local Directorate, Chairman's and Long Service Awards.

In response to COVID-19 we have established Staff Relaxation and Recuperation Hubs across our main hospital sites and mental health units and assigned Clinical Psychology resources to support our staff via telephone, online and face to face consultation and agreed our Mental Health and Wellbeing Strategy.

Health and Safety activity has focussed on improved training with the transition to safer sharps as well as improved management information on health and safety training compliance.

To realise our Workforce Pillar on Health and Wellbeing, we will:

- Delivery of the Mental Health and Wellbeing Action Plan for 2021-2022
- Provide support to improve the quality and long term benefits of iMatter as a process
- Develop an 'Employee Voice Pathway' that sets out clearly all the channels of communication open to every individual member of staff to ensure their voice is heard
- Evaluate and implement technology to assist employee voice
- Work with the Corporate Communications team to raise the profile and awareness of 'Growing our Great Community'
- Work with Directors, Chief Officers and SMTs on how they improve their visibility and face to face engagement with front line staff
- Roll-out Investors in People standard across NHSGGC, commencing with Inverclyde Royal Hospital. The Investors in People (IiP) framework will be a key mechanism to guide and influence positive, aligned change and deliver the workforce strategy together, throughout our organisation
- Support the development of a 'Success Register'
- Continue and widen access to Staff R&R Hubs for all staff
- Expand the Psychology support to include further Mental Health Check-in and follow up support
- Agree a programme of initiatives to further develop Peer Support capacity and capability
- Embed a sustainable Safety Culture programme through a phased and structured framework.



Community Pillar 2 – Learning

To meet our future demands and challenges our talented staff need to have a breadth of experience – we need the best people with the right skills to deliver high quality services to our patients.

We will ensure that we provide career paths to allow our people to move and develop in a structured way. We need to establish the skills and experience required to deliver our service transformation and ensure our people have every opportunity to gain these through world class learning and succession environments.

We will ensure that all staff across the organisation can access learning that meets their needs and supports their personal development.

To continue Growing our Great Community, we will:

- Support you in achieving your ambitions through development of career paths
- Provide world class learning for all, to maximise personal growth, innovation and quality improvement
- Support the growth of our talent and encourage skill development and enhancement.

Recent Activity

We have compiled a succession planning and career development toolkit. We have worked with Managers to ensure all staff have access to a Personal Development Plan and an annual review discussion. We have implemented a Workforce Learning and Development Plan which includes a range of activities. We have enhanced our online learning catalogue through LearnPro, ensuring access for all staff.

To realise our Workforce Pillar on Learning, we will:

- Work with each Director, Chief Officer and SMT on their succession planning for their own roles and for high risk roles that need firstly to be identified in each Directorate
- In line with Succession Planning, encourage more purposeful personal development plans that address growth in role, career ambitions and vacancy readiness
- Continue to raise awareness and increase the use of the Succession & Career Planning framework and guidance by all staff in each Directorate
- Develop a Career Pathway service, incorporating mentoring, coaching, retraining and development opportunities
- Explore different methods of training delivery, asking employees how they want to learn, with a strong focus on online and e-learning
- Work with external education providers to remove barriers to access learning
- Build on PDP and Turas reviews to ensure quality conversations and coaching
- Development placement activity to allow learning before employment.
- Develop learning plan templates.



Community Pillar 3 – Leaders

We are radically transforming the way we deliver services to our patients and the culture in which we operate. The strength and skills of our leaders is essential to the success of our organisation.

We are keen to encourage and inspire a leadership mindset throughout the organisation. Leaders can be anyone within the organisation and are those who can see how things can be improved and encourage and inspire people to move toward that better vision.

At these times of extraordinary change, it is vital for our leaders to be inspiring, resilient and have the skills to empower and motivate their people to want and to be the very best for our patients and each other. We need to help shape the leaders of the future to drive forward our organisation, strengthen and enhance existing partnerships to strive to be a world class public service.

To continue Growing our Great Community, we will:

- Develop inspiring, confident and empowering leaders
- Support our leaders to embed an engaging and person-centred culture
- Ensure that our values are evident in everything that we do
- Work in partnership with our professional organisations and Staff Side colleagues.

Recent Activity

We have implemented Project Lift, the national framework and support for leadership across NHS Scotland, which is designed around four strands: Values Based Recruitment; Performance Appraisal; Talent Management; and Leadership Development. We have rolled out Leadership Development Programmes, Fast-track Programme for aspiring Directors, Ready to Lead for frontline leaders. We have also implemented the Joy in Work Framework with nursing leaders, as well as Civility Saves Lives awareness sessions with clinical leaders. We have also engaged in training through the Scottish Improvement Leader Programme, and Scottish Coaching and Leading for Improvement Programme. We also implemented the Turas Executive Appraisal System.

To realise our Workforce Pillar on Leaders, we will:

- Work with an identified cohort of leadership talent to support their leadership skill development and succession planning. This includes connecting them to national provision such as Project Lift
- Provide a programme of development for new and aspiring medical managers
- Evaluate the Senior Management Team (SMT) development programme and widen to each SMT
- Implement the agreed improvements to the Ready to Lead programme based on evaluation feedback
- Widen the learning and application across NHSGGC of Civility Saves Lives and Joy in Work initiatives
- Support the development of Non-Executives and the NHSGGC Board including Board member induction and the Board Development Review process
- Develop a focussed approach to collective leadership development
- Deliver our Equality Action Plan, demonstrating diversity and inclusion in all workforce practices, in liaison with Equality Networks
- Encourage people to be leaders at all levels and across all disciplines.



Community Pillar 4 – Recruitment and Retention

How we deliver our services is changing and it is important that we are adaptable and can react to the demands of our patients, employees, stakeholders and partners. This will require different models of service delivery, reshaping of roles, increased flexibility in the way that we work and development of new skills and competencies.

We know that there are areas which are deemed hard to fill and we need to consider new ways to attract the very best people to NHSGGC. We aspire to be a world leading health board and to achieve this ambition we must continue to attract talented and capable staff in medical and professional areas. We need modern recruitment methods and innovative attraction techniques, be it through Scotland, the UK or the World. We need to continue to ensure that we continue to have the right people, with the right skills in the right place at the right time now and in the future. We need to ensure that we create an environment where our people feel valued and empowered.

To continue Growing our Great Community, we will:

- Attract, retain and value the most skilled, diverse and talented people
- Provide opportunities for all those accessing employment, breaking down barriers
- Establish ourselves as a great employer
- Understand what matters most to our people and what they need to deliver safe, patient-centred services.

Recent Activity

We have implemented the National Recruitment System JobTrain to improve overall customer experience for candidates and hiring managers. We have redesigned our Newly Qualified Nurse campaign to streamline process, resulting in over 900 new nurses into NHSGGC over the past 2 years. We have redesigned the Student Nurse Recruitment process, creating work experience opportunities through Staff Bank. We are the Lead employer for Doctors and Dentists in Training across West Region. We have developed and implemented a range of employability and support strategies to create new pathways into employment. We have enhanced Staff Bank and provision of high quality supplementary staffing through technical innovations for medical and nursing workforce. We have developed workforce analytics to inform annual staff projections and undertaken scenario planning to inform transformation workstreams and key clinical change groups and processes.

To realise our Workforce Pillar on Recruitment and Retention, we will:

- Contribute to the transformation of recruitment services across the West of Scotland
- Develop a Recruitment and Marketing Strategy, including enhancement of brand, online presence and social media opportunities
- Undertake a range of promotional and awareness-raising activities promoting NHS careers and pathways to employment
- Develop our Talent Pools by ensuring that our Succession Planning provides strength and depth of internal candidates for vacancies
- Support creation of Workforce Plans that respond to Transformational Programmes
- Enhance skills of managers in workforce planning and use of workforce analytics
- Provide pre-employment programmes via the establishment of a Healthcare Academy, aligned to a guaranteed interview scheme for entry level vacancies
- Increase new apprenticeship (foundation, modern and graduate level) opportunities
- Further develop international recruitment strategy and undertake targeted campaigns
- Enhance the Staff Bank service as the Board wide temporary staffing solution across all areas.

How Will We Achieve This

In order to meet our corporate objectives and fulfil our commitment to provide safe, compassionate, high quality care to our patients we need a highly skilled, committed and engaged workforce.

In developing this Workforce Strategy, we have outlined the national and local drivers for change. These pressures create a platform for change and innovation, however we must not lose sight of the more fundamental requirement to adapt the workforce to better support our patient and population needs. We will work together with our employees to provide them with the skills, the support and the structure to navigate future change successfully whilst continuing to ensure they derive both pride and satisfaction from their work.

NHSGGC's Corporate Objectives are the road map and compass by which all activity is guided and measured for success over the next 5 years. We will deliver this Workforce Strategy through a supporting framework of strategies and plans, which when taken together are regularly reviewed to ensure that this Strategy is a 'living document'.

Supporting Framework to the Workforce Strategy

Growing our Great Community - Our Values and Objectives

Supported by:	Delivering:
<ul style="list-style-type: none"> Widening Access to Employment Strategy Learning and Development Plan Career and Development Framework Staff Health Strategy Health and Safety Strategy iMatter Action Plans Engagement Strategy. 	<ul style="list-style-type: none"> NHS Staff Governance Standards Health and Social Care Delivery Plan Moving Forward Together Mental Health Strategy Public Health Strategy Equality Strategy Healthcare Quality Strategy NMAHP Advanced Practice Strategy Digital Strategy Communications Strategy.

NHSGGC already measures a range of Key Performance Indicators each month in relation to workforce, these are reported via several governance routes to the NHS Board. These include measures such as staff attendance, personal development and appraisal completion rates, staff experience and other metrics such as recruitment, vacancies, turnover and use of supplementary staffing. These measures will be built upon to ensure a wide range of both quantitative and qualitative evidence is utilised to support the success of this Strategy and published in Directorate/HSCPs Storyboards.

Monitoring and Governance

In establishing the Workforce Strategy our focus has been on articulating the organisations values and objectives in a way that makes a clear connection between current and future activity, the contribution of services, partners and stakeholders and the strategic direction and focus of NHSGGC between now and 2025, essentially, linking strategy with delivery.

Detailed below is the governance framework on how we will deliver and monitor this strategy.

We will develop a programme of engagement to support the publication and promote the Workforce Strategy, and to seek further ideas, constructive challenge and feedback.

An annual review and regular progress reports will be provided to the NHS Board. The strategy is in place for 5 years or until a full review takes place.

Strategy to delivery



This is NHS Greater Glasgow and Clyde's first Workforce Strategy and we believe that the pillars set out above help us achieve our ambitions of becoming a world class public sector organisation.



Workforce Strategy 2021 to 2025
Growing our Great Community
February 2021

**Growing our
Great Community**

A white line-art icon depicting three stylized human figures. One figure is in the center, slightly behind the other two, with its arms raised. The other two figures are in front, one to the left and one to the right, both with arms raised, suggesting a group or community.