

# Workforce and Organisational Development

Strategic Plan 2018 - 2021



# Workforce and Organisational Development Strategic Plan 2018- 2021

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## 1. Introduction & Context

The Workforce and Organisational Development Strategic Plan (W&ODSP) is one of eight functional plans which help and support the delivery of the Trust Strategy and vision - **To provide outstanding mental health and learning disability services as an employer of choice.**

Our staff are our greatest asset. Without them we could not deliver our diverse range of services at local, regional and national levels. Without them, we cannot design and deliver future services which will provide excellence in patient care and meet user, carer and public expectations. We value our current workforce and their recruitment, retention, education, development and levels of engagement, job satisfaction and motivation in working for the Trust are critical to our success. One of the biggest challenges facing us is the uncertainty of what health needs will look like in the next 15 – 20 years, whilst also dealing with workforce challenges we face today including an ageing workforce increasing competition for skilled staff and the right of some staff to retire at 55. Within that context, this strategic plan aims to set out the future vision for the workforce within Leeds and York Partnership NHS Foundation Trust for a three year period along with the key themes of work to achieve our strategic objective **‘that we provide a dynamic, rewarding and supportive place to work’**:

It is a vision where our staff are recruited, developed, supported and valued to deliver excellence in patient care and we progressively move to become an employer of choice. It is a vision where the future workforce has pride in LYPFT and all that we do. Whilst this plan sets out our vision and key workforce issues, its successful delivery will primarily rest with the hundreds of line managers and supervisors who lead, manage and support our workforce on a daily basis. We have a lot to celebrate. We have a talented and dedicated workforce; staff who are passionate about what they do and the many thousands of service users/patients they care for. We will strengthen our voice in the context of regional and national work and raise the profile of our excellent work across Yorkshire and Humber, ultimately helping with recruitment and retention of the workforce.

The context for our work has changed Brexit, Health & Care Partnerships (formerly STPs) the Carter review and the recently published report on the Future of the Mental Health Workforce all shape our current thinking. In particular, the NHS-Five Year Forward View sets out a vision for the future of the NHS. It was developed by the partner organisations that deliver and oversee health and care services, patient groups, clinicians and independent experts have also provided their advice to create a collective view of how the health service needs to change over the next five years if it is to close the widening gaps in the health of the population, quality of care and the funding of services. The Forward View states that over term the NHS must drive towards an equal response to mental and physical health and towards the two being treated together. The ambition is to achieve genuine parity of esteem between physical and mental health by 2020. The future workforce is described as a being a workforce which is flexible and fully equipped with the appropriate skills, knowledge and resources to deliver highly effective evidence based treatments across both community and inpatient services. Collective and collaborative leadership are at the

heart of what we do and how we will work. In this future state, the Trust will take a strategic approach to Talent Management where talent is identified and individuals are developed, engaged and retained with the organisation. All staff show high levels of engagement and are committed to the Trust and its values and feel a sense of job satisfaction. They are involved in decision making and have the freedom to voice ideas and opportunities to develop their services. Our staff will be empowered to maintain their own wellbeing while continuously improving the way in which care is delivered ensuring best quality outcomes for those using our services.

This plan which will focus on building a connected and people focused organisational culture based on shared understanding, strong links to our values of Integrity – Simplicity – Caring. Whilst recognising that hierarchies and systems are important, engaging staff around shared purpose and values will result in increased commitment, morale and a positive attitude to change. There is a wealth of evidence to demonstrate that successful organisations build strong engaged employees and as a result productivity, service user satisfaction rates and employee health and wellbeing are all impacted positively. Much work has already been done and is ongoing to develop the organisation and it is important to recognise this. This plan sets out how we can build on the positive steps already taken to build a new and different culture, beneficial for staff and services users.

To successfully meet future challenges, our workforce will need to be flexible; they will need to be ready to meet any change which arises from the West Yorkshire and Harrogate Health & Care Partnership (HACP), work across health and social care, with independent or private sector providers, be flexible in the provision of care at differing points of the patient pathway, provide care and treatment for both physical and mental health care, support those with a learning disability to receive care and treatment in mainstream pathways, provide care in different locations and use new technological developments.

The future workforce will provide informal support to help people prevent ill health and manage their own care when appropriate. They will have the skills, values and behaviours required to work with service users, their family and other agencies in the spirit of co-operation. They will need to be adaptable, innovative and able to provide 'whole person' care. To do this we need to continue to stretch/push traditional professional roles/boundaries and be courageous in shifting funding from one professional group to another.

Our workforce needs to be ready to respond to further advancements in health and social care science and technology. From a mental health and disability perspective, this may see the development of new technologies that will invariably result in new understandings and novel interventions. The future workforce supply will be a challenge and hence the development of new ways of working and innovative roles will be key to a number of our professional groups, plans for this will be outlined in their own supporting strategic plans. In the months and years ahead the Trust will need to contend with and plan for:

- The development of HACPs and changing models of care and the impact these will have upon service delivery

- Transformation both regionally and nationally across Learning Disability services
- Increasing mental health prevalence
- A shift and emphasis towards delivery of care in the community
- A lack of supply and shortages of both Nursing and Medical professionals.
- Changes in the way health education is delivered.
- Changes to the way in which services are commissioned.
- The as yet unknown implications of Brexit on the economy and subsequent impact to the NHS.
- Increased financial and efficiency monitoring via the NHS Improvement Agency

## **2. Workforce and Organisational Development (OD) – Defining and Clarifying**

Edgar Schein (1965) declared that all organisations, regardless of size and type face two types of problems:-

- Continuous external adaptation to a rapidly changing environment
- Corresponding internal integration that will support the success of the external adaptation

Schein labelled this ability to cope with change the ‘adaptive coping cycle’. These two problems help to identify the relationship between organisational development and organisational strategy, OD is there to help the organisation to prepare itself internally to deliver the challenging external ambitions. OD practice is therefore to improve the functioning of individuals, teams and the total organisation. There is another dimension to OD practice which is to enable teams, individuals and organisation to make change and development sustainable in the long-term, to be self-sufficient without ongoing external help it is this point that distinguishes OD from other consultancy approaches (Judge and Holbeche 2015). OD is described as:-

“OD is a planned holistic approach to improving organizational effectiveness – one that aligns strategy, people and processes”

The work outlined in this W&ODSP is a way of doing things that must be adopted by individuals and teams across the Trust. Workforce and OD is everybody’s responsibility and if sustainable change is to be achieved broad and active engagement must also be achieved.

### **3. Purpose of the LYPFT Workforce and OD Strategic Plan**

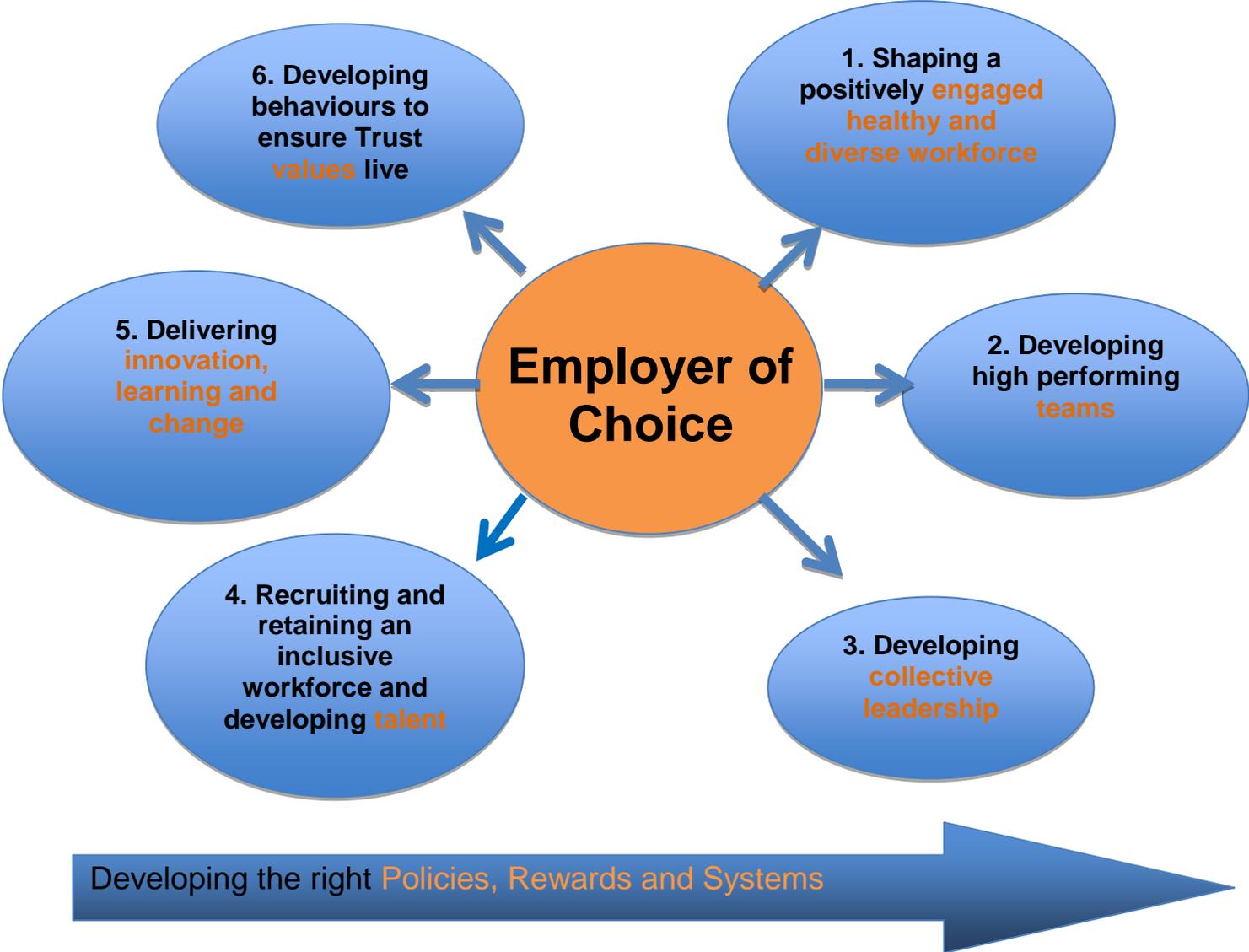
The Plan's purpose can be distilled into the following key objectives:-

- To support the delivery of the Trust strategic vision, purpose and objectives and continually improve the services delivered to our service users.
- To create a culture where everyone is united around a shared vision and high levels of staff engagement are the norm.
- LYPFT values and behaviours live in everything we do.
- To build capacity for innovation and learning and change
- To maximize the performance and wellbeing of individuals, teams and the whole organization, aligning capacity and skills with future models of care.
- To develop the reputation of the Trust both as a place where service users want to receive healthcare and where people want to come and work, to be an employer of choice.
- The plan applies to all Trust staff and provides a clear framework of aspirations for the Trust's workforce.

We recognise that as the further enabling strategic plans (listed below) are developed there will inevitably be a need to review and revise this throughout the 3 year period. A formal review of progress against the strategic plan will be undertaken in September 2019.

- Nursing
- Quality
- Informatics
- Estates
- Clinical Services
- Allied Health Professionals
- Psychology and Psychological Therapies

# The LYPFT Workforce and OD Strategic Plan 2018- 2021



In order to achieve our ultimate ambition of becoming an employer of choice the Workforce & OD Strategic Plan will focus on 6 key components highlighted in the diagram above and these will be underpinned by effective and supportive policies and reward systems.

#### **4.1 Shaping a Positively Engaged, Diverse and Healthy Workforce**

There is a growing body of evidence across different sectors that demonstrate the importance of employee engagement. Engagement is correlated to individual wellbeing and to organisational success and in the NHS the evidence is particularly compelling that it is highly important. The research completed by Michael West and Jeremy Dawson (2012) has shown that staff with higher levels of engagement have lower levels of both absence and presenteeism – turning up for work when unwell., These staff are also less likely to suffer from work related stress and rate their own wellbeing more highly.

An OD plan to support the development of the Leeds Plan has been developed and this includes a work stream dedicated to engagement and participation of staff across the Leeds and social care system. This work will start early in 2018 with the aim of engaging staff across the system in the concept of “team Leeds”, building identity and commitment of leaders and the wider workforce with working in the Leeds system.. The Trust engagement work and 3 year plan will need to link with this work and ensure there is alignment between Trust values and identity to create strong organisational and wider system identity.

Recent research also published by the Kings Fund (2015) and published through NHS employers indicates that whilst there is no “one size fits all” approach for successful employee engagement, four common themes have emerged. When these themes are taken together they include the key elements that make for successful employee engagement:-

- 1. Strategic Narrative** - Visible, empowering leadership, who provide a strong strategic narrative about the Trust, where it's come from and where it is going.
- 2. Engaging Leaders and Managers** - Leaders and managers help give focus to their staff and provide opportunities for their staff to be empowered. They treat their staff as individuals, listening to their concerns whilst coaching and stretching them.
- 3. Employee Voice** - An employee voice is encouraged throughout the Trust, for reinforcing and challenging views. Employees are seen not as the problem, rather as central to the solution, to be involved, listened to, and invited to contribute their experience, expertise and ideas.
- 4. Integrity** - Organisational integrity – the values on the wall are reflected in day to day behaviours. There is no 'say-do' gap. Promises made and kept, or an explanation given as to why not.

The 2016 Staff Survey results gave the Trust an overall engagement score of 3.71. This score was below average when compared with Trusts of similar type, (sector 3.77) although represents an improving trend for the Trust over a 3 year period.

## What will success look like?

### Staff Engagement

- Staff can provide feedback using a variety of methods and reliance on a single method is reduced
- Staff know they have a voice on key issues and decisions, through the Your Voice Counts Platform
- There is a clear connection for staff between joining an on-line conversation and their views impact on decision making
- That wards and departments develop and implement actions from the annual staff survey that make a difference to them and we get a year on year increase in participation in the Staff Survey
- On-going improvement in positive feedback scores from locally agreed leadership/engagement metrics.
- Trust engagement levels are regularly discussed and reviewed in Board and senior team meetings.
- Achievement of a minimum “good” CQC Well Led Review rating
- Demonstrating action that directly relates to staff feedback and ideas is a top priority for all leaders.
- Prepare for the implementation of the **Workforce Disability Equality Standard (WDES)** by preparing data and developing and delivering plans to tackle the issues identified.
- To implement the **Workforce Race Equality Standard (WRES)** and delivery of our Equality Objectives, which include reducing the incidences of bullying and harassment against BME staff; increasing the number of BME staff accessing internal leadership and management programmes; increasing equality of opportunity and reducing discrimination.
- Maximizing the use of staffnet and crowd sourcing platform to increase and supplement staff engagement methods.

### Healthy Workforce

- Our Health and Wellbeing Plan will be embedded, based on prevention, early intervention, and good quality assessments of fitness for work.
- Employee health and wellbeing will be embedded into everything we do as a Trust with managers actively promoting our health and wellbeing initiatives.

- We will work together towards developing working environments with reduced levels of violence where staff are supported if incidents happen.
- We ensure all staff are supported and well at work including having support systems in place to promote employee mental health in the workplace.
- Prevention, early intervention and fast track physiotherapy services and stress management support
- Early diagnosis at work and staff will have fast track access to good quality psychosocial intervention and support linked to causal factors.
- Promote employee physical health in the workplace.
- Staff take personal responsibility for their own health and well-being and improvement of resilience and absence will be lower.
- Staff have easy access to tools and knowledge to develop and maintain emotional resilience and mental wellbeing.
- We will work collaboratively and in partnership with our OH provider to maximize streamlining opportunities to work across the West Yorkshire and Harrogate HACP.
- We will work in partnership with staff, trade union representatives to tackle and reduce bullying and harassment across the Trust and will re-introduce peer support/Dignity at Work Advisers
- Promote the Freedom to Speak Up Guardian to support staff to raise concerns
- Work towards achievement of the national improving staff and wellbeing CQUIN.

## 4.2 Developing High Performing Teams

It is universally recognized in healthcare and other sectors that real team working is a key characteristic of a healthy organisational culture. This is verified by research published in 2017 by The Kings Fund working with Michael West which highlights enthusiastic team and cross boundary working as a key element of a culture for innovative high quality and continually improving care.

The Trust requires strong and well-lead teams across the organisation to be delivering high performance. As already established in this plan, research by West and Dawson (2012) provides overwhelming evidence that engaged staff really do deliver better healthcare and having teams working well contributes significantly to levels of staff engagement. Future models of care demand higher levels of integration and collaboration with partners and stakeholders than ever achieved before, team working across organisational boundaries will be a key future challenge.

Enabling team leaders to compassionately build develop and lead their teams is a key priority in this plan, compassionate leadership activities have many positive outcomes, impacting on individuals, teams, organisations and across the system as a whole. The Trust has a history of investing in team development and there is evidence from our recent staff surveys that it is working well in some areas but not universally. The Trust has started to work with Aston OD who have developed a toolkit of diagnostic tools and resources to enable and empower team leaders to work systematically with their teams to grow and develop. The Aston OD team journey is an evidenced based model designed specifically for the healthcare sector and will be used alongside other interventions and development models to support team leaders to continually develop their teams.

It is important that resources from support functions such as OD and continuous improvement are consistently and appropriately targeted to support teams and their leaders to avoid duplication and to make best use of resources. Implementation of this plan will therefore be supported by team intelligence data that will mean the right support and interventions can be planned and delivered.

### What will success look like?

- Strong, well-led teams delivering high performance where everyone has the opportunity to raise concerns, ask questions, generate ideas and shape solutions
- Team goals/objectives are agreed to support delivery of departmental/care group/trust strategic objectives.
- Trust staff being able to work equally well in teams that cross organisational boundaries and support Trust partnership and collaborative working well.
- Trust values and behaviours are evident in day to day team working

- Staff report increased levels of well-being as a result of being part of healthy and high performing teams.
- Team leaders understand the need to develop their teams and actively engage in on-going team development activity.
- Strong correlation with the Quality Strategy and the use of heat maps so that we can monitor team performance and provide support and development to teams as required.
- Implement team coaching models.

### **4.3 Developing Collective Leadership**

The Trust has committed to developing a collective leadership approach based on Trust values and behaviours. The means we build a culture where everyone takes responsibility for the success of the organisation as a whole – not just for their own job, team or service and contrasts with traditional approaches based on developing individual capability. With collective leadership, this means leadership is distributed and allocated to wherever expertise, capability and motivation sit within organisations.

The latest Kings Fund research on developing collective leadership in healthcare indicates that collective leadership as opposed to command and control structures and approaches provides the optimum basis for caring cultures.

If a collective leadership approach is to be delivered and sustained commitment to it must start at Board level as the scale and commitment required to deliver this change is significant...

Developing collective leadership will mean a focus over the next 3 years and beyond on developing the skills and behaviours that our individual leaders will bring to shape our desired culture. This will include developing further a leadership behavioural competency framework based on Trust values and behaviours and working with leaders individually and collectively to achieve defined levels of competence. We will also continue to work with our senior leaders through the Trust Leadership Forum and providing an opportunity for leaders at all levels to work and act together. This approach will include all staff and professions represented in our workforce.

The development of future leadership capability will be a central priority of the Trust's talent management framework and the initial pilot of the framework will focus on developing our future nursing and allied health professional clinical leaders who lead and manage front line services.

Leadership development will be supported by providing access to coaching, mentoring and action learning discussions. The Trust has an established pool of

experienced coaches and numbers will be increased to enable this cohort to be deployed to specifically support behavioural change amongst leaders.

There is strong evidence to support the view that if leaders adopt a coaching approach to conversations and embed this in their leadership practice this can be transformational to individuals and teams. Developing coaching skills for leaders and managers will become a central theme of our internal leadership development provision and approach.

### **What will success look like?**

- The importance of collective leadership and relationship to cultural change is clearly understood and recognised.
- Strong and passionate leaders across the Trust collectively role model an agreed leadership style.
- Leadership behaviours actively influence cultural change and delivery of Trust ambition and strategic objectives.
- Leaders at all levels know and understand what is expected of them and lead in a way that promotes high levels of engagement and trust
- A defined and agreed collective leadership framework exists, defining, expectations, behaviours and a development pathway.
- The Trust has an understanding of the leadership impact of individual leaders and uses this understanding to tailor feedback and development pathways.
- The talent management framework actively supports leadership development and succession planning.
- The Leadership Forum is strengthened, providing dynamic and valued development for Trust senior leaders.
- All leaders have access to coaching and mentoring as and when required with increased numbers of coaches and mentors
- Individual leadership behaviours consistently reflect Trust values and behaviours and promote collective leadership
- Our talent/appraisal system and plans are easy to understand and staff can relate to them and the impact they have on their services
- Leaders across corporate and operational services role model positive behaviours

#### **4.4 Recruiting, Retaining an inclusive workforce and developing Talent.**

***Recruiting, retaining an inclusive and diverse workforce and developing talent*** is crucial to the Trust being able to deliver its ambition to be an employer of choice. Recruiting and attracting new people, retaining our existing people and managing and developing talent is essential to delivering our workforce challenges and critical to our success.

Given we are a successful Foundation Trust we should also seek to be a progressive employer, one who influences nationally and locally, embodies modern employment practices, has engagement with staff at its heart building on existing successful partnerships none more so than that with our staff side partners. We want to be a great place to work, whereby our culture reflects our core values. Partnership working is integral to everything we do, with our service users, our staff and trade union representatives, the local health economy and communities that we serve. We want to be recognised for exemplary workforce practices.

We need to establish the Trust as an inclusive organisation – recruiting outstanding people is just the start. Inclusiveness means making sure all our people's voices are heard and valued. This will not only help us to attract and retain the best people, but it will also help us to provide better services making us a great place to work. We need to move beyond ensuring equality to promoting diversity, which, ultimately, is about how we build an organisation with talented individuals from very different backgrounds. We need to grow our staff networks and encourage collaboration between those networks and across the region as we collaborate across the HACP footprint.

Arising from both historic vacancies and ongoing clinical demands, in recent years the trust has utilised higher than desired levels of bank, and agency. Work is now being undertaken to improve the quality and governance of our internal bank whilst reducing agency reliance with work being started to develop nursing and medical collaborative banks across our local mental health and LD Trusts to reduce agency spend and improve efficiency.

#### **Talent Management**

The Trust has been working during 2017 to develop a talent management framework and work will take place over the next 3 years on implementation.

The framework provides for a strategic and operational approach and embedding talent management in Trust strategy development and annual business planning to enable robust workforce planning. During discussions about consultation in the Trust it emerged that having an inclusive approach is important, therefore the talent conversation for all staff will be embedded in the Trust appraisal process. The conversation will be framed around an NHS Leadership academy national model and employees will be measured against behaviours and performance. Those identified with talent and potential will be given further specific development opportunities including entering a defined talent pool. The Trust has worked with national and

leading experts to develop the framework to ensure it represents good practice principles.

The following is a high level overview of the framework



The talent management framework will link to and support other key development activities, critically, employee development pathways, leadership development and recruitment and retention procedures. The Trust will participate in a collaborative shadow board programme to identify and develop future Trust Directors.

The Trust is working in partnership with NHS and social care organisations across Leeds to deliver apprenticeships and other development pathways to support current and future workforce development requirements. This partnership arrangement and development pathways will continue to develop to meet the future workforce needs of individual organisations and in the context of the Leeds plan.

This plan will support the workforce development requirements emerging from the nursing and medical strategic plans.

**Recruitment**

- Aligned recruitment, retention and talent management framework to become an employer of choice

- Effective, engaging and efficient recruitment function implementing the Recruitment Management Software System TRAC to provide great candidate experience, with candidates joining the organisation as quickly as possible.
- Continue to deliver values based recruitment process for all staff groups recognising we will need to continue to define our processes and adopt local approaches to ensure the best candidates are employed.
- Maximizing the use of social media and other platforms to widen opportunities to attract staff to the organisation whilst planning for and navigating the changing nature of recruitment.
- Trust web-site fully developed with attractive career and recruitment information easily accessible.
- Working collaboratively across the region to implement the recommendations of streamlining initiatives around recruitment, including charging new starters for DBS checks.
- Continue to build on and develop partnerships, through the West Yorkshire Centre of Excellence, with a wide range of education partners to support Apprenticeships and student placements with the first cohort of apprentices starting in 2018.
- Develop employment opportunities through volunteer pathways
- Continue to influence HEE education commissioning process.
- To work in partnership with other local health care partners to develop better relationships with our future workforce supply through improving engagement with young people and school leavers to market the NHS as an employer of choice in the region and encourage members of staff to do so.

### Retention

- Good local and Trust Induction ensuring staff are fully equipped to carry out their role from day one.
- We understand why staff are leaving the Trust through robust exit questionnaires and surveys and develop early interventions to retain staff who are contemplating leaving.
- Further develop our approach to Talent management – the Trust must ensure that it attracts, develops, motivates, manages and retains engaged employees
- A ready supply of talent across the Trust to meet demand
- Clear succession and career pathways for all staff

- Flexible working and flexible contracts developed to support retention and work life balance
- Development of new and innovative roles to retain staff and to fill gaps in the traditional workforce through the implementation of the Calderdale Framework
- Understand the generational/ digital literacy and diversity differences across the workforce to best harness the experience, knowledge and opportunities this presents.
- Scope and implement 'grow our own' scheme across professions through the apprenticeship levy.
- Build and learn from the lived experience of our workforce.
- Maximising the potential of agile working to improve staff retention
- Work with colleagues across health and social care to create innovative redeployment opportunities, retain staff in employment and minimise redundancy costs to the public purse.

#### **4.5 Delivering Innovation, Learning and Change**

***Delivering innovation, learning and change*** is vital to delivery of the Trust's 5 year strategy. As we look to the future and the challenges that future healthcare delivery brings it is clear that the Trust's workforce will need to work very differently to deliver future service models. There will be a need to learn new skills, adopt new roles, utilise new technology and work in different environments. There is a clear need for NHS culture to change from staff working in designated teams and services to enabling working across services, teams and wider systems. Having good access to technology and support in place to enable these new ways of working is vital and our staff will need to embrace the changes. The Trust must ensure good levels of engagement from all key stakeholders and that delivering a positive impact on service user and staff experience are the priority outcome.

What will success look like?

- A robust & systematic organisational workforce plan for the next 3-5 years covering all staff group
- The Trust will be a proactive and key stakeholder in supporting and benefitting from the West Yorkshire & Harrogate HACP workforce development plan and the Leeds Plan.
- A developed supply and pipeline of staff to deliver our new and existing workforce models

- Workforce planning is fully embedded in the Trust business planning process
- Effective partnerships with education providers to develop future workforce/training needs via the Centre of Excellence model ensuring best use of apprenticeship levy.
- Confident and capable leaders able to motivate, engage their staff to achieve maximum potential.
- Working with other health and local authority providers to develop new and innovative approaches to common workforce challenges
- To embed principles of agile working in a planned, co-ordinated way through the organisation to support delivery of new care models, more effective working whilst making more efficient use of both Trust and the 'one estate' principles across the City of Leeds supported by technology and work systems.
- Review traditional HR Frameworks for managing change embedding principles of compassion and engagement.
- Preparing staff for change through access to resilience tools and programmes
- Learning from change processes to understand impact of change on staff
- Carry out a **Gender Pay Gap Audit** using a recognised audit framework.
- Develop an action plan to address the findings of the audit.
- Maximising development opportunities for our existing workforce

## 4.6 Developing Behaviours to ensure Trust Values Live

Developing behaviours to ensure Trust values live is a fundamental requirement if we are to deliver cultural change across the Organisation. The Kings Fund identify through their research that the key characteristic for culture change is having clear vision, values and behaviours. Setting out how staff conduct themselves and interact with colleagues and service users is vital. Supportive and compassionate behaviours are also highlighted as a key characteristic, if we want staff to treat our service users with respect and compassion, our leaders and staff must treat their colleagues with respect, care and compassion. As we have said already in this plan, there are clear and evidence based links between staff experience and service user outcomes. Developing behaviours to ensure Trust values live is an objective that cuts across several strands of this plan.

During 2016 the Trust co-created new vision, values and behaviours as part of a broader Trust strategy refresh. The co-creation work involved thousands of contributions from Trust staff and partners and these values and behaviours have subsequently been discussed further with staff when the Trust CEO met with staff across the Trust during face to face engagement events. As a result of this work, the recent feedback indicates that staff are developing a strong connection with the values and behaviours. Work has also started to embed the values in Trust policies, events and life of the Trust, for example, appraisal process, recruitment and selection procedure and staff awards. A behavioural toolkit to support staff and managers to use the values in appraisal and other circumstances has also been developed and will be launched before the end of 2017.

### Our values and behaviours

#### Our values

##### We have integrity

We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.

##### We are caring

We always show empathy and support those in need.

##### We keep it simple

We make it easy for the communities we serve and the people who work here to achieve their goals.

#### Behaviours that uphold our values

- We are committed to continuously improving what we do because we want the best for our service users. We consider the feelings, needs and rights of others.
- We give positive feedback as a norm and constructively challenge unacceptable behaviour.
- We're open about the actions we take and the decisions we make, working transparently and as one team with service users, colleagues and relevant partner organisations.

- We make sure people feel we have time for them when they need it.
- We listen and act upon what people have to say.
- We communicate with compassion and kindness.

- We make processes as simple as possible.
- We avoid jargon and make sure we are understood.
- We are clear what our goals are and help others to achieve their goals.

## **What will success look like?**

- Leaders and staff will model behaviours based on Trust values and behavioural framework and staff will be confident to challenge inappropriate behaviours.
- Values and behaviours will be embedded in Trust policies and procedures
- Agreed measures will inform progress
- All leaders and managers will understand the key characteristics that deliver cultural change. Regular progress reporting of key improvement metrics will be considered by Board and senior leaders.
- Leadership appraisal will include a measure of adopting values based behaviours so individuals and the trust understand where behavioural strengths and need for development exists. Leaders and staff are supported to develop compliance with behavioural expectations
- Confidence levels to challenge unacceptable behaviour will be high and leaders and managers will support staff when challenging is difficult.

## **4.7 Developing the Right Policies, Reward and Systems**

Our aim is to ensure that we are able to respond to national drivers and initiatives that impact on remuneration and other terms and conditions. We will ensure that all our employees are aware of their Total Reward Package and we will implement flexibility where possible in order to meet our objective to be an employer of choice. Our policies will reflect our commitment to being an inclusive and diverse organisation. We will respond positively to the changing needs of our services and our employees in order to retain knowledge, skill and experience and will be more agile in our approach to working practices to deliver high quality services.

## **What will success look like?**

### Workforce Systems

- Development of an engaged, quality, well governed and adequately resourced internal bank for all staff groups to meet the flexible working needs of the Trust.
- Develop nursing and medical collaborative bank model with partners across the HACP
- Clear and attractive model of engagement to attract workers to join our bank

- Effective use of the E-rostering system to maximize deployment of staff including medical staff to support safer staffing and the development of the Model Hospital for Mental Health and LD.
- Further application of the recommendations from the Carter review to improve efficiencies
- Using the ESR system to its maximum potential to support provision of key and accurate workforce data to support effective workforce planning, management and performance.
- Utilise technology to support transactional processes e.g. use of e-expenses.
- Embracing the planned ESR improvements to support streamlining across the region and wider NHS.
- Full utilization of the TRAC system.
- Continued development of iLearn system to deliver e-learning, monitoring compliance of compulsory training, appraisals and supervision.

#### Pay and Rewards Systems

- Continuing to review and monitor pay levels against living wage increases contributing to the Leeds plan to ensure pay rates are contributing to increasing the wealth of the people of Leeds
- Flexible approach to reward to support retention and with the application of recruitment and retention rates for hard to fill posts and areas.
- Provide a responsive and simplified job evaluation process to promote fairness and equity
- Delivering any actions arising out of the Gender Pay audit.

#### Policies and Procedures

- Review of key employment policies and procedures ensuring they embed Trust values and demonstrate a caring and compassionate approach in partnership with staff side.
- Deliver the Trust's Equality objectives through the EDS2 and achieve the agreed priorities set out in the WRES and WDES.

## 5. Key Performance Indicator Summary

	Outcomes	KPI	Frequency
1	<b>Shaping a Positively Engaged and Healthy Workforce</b>	Increasing score in the Annual Staff Survey overall engagement score - Year 1(18/19) – 3.8, Year 2 (19/20) – 3.9, Year 3 (20/21) – 4.0	Annual Staff Survey– March each year – WF&OD Committee & Board
		Increasing percentage of staff recommending the Trust as a place to work as measured by the Friends and Family Test - Year 1 – 60%, Year 2 – 65%, Year 3 – 70%	Quarterly through financial year to WF&ODC
		Reduction in sickness absence rate of 0.2% each year, reset at the start of each year.	Quarterly – CQPR & WFOD Committee
		Reduction of MSK absence measured through a reduction in days lost per episode by a minimum of 0.2 % each year based on a rate at 31.3 each year.	Quarterly – CQPR &WFOD Committee
		Reduction in Stress and MH absence measured through a reduction in days lost per episode by a minimum of 0.2 % each year based on a rate at 31.3 each year.	Quarterly – CQPR &WFOD Committee
		Reducing percentage of staff experiencing harassment, bullying or abuse from staff in last 12 months for BME staff from 17.4% @ 2016 survey – Year 1 -15%, Year 2 – 13% , Year 3 -11% - *	Annual Staff Survey– March each year – WF&OD Committee and Board
		National Improving Staff and Wellbeing CQUIN ‘to improve the support available to NHS staff to help promote their health and wellbeing in order for them to remain healthy and well’ (NHS England). Achievement of national target based on staff survey questions: Year 1 (17/18) The 5 percentage point improvement should be achieved over a period of 2 years, with the baseline survey being the 2015 staff survey in two of the three questions  Year 2 (18/19) The 5 percentage point improvement should be achieved over a period of 2 years, with the baseline survey being the 2016 staff survey in two of the three questions.	CQUIN target annual staff survey – March each year – CQPR & WF&OD Committee

\*WRES target

		<p><b>Question 9a:</b> Does your organisation take positive action on health and well-being? Providers will be expected to achieve an improvement of 5% points in the answer “yes, definitely” compared to baseline staff survey results or achieve 45% of staff surveyed answering “yes, definitely”.</p> <p><b>Question 9b:</b> In the last 12 months have you experienced musculoskeletal problems (MSK) as a result of work activities? Providers will be expected to achieve an improvement of 5% points in the answer “no” compared to baseline staff survey results or achieve 85% of staff surveyed answering “no”.</p> <p><b>Question 9c:</b> During the last 12 months have you felt unwell as a result of work related stress? Providers will be expected to achieve an improvement of 5% points in the answer “no” compared to baseline staff survey results or achieve 75% of staff surveyed answering “no”.</p>	
2	<b>Developing High Performing Teams</b>	Achieving an above average score for team working in the annual staff survey - Year 1 – 3.8, Year 2 – 3.9, Year 3 – 4.0	Annual Staff Survey March each year- WF&OD Committee & Board
3	<b>Developing Collective Leadership</b>	Leadership posts to be filled by internal applicants from Talent Pool - 10 %	Annual as dependent upon talent pool being established – WF&OD Committee, to commence in 2019/20
	<b>*WRES target</b>	Numbers of staff gaining promotion in the wider NHS from talent pool – 10%	As above, to commence in 2019/20
		Uptake of BME staff on internal leadership and management programmes to be in- line with percentage of BME staff in the workforce. Year 1 - 9%; Year 2- 12% and Year 3-15%. *	Annual basis – WF&OD Committee
4	<b>Recruiting, Retaining and developing Talent in the Workforce</b>	Consistent monthly achievement of 85% compliance KPI for ‘Appraisal and Talent Review’ and clinical supervision across all services	Quarterly CQPR & WF&OD Committee
		Consistent achievement of 85% compliance KPI in all areas of compulsory training across all services	Quarterly CQPR & WF&OD Committee
		Consistent monthly achievement of 85% compliance KPI for clinical supervision	Quarterly CQPR & WF&OD Committee

		Increasing/maintaining percentage of vacancies to be filled by an internal applicant (once baseline figures established) to be at least 30% each year.	Quarterly – WF&OD Committee
		Trust leave rates/turnover rates remain within the range of 8%-10% (excluding internal moves and Junior Doctors rotation)	Quarterly – CQPR & WF&OD Committee
		Reduction in 'Time to hire' from closing date to completion of pre-employment checks from 73 days Year 1 – 55 days Year 2 42 days, Year 3 - 35 days	6 monthly to WF&OD Committee
		Year on year reduction in underlying vacancy rate as at 31/3/18 for nursing posts by a minimum of 20 posts each year.	6 monthly to WF&OD Committee
	<b>*WRES target</b>	Increasing the percentage of BME staff believing the trust provides equal opportunities for career progression or promotion from 77.9% @ 2016 staff survey Year 1 – 80%, Year 2 85%, Year 3- 90% *	Annual Staff Survey –March each year
5	<b>Delivering Innovation, Learning and Change</b> <b>*WRES target</b>	Monitoring number of grievances, complaints arising out of change processes	Quarterly – to Trust Board
		Reducing the percentage of BME staff responding – in the last 12 months have you personally experienced discrimination at work? (Q.17) 7.8% @ 2016 staff survey Year 1- 6%, Year 2 -5%, Year 3- 4%	Annual Staff Survey –March each year WF&OD Committee and Board
6	<b>Developing Behaviours to ensure Trust Values Live</b>	Increasing percentage of existing staff achieving the requirements of the Behavioural Framework as measured at the 'Appraisal and Talent Review' - Year 1 – 60%, Year 2 – 80%, Year 3 – 90%	Annual – (difficult to pick a point in time as this is an ongoing process but once decided then benchmarking against that baseline figure)
		Increase the number of workers on the internal bank by 10% year on year	6 monthly to WF&OD Committee
		Increase ratio of bank fill rates to agency filled rates – Nursing 85%, HSW 90%, Admin and clerical 70% by Year 3	Quarterly – WF&OD Committee

## 6. Implementation Plan

### 6.1 Three Year Implementation Plan

Year 1 2018/19	Year 2 2019/2020	Year 3 2020/21
<b>Engagement &amp; Staff Wellbeing</b>		
Trust wide and localised use of YVC platform including retendering of staff survey provider	Localised use of 'Your Voice Counts' platform.	Further continue
Maximising use of staffnet to increase and improve staff engagement	Further continue	Further continue
Evaluate external support options and opportunities that will best support the Trust in reducing mental ill health and stress at work	Deliver and support new support interventions at both Trust and Care Group level	Evaluate and measure impact
Re- Introduce and re-invigorate Dignity at Work advisers	Review impact and ensure support is at the right level	Further embed model
Implement specific actions from Bullying and Harassment online conversation in partnership with staff side	Further on line organisational conversation regarding impact of internal actions in partnership with staff side	Respond to further feedback and amend and review action plans
Work proactively to achieve national H&WB CQUIN	Work proactively to achieve national H&WB CQUIN	Work proactively to achieve national H&WB CQUIN
<b>Developing High Performing teams</b>		

<b>Year 1 2018/19</b>	<b>Year 2 2019/2020</b>	<b>Year 3 2020/21</b>
Provide high level integrated performance data (heat maps) to indicate team performance and support delivery of care. The data to inform prioritization of resource for team and leadership development.	Continue to implement model and grow capacity in teams to self-evaluate performance and effectiveness.	Continue to implement model and grow capacity in teams to self-evaluate performance and effectiveness.
	Empowering team leaders to ensure team working is developed and nurtured	Manager as coach embedded
Support teams to work in different ways and across organisational boundaries	Continue to support development of teams to work in new models of care as these develop	Continue to support development of teams to work in new models of care as these develop
Develop and implement behavioural competency framework for leaders and managers that supports collective leadership	Continue with implementation	Review effectiveness through use of KPI data
Implement Aston OD team journey model and other support at scale	Continue to implement model and further develop system leadership skills	Review effectiveness and impact
<b>Developing Collective Leadership</b>		
Ensure each leader is aware of expectations and their development needs	Continue with implementation	Review impact and continue implementation
Design a comprehensive Trust leadership development offer that supports talent management processes and collective/individual PDPs.	Continue to review and develop leadership development offer	Continue to review and develop leadership development offer
Implement collaborative Shadow Board programme.	Review effectiveness and links to talent pool	Continue with implementation and links to talent pool
Develop internal coaching provision to support leadership development	Focus internal coaching resource to support leadership talent pool	Continue with implementation, review impact
Further embed Mary Seacole Local as key middle leader development	Implement aspiring and entry level Edward Jenner programme on collaborative basis	Integrate medical leadership programme with overall Trust wide approach

<b>Year 1 2018/19</b>	<b>Year 2 2019/2020</b>	<b>Year 3 2020/21</b>
Develop Leadership Forum to support senior leaders to develop collective and inclusive leadership	Review impact and continue to implement	Review impact and continue to implement
<b>Recruiting and Retaining and developing Talent in the Workforce</b>		
Implement DBS update service	Roll-out Update service further into Organisation	Roll-out Update service further into Organisation
Maximise use of the TRAC system	Provision of quality data to monitor time to hire and more assessable diversity data	Review effectiveness of system
Increase the use of social media to attract staff into the Trust	Developed, planned and effective recruitment and attraction plan based on robust workforce planning information	Further continue
Improve the profile of the Trust through further work on the Trust web-site ensuring inclusivity and diversity	Collect feedback on website effectiveness as a recruitment tool and refresh and review information to keep it live and interesting	Refresh and review information to keep it live and interesting
Develop a Trust wide approach to values based recruitment	Consistent delivery of values based recruitment	Evaluate impact and effectiveness
Identify further apprentice opportunities across the Trust	Robust apprenticeship pipeline for clinical and corporate posts (as they emerge)	Embedded apprenticeship programme
Pilot agreed talent management framework on leadership development of band 5/6 nurses and AHP staff	Review impact and agree next stage of implementation	Continue to review impact and implementation
	Develop Trust wide training needs analysis to ensure funding and priority development needs can be matched across the Trust	Align resources and needs to support talent management
Recruitment Training for Managers including unconscious bias as part of Management Essentials Programme	Recruitment Training for Managers including unconscious bias	Recruitment Training for Managers including unconscious bias

<b>Year 1 2018/19</b>	<b>Year 2 2019/2020</b>	<b>Year 3 2020/21</b>
Participate in streamlining work across Yorkshire and Humber whilst fast tracking any early wins	Implement any further streamlining initiatives	Consider any opportunities for shared recruitment services
Develop cohesive and clear career/entry pathway into the organisation for the non-registered workforce	Clearly defined pathways which are used to support recruitment/attraction plans	Impact measured through KPIs
	Understand Gender pay data and develop any actions	Continue to work on actions
Implement Learning Disability internships in partnership with 3 <sup>rd</sup> sector	Review programme and offer second internship	Continue with internship programme if successful
<b>Developing, learning, innovation and change</b>		
Participate in and implement best practice from NHSI retention programme	Continue to implement	Evaluate impact of interventions
Review management of change process and procedure	Implement and evaluate	
Support a phased and planned approach to agile working linked to estates and IMT plans	Support further phases of agile working	Support further phases of agile working
<b>Developing behaviours to ensure Trust values live</b>		
Launch Trust values and behavioural framework and support teams and individuals to embed in their everyday working lives	Review and identify all critical touch points that will support further embedding of Trust values and behaviours Based on results of critical touch points, develop specific work streams to implement further embedding of values and behaviours	Review impact and continue to implement
<b>Developing the right policies, rewards and systems</b>		

<b>Year 1 2018/19</b>	<b>Year 2 2019/2020</b>	<b>Year 3 2020/21</b>
Deliver roster coaching for Managers to support safer staffing and experience for staff	Implement any proposals coming out of model hospital for MH Trusts from NHSI	Maximise any benefits from MH Model hospital proposal and ongoing developments
Deliver responsive and appropriately resourced internal bank – increase bank recruitment	Continue to develop flexible work force and linked to retention and flexible working plans	Continue to develop flexible work force and linked to retention and flexible working plans
Development of shared/clinical and medical collaborative banks across the region	Grow banks to meet demand and explore lead bank provider arrangements	Grow banks to meet demand
Plan for the new Workforce Disability Equality Standard (WDES)	Further develop actions to support delivery of WDES	Further develop actions to support delivery of WDES