



ANGUS

Health & Social Care
Partnership

Workforce and Organisational Development Strategy

2016 – 2019

ANGUS HEALTH AND SOCIAL CARE INTEGRATION PARTNERSHIP

Workforce and OD Strategy

Foreword

Angus Health and Social Care Integration Partnership is committed to providing high quality integrated care to its patients and services users. For the purpose of this strategy our workforce is defined as health, local authority, third and independent sector staff, volunteers and unpaid carers.

To maximise the benefits of our partnership, our workforce will be on a journey of change that will develop new ways of commissioning, managing and delivering services.

The Public Bodies (Joint Working) (Scotland) Act 2014 states 'The shared endeavour will be necessary to support culture change that will be required to underpin greater multi-disciplinary and multi-agency joint working and to reflect the move towards a greater community focus for service planning and delivery'.

Our workforce is changing. We are facing a future where the working population is reducing at a time when demands for our services will be increasing. In order to tackle these changes we are committed to cultural change which involves wide ranging contribution from the independent sector, volunteering and carers movements.

Many of us will choose to work longer which can have implications for the opportunities and career pathways available to our younger workers. It is vital that we continue to commit to youth employment, e.g. modern apprenticeships, internships and work programmes. We are also faced with the challenges of attracting applicants to a rural setting and we will work to demonstrate that Angus is an attractive place to live and work.

Engaging with the workforce and developing their skills, knowledge, attitude and behaviours will enable us to be prepared for the changes and challenges integrated services will bring to us.

This workforce strategy will support our Health and Social Care strategic plan and will focus on how we will attract, retain, and develop a workforce which is led and managed effectively to enable us to move toward a comprehensive, systematic and practical approach to improving individual outcomes and organisational effectiveness. We believe a highly skilled, motivated and engaged workforce is essential to achieve this.

ANGUS HEALTH AND SOCIAL CARE INTEGRATION PARTNERSHIP

Workforce and OD Strategy

1. Rationale for change

The integration of health and social care is one of the biggest structural changes within the public sector in Scotland for many years. The Angus Health and Social Care Integration Partnership has now been established under the provisions of the Public Bodies (Joint Working) (Scotland) Act 2014. A number of other national initiatives will impact on how services are planned, commissioned and delivered e.g.-

- *NHS Scotland 2020 vision*
- *Healthcare Quality Strategy for NHS Scotland 2010*
- *Shifting the Balance of and Reshaping Care for Older People*
- *National Health & Well-being Outcomes*
- *Financial pressures and health strategy*
- *National Workforce supply/availability drivers*
- *Reshaping Care for Older People 2011 – 21*
- *Self-Directed Support*
- *National Care Standards and Regulatory Care Public Bodies (Joint Working) (Scotland) Act 2014*
- *eHealth Strategy*
- *Co-ordinated, Integrated and Fit for Purpose: The Delivery Framework for Adult Rehabilitation in Scotland 2007*
- *Caring Together: The Carers Strategy for Scotland 2010-2015*
- *Maximising Recovery and Promoting Independence: Intermediate Care's contribution to Reshaping Care 2012*
- *Community Hospital Strategy Refresh 2012*
- *Dementia*
- *Personalisation and Self-Directed Support*
- *Long-term Conditions*
- *Commission on the Future Delivery of Public Services (Christie Commission)2011*
- *Community Care Outcomes*
- *Age, Home & Community: A Strategy for Housing for Scotland's Older People: 2012-2021*
- *Living and Dying Well: A National Action Plan for Palliative and End of Life Care in Scotland 2008*
- *The Keys to Life – Improving the Quality of Life for People with Learning Disabilities - 2013*
- *The Scottish Strategy for Autism 2011*
- *Prescription for Excellence 2013*

National Workforce supply/availability drivers include, but are not limited to:-

- *Labour market constraints and increasing competition for skilled staff*
- *Regulator, Royal College and Professional Body staffing guidelines*
- *Rigidity of NHS/Local Authority pay and terms and conditions*
- *Changing NHS/Local Authority and wider pension arrangements*
- *SSSC Registration requirements*
- *Introduction of National Living Wage*
- *Low levels of unemployment*

1.2 The Local Context

Within Angus there are significant change programmes/initiatives which will have implications for our workforce. These include:-

- Implementation of Self-Directed Support
- Local Authority Help to Live at Home Programme
- Implementation of The Keys to Life
- Accommodation strategy for learning disability and mental health services
- Whole family approach to substance misuse
- Review of older people's housing provision
- Improving prevention of admission and effective hospital discharge management
- Adult Service redesign – day treatment and assessment, pathways of care, Carers, polypharmacy
- Model of Care North East Angus (Brechtin/Montrose) including Brechtin GP Practice, Brechtin Minor Injury Units/See and Treat Service, Brechtin Infirmary In-patient Unit, Montrose Infirmary In-Patient Unit
- Enhanced Community Support Services
- Macmillan Developments
- Provision of Psychiatry of Old Age Services
- Transforming Nursing in the community
- Mental Health Strategy
- Transforming Angus and agile working
- Angus Council Workforce Strategy 2015-18 Hosting Arrangements within the Partnership for Pharmacy and Primary Care
- Volunteers Strategy
- Independent Sector (31 Care homes and 25 providers on the framework)
- Carers Strategy
- Empowering Communities
- Increasing frailty of people admitted to care home provision

1.3 Summary

In summary:

- There are a number of national and local demand and supply drivers impacting on the workforce.
- People's needs and expectations are changing as they are living longer with multiple and complex conditions; this requires an integrated model of care, by a workforce with a range of generalist and specialist skills.
- Changes to the way in which care is delivered, and where, means that many conditions can be treated successfully in the community by professionals working alongside patients and carers.
- Improving health, well-being and independence and helping some people avoid hospital e.g. prevention, enablement and rehabilitation.
- Increasing service provision from statutory sector to independent and third sector organisations.

Taking these factors into account, the Partnership requires a workforce strategy that will deliver an able, motivated and flexible workforce.

2. What will the future look like for the Angus Workforce?

In order to deliver the transformation of our services we need a workforce that is:

- Resourced appropriately, flexible and agile to support the provision of care in the right place

- Responsive to changing needs, ways of working and delivering services
- Engaged, rewarded and resilient, demonstrating the values and behaviours expected by the organisation
- Safe, confident and competent to enable innovation and the provision of quality services
- Believes Angus is an innovative and attractive place to work with a good career structure.

3. Workforce Data

This will include information on

Staff group profile by profession grade

Age

Turnover

Sickness/ absence

Bank/agency

Information from 3rd and independent sector

4. How we will get there

4.1 The Future Workforce – our ambition

- We focus on resourcing including attraction and recruitment of staff
- We are a sector employer of choice
- We engage with our workforce
- Our workforce feels valued and is prepared to 'go the extra mile' as and when required.
- We develop the future workforce and the ambition for a career in care
- We work in partnership/engage with our Trade Union/Staff Organisation colleagues
- Our leaders and managers are equipped to take ownership of the change agenda and lead staff in new ways of working
- We have an adaptable/flexible/diverse workforce
- We are a learning organisation

This would enable us to achieve the National Health and Wellbeing Outcome 8 – 'People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support care and treatment they provide'. (Public Bodies (Joint Working) (Scotland) Act 2014.

4.2 Our Approach to Change

Angus has developed a workforce and organisational development strategy to ensure future patient/client/service user needs can be met. This strategy will be delivered in three key work-streams – Resourcing, Engagement and Development.

4.3 Resourcing

4.3.1 Shape & Size of the Workforce

We will provide managers with access to and understanding of workforce data to enable them to make informed decisions about current and future staff needs. We will need to be able to design new roles to reflect the changing needs of our patients/clients based on skills and competencies required to undertake these roles.

Actions

- Produce a workforce plan with our partners to enable the sharing and analysis of system wide information across health and social care.
- Each service will develop its own Workforce and OD Plan which will feed into the Angus Health and Social Care Integration Partnership Plan

4.3.2 Attraction Strategy

Competition for staff is increasing, with national shortages for roles within a variety of staff groups. It is essential that Angus is known as a great place to live and work and that individuals choose to apply for our posts. We need to develop an attraction strategy which highlights the benefits of working in this area and encourages potential candidates to remain in/relocate to this area.

Actions

- Develop the Angus Health and Social Care Integration Partnership brand and examine use of different media as a means of communicating with potential employees.
- Work with schools, colleges, universities and other education providers to attract talent.
- Develop an attraction strategy that encompasses all providers of services in Angus.

4.3.3 Recruitment, Selection & Induction

Actions

- We will aspire to take a whole sector approach to attracting and recruiting our workforce.
- We will link to the NHS Tayside Attraction and Recruitment Strategy from an Angus perspective
- We will link to the Angus Council Workforce Strategy

4.3.4 Retention

Actions

- Healthy work/life balance through development and review of working policies
- Celebration of success
- Succession planning framework
- Staff feedback/exit Interview analysis
- Staff will feel engaged with the work that they do.

4.4 Engagement

Actions

Ensure meaningful engagement and communication through all levels of the organisation to help us ensure our workforce is well-informed, encouraged to use initiative and creativity and has a say in decision-making

4.4.1 Empowering the Workforce ; Enabling them to make a difference

- NHS Staff Governance Standard – staff should be involved in decisions
- Partnership working with staff organisations/consultation with Trade Unions

4.4.2 Listening to the Workforce and acting upon what they say

We will use a range of methods to gather feedback from our workforce and action upon these appropriately. e.g.-

- NHS – matter for employee feedback
- NHS staff survey
- Council employee attitude survey
- Investors in People evaluation and improvement programmes

4.4.3 Creating an Engaging Culture

- Leadership Development Programmes to develop leadership behaviours and coaching skills
- NHS Staff Governance Standards – staff are treated fairly and consistently, with dignity and respect, in an environment where diversity is valued
- Visible leadership

4.4.4 Supporting Health & Wellbeing and a Safe Work Environment

- NHS staff Governance Standard - staff are provided with a continuously improving and safe working environment, promoting the health and wellbeing of staff, patients and the wider community.
- Support for Healthy Working Lives
- Support for work-life balance policies and initiatives
- Well-being programmes and support
- Provision of clear and accessible safety, health and well-being information, guidance and assistance
- Protecting people

4.5 Development

4.5.1 The Integration Skills Programme (ISP) has been developed to provide a workforce development map which would be a cross-sector skills programme to support the implementation for HSCI for all levels of the workforce. The ISP provides skills and learning opportunities both tailored to specific groups e.g. Health, Local Authority, 3rd sector, Independent Sector, as well as generic workforce development workshops. There will be a strong focus on positive shared leadership, vision and values, cultural development and relationships in the context of working within a fully integrated partnership.

4.5.2 It is acknowledged that some people may already have a wide range of knowledge and understanding of Health and Social Care Integration. Therefore the purpose of the ISP is to allow participants to identify areas of learning that are applicable and will enhance their learning and development. Statutory training will also be required to be included in the workforce plan, for example care management training; such development work will be redeveloped in order to have a new focus and method of delivery to reflect Health and Social Care Integration.

4.5.3 The workforce development map is intended to help enable us to monitor our development priorities and plan workforce development activities which will focus on leadership, co-production and engagement.

4.5.4 The Strategic Plan will highlight the requirements for workforce development planning

4.5.5 Leadership in Partnership

Leadership development is one of the priority areas for organisational development support. This will focus on developing positive shared leadership, vision and values, cultural development and relationships in the context of working within a fully integrated partnership. Four programmes/work streams have been identified as priority areas for Organisational Development support to assist the development of the leadership capacity, capability and accountability.

These programmes will include building a shared, clear and consistent vision, winning hearts and minds, effective partnership working channels and relationships, clear reporting and governance structures, robust high performing strategic and leadership teams, continued development of positive relationships and with a focus on accountability, outcomes and realisation of the benefits for communities, localities and person centred care.

Where possible, this will be supported by the internal OD capacity of Angus Council and NHS Tayside, and will focus on building a safe effective environment and growing our internal capacity and capability.

However, some external Organisational Development Consultancy is required given the complexity, scale and contemporary challenges the leadership teams are working towards.

4.5.6 A Confident, Competent, Caring & Capable Workforce

To develop our workforce the following generic skills programmes have been identified:-

- Induction
- Mandatory training
- Leadership Programmes
- Coaching
- Change Management
- Improvement and Service Redesign
- Co-production
- Adult Support and Protection

4.5.7 Growing Future Talent

- Modern Apprenticeships across all sectors
- Internships
- Employability Programmes in conjunction with schools, colleges, universities and local training providers
- Local education
- Approved child care that is local and available when needed
- Access to IT
- Learning passports
- Pathways to achievement

4.6 Our Action Plan

Our action plan will support our workforce to adopt the visions, aims, values, attitudes, beliefs and behaviours that they will need to ensure that our patients/clients receive the highest standards of care. A detailed action plan will be developed.

5. Measuring Success

5.1 Governance, Monitoring & Evaluation

This strategy is a living document that will be regularly reviewed to ensure that it is being implemented properly, that it remains effective and is updated as required. The implementation of the strategy will be led and overseen by the Chief Officer (HSCI) and their management team.

6. Performance Indicators to be reported on at Integration Joint Board

Resourcing Framework	Resourcing Indicators
Attraction	
Recruitment, selection and induction	<ul style="list-style-type: none"> • Experience of new staff
Maximising productivity	<ul style="list-style-type: none"> • % agency spend
Supporting health and wellbeing and a safe working environment	<ul style="list-style-type: none"> • Staff absence monitoring • See Clinical Care and Professional Governance Framework (R2) for reporting and monitoring mechanisms.

Engagement Framework	Engagement Indicators
Listening to staff	<ul style="list-style-type: none"> • Employee Attitude/Staff Survey/imatter returns
Valuing our staff	<ul style="list-style-type: none"> • Staff Survey/imatter/employee attitude survey
Creating an 'engaging' culture	<ul style="list-style-type: none"> • Establishment of staff partnership forum
Empowering our staff – enabling them to make a difference	<ul style="list-style-type: none"> • Staff-led projects across the service
National Health and Wellbeing Outcome indicator – percentage of staff who say they would recommend their workplace as a good place to work.	<ul style="list-style-type: none"> • Staff surveys for health and local authority. Further work nationally to be developed to extend question to care staff who work in third and independent sectors.
National Health and Wellbeing Outcome indicator – percentage of carers who feel supported to continue in their caring role.	<ul style="list-style-type: none"> •

Development Framework	Development Indicators
Setting the standards for learning & development	<ul style="list-style-type: none"> • % attendance at induction • % appraisal/eKSF/revalidation rates
A confident, competent and capable workforce	<ul style="list-style-type: none"> • % compliance with mandatory training
Growing Future Talent	<ul style="list-style-type: none"> • Participation in coaching/mentoring programmes
Maximising learning partnerships	