WORKING DIFFERENTLY – WORKING TOGETHER

A WORKFORCE AND ORGANISATIONAL DEVELOPMENT FRAMEWORK
| CONTENTS |
|------------------|-----|
| Ministerial Foreword | 4   |
| Introduction       | 5   |
| Objectives         | 6   |
| Context            | 7   |
| Engagement & Partnership Working | 8   |
| NHS Wales Values   | 8   |
| Equality & diversity | 9   |
| Objective 1        | 10  |
| Objective 2        | 12  |
| Objective 3        | 14  |
| Objective 4        | 16  |
| Implementation     | 18  |
| Monitoring & Evaluation | 18  |
FOREWORD

Ministerial foreword to Working Differently – Working Together

Last year I announced my vision for NHS Wales, Together for Health and stated.

“NHS success depends from first to last on those who work for it”

All staff have a vital role to play in creating safe and effective care for the people of Wales and in shaping the NHS Wales of the future.

We are living in challenging times, however, I firmly believe by working together in partnership, we can create a Wales where health services match the best anywhere in the world.

I understand the very real challenges faced by staff in coping with rising expectations and increasing demands on services. It is, therefore, important we focus on how staff are supported and managed throughout their careers.

We need to have leaders who communicate effectively and demonstrate open and transparent decision making. All staff need to be supported to be actively involved in service improvement.

Wales has a strong tradition of partnership and collaborative working, however, I believe we can develop this further. It is clear the vision can only be delivered through strong partnership with both staff and staff representatives and I welcome your support and involvement in helping to create an NHS we are all proud of.

This framework is a fundamental tool in supporting the delivery of Together for Health.

Lesley Griffiths AM
Minister for Health & Social Services

This document has been produced in partnership. It is expected that all NHS organisations will adopt this framework which will apply to all staff.

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Joint Chair of Welsh Partnership Forum
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Joint Chair of the Welsh Partnership Forum (Employers)

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Welsh Secretary, BMA Wales
Together for Health, the five year vision for NHS Wales recognises that all staff have a vital role in creating safe and effective care for the people of Wales and in shaping the future of our services. In order to deliver this a “strategic workforce and organisational development framework that secures the right staff and fully supports and engages them in delivering excellent care” is essential. This framework will support the development of the right staffing model to reflect our unique and fully integrated healthcare organisations as we continue to transform the way that we deliver healthcare in Wales.

The level of transformation needed to deliver the seven major areas of change identified in Together for Health, leading to world class health services, must be underpinned by shared values and led by inspiring leaders who bring about the cultural change required. Staff will want to see how changes will benefit patients and clients who are central to all that we do and also how they can contribute to improving quality.

The focus of this framework is staff directly employed within the NHS but it is recognised that healthcare is delivered in partnership with other stakeholders and in particular primary care services. The Workforce and Organisational Development Framework will therefore encourage all opportunities to engage with our partners in healthcare delivery.
OBJECTIVES

The delivery of the vision of Together for Health must be supported by cultural change and visionary leadership which fully empowers and engages all NHS staff.

Four workforce and organisational development objectives have been created that set out the high level components of what needs to be delivered and the key enabling actions to support Together for Health, these are:

Objective 1:
An engaged workforce aligned and committed to the delivery of the vision for NHS Wales in 2016.

Objective 2:
A sustainable and skilled workforce focussed on helping the people of Wales to improve their health as well as treating sickness.
*(Together For Health major area of change 1, 6)*

Objective 3:
A redesigned workforce, working together to deliver healthcare for the 21st Century.
*(Together For Health major area of change 2, 3)*

Objective 4:
A workforce that aims at excellence everywhere within available resources.
*(Together For Health major area of change 4, 5, 7)*

Local organisational plans and programmes will deliver evidence based workforce and organisation development interventions that support change at an organisation wide, department, work group and individual level.
This framework has been developed in the context of a number of key workforce drivers for change, including: Together for Health; the current composition of the workforce; age profile; cost; skills base; 1000 Lives culture surveys.

The NHS in Wales employs just over 83,000 staff at a total cost of circa £2.4b (50% of total spend). Because 80% of the workforce which we will have for the next 10 years is already employed, the focus needs to be on their development. Currently, 32% of staff are over 50 years of age and turnover rates are falling (6.1% in 2011/12). Sickness absence has reduced and is just over 5%.

It is acknowledged that the NHS in Wales is working within a changing environment and in challenging times. All organisations face significant financial pressures within the current economic climate coupled with increased expectations. There are also skills shortages in some areas of service delivery a number of which are UK wide. The pressures faced by staff are therefore very real and it is therefore all the more important that staff are supported by the very best in employment practices.

Research has identified the core elements of organisation development, employment practice and leadership which have an impact on organisational performance and the engagement and well being (Boorman, S., 2009)\(^1\) of staff. These include effective appraisal and team working (West, M.A. et al, 2002)\(^2\) together with engaging and transformational leadership (Alimo-Metcalfe, B. & Alban-Metcalfe, R.J., 2001)\(^3\). Leadership includes clinical and other leaders within health services.

This framework focuses on those key employment practices and action which will ensure that NHS Wales has a sound platform from which to meet the challenges of Together for Heath. It is also aligned to the vision of the Strategic Workforce Framework for the Public Service in Wales, “Working Together for Wales” for a workforce that is at the heart of citizen-centred public service delivery.

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3 Alimo-Metcalf, B. Model of Engaging Transformational Leadership
The vision for NHS Wales will only be delivered through strong partnership with staff and their representatives. This partnership must include the full engagement of all staff which is critical to success in creating a common purpose and determination to succeed. Engagement with staff and key stakeholders may occur in a variety of settings depending on the matter being addressed such as with clinical fora, local representative committees and/or professional advisory groups as appropriate.

NHS Wales organisations will work with staff and trade unions locally to develop a partnership which is based on:

- **An organisational commitment to deliver**: A rewarding working environment, life long learning & development, motivating work, support to staff in delivering the care to patients they believe in, involvement in developing change, change managed well, dignity & respect for all.
- **Staff who are**: Flexible in their approach to work, supportive of and engaged with the vision, committed to safe, effective, efficient working practices.
- **Partners who**: Share the vision for the NHS in Wales and seek to break down boundaries.

The ultimate aim of this partnership will be to create an NHS that we are proud to work for. At the heart of this activity are the shared values of NHS Wales:

### NHS Wales Values

- **Putting quality and safety above all else**: providing high value, evidence based care for our patients at all time.
- **Integrating improvement into everyday working** and eliminating harm, variation and waste.
- **Focussing on prevention, health improvement and inequality** as key to sustainable development, wellness and well-being for future generations of the people of Wales.
- **Working in true partnership with partner organisations and with staff.**
- **Investing in our staff** through training and development, enabling them to influence decisions and providing them with the tools, systems and environment to work safely and effectively.

These values underpin a set of behaviours which will support the delivery of the Workforce and Organisation Development objectives described and are set out in the “What we need to do” sections of the framework.
All aspects of the Workforce and Organisational Development Framework will be delivered in a way that promotes equality, protects human rights and tackles discrimination. Staff will be supported to consider how this affects their roles and ultimately how actions, attitudes and behaviours can improve quality, access to services and patient experience.

Equality Impact Assessments will be undertaken to identify potential negative impacts on individuals and groups and opportunities to promote equality. Employment equality data will be used as evidence to inform equality impact assessments and workforce plans, ensuring organisations can demonstrate fair employment practices to promote diversity within organisations.

The framework will enable staff to deliver language sensitive services for their local populations. This will be achieved by mainstreaming Welsh language into workforce plans and other employment strategies. This will support the delivery of “More than just words…”, the Strategic Framework for Welsh Language Services in Health, Social Services and Social Care.

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Welsh Government Consultation Document.
OBJECTIVE 1

An engaged workforce aligned and committed to the delivery of the vision for NHS Wales in 2016

This objective sets out the organisation development framework that underpins the delivery of the Together for Health and the five year vision for the NHS in Wales.

WHERE DO WE WANT TO BE?

Organisational development will be embedded in planning, design and delivery of services to support.

- **A vision for NHS Wales which is shared by all including:**
  - Developing a shared narrative so that all staff understand what is intended and why.
  - Developing clarity of objectives aligned to the overall vision.
  - Unified interests (in collaboration with partner organisations).

- **Full engagement in the delivery of world class healthcare:**
  - Effective team based working, (multi disciplinary teams, locality teams and clinical networks).
  - Demonstrable collaboration and the building of effective relationships across professions and sectors.

- **Engaged leadership at all levels in delivering high value evidence based care for patients:**
  - Deciding the right thing to do and doing it.
  - Helping others to learn and develop, being innovative and managing risk, empowering staff.
  - Communicating effectively, open and transparent decision making, influencing beyond their area of control.

- **Effective structures processes & systems:**
  - An organisation structure for healthcare in Wales that is fit for purpose to deliver new operational & strategic models.
  - Reviewing systems and using a whole systems approach to service design. Ensuring probity and public accountability.

WHAT WE NEED TO DO

**All staff will:**

- Commit to an annual appraisal and personal development plan.
- Contribute to team objectives.
- Be ambassadors for NHS Wales.
- Be accountable for the quality of care delivered.
- Treat everyone with dignity and respect.
**All leaders will:**

Be accessible, value and engage staff by listening to concerns and investing in skills. Demonstrate NHS Wales values and principles in the way they lead staff and manage services. Deliver annual appraisal or performance appraisal development review for all staff. Jointly agree and review objectives for individuals and teams. Manage expectations. Demonstrate leadership in equality and human rights for staff and patients.

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<tr>
<th>KEY ENABLING ACTION</th>
<th>OUTCOME MEASURE</th>
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<tbody>
<tr>
<td>1 All staff to have an annual appraisal or performance appraisal development review (PADR)</td>
<td>Percentage of staff undertaking appraisal or performance appraisal development review.</td>
</tr>
<tr>
<td>2 Evidence based team working is integral to organisations development frameworks with an emphasis on clinical networks and locality teams</td>
<td>Percentage of staff working within effective teams that understand their contribution and have clear objectives linked to the overall vision measured by staff survey.</td>
</tr>
<tr>
<td>3 A staff survey is undertaken that provides a baseline for organisational climate, employee engagement and well-being</td>
<td>Percentage increase against baseline. Measures that inform action plans and are used to monitor progress.</td>
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OBJECTIVE 2

A sustainable and skilled workforce focussed on helping the people of Wales to improve their health as well as treating sickness

Together for Health major area of change 1, 6

This objective reflects the new partnership with the public and the key role of all staff in promoting health improvement. It recognises that the NHS workforce is a sub set of the wider population of Wales in terms of health and well-being and links to wider strategies that support health gain. It identifies the key employment practices that will make NHS Wales the employer of choice.

WHERE DO WE WANT TO BE?

Continuous development and training for the future which:

Builds capacity and skills of staff to ensure that every interaction with patients is an opportunity for health improvement.
Commissions the education & training of new staff to support this approach.
Provides access to improved career pathways and rewarding careers for staff.
Increases job satisfaction.
Supports the development of additional skills for extended roles.
Invests in skills for primary care and community settings.
Provides development for leaders including 1000 Lives Plus improvement methodologies.
Promotes the embedding of research and innovation into the roles of staff.
Implements national training and education initiatives that ensure future sustainability for Wales.
Provides a supportive environment for the training of future NHS staff.

Responsive employment practices to make NHS Wales the employer of choice focussing on:

Promoting the health and well-being of staff through a range of work based initiatives.
Linking to wider strategies to support health gain for staff.
Reducing barriers between health and social care workforce.
Compliance with all regulatory and legal requirements.
Effective recruitment and retention strategies.

Links to wider strategies to support health gain, including widening access and support of the long term unemployed into the health workforce.
Consistent, flexible all Wales employment policies.
Development of management skills for middle managers including the management of change.
Effective job design.
**Whole system workforce planning around patient pathways that:**

Works with education providers and others to deliver a sustainable workforce for the future.
Integrates with service and financial plans and planning across other sectors (contractor services, social care providers and the third sector).
Develops workforce plans around populations, not structures, and with primary care.
Produces competency based plans around care pathways using workforce modelling and scenario planning techniques.

**WHAT WE NEED TO DO**

**All staff will:**

Take responsibility for their own health and well-being.
Take opportunities to champion healthy choices.
Take responsibility for their own development.
Be responsive to the individual access, cultural and language needs of patients.

**All leaders will:**

Ensure that all staff have a personal development plan.
Support the health and well-being of staff.
Establish roles which work across organisational boundaries.
Promote a zero tolerance approach to bullying and harassment.

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<tr>
<td>1 Working with Occupational Health, Employee Well-being Services and Public Health to maximise opportunities to promote the health and well-being of staff</td>
<td>All NHS Wales organisations to aim for the Platinum Corporate Health Standard and to achieve and maintain a minimum of the Gold Standard.</td>
</tr>
<tr>
<td>2 To produce a skills framework for middle managers</td>
<td>Organisations demonstrate skills framework is in place. Experience of line management measured by staff survey.</td>
</tr>
<tr>
<td>3 A personal development plan for all staff</td>
<td>Percentage of staff with personal development plans (See objective 1, Outcome measure 1).</td>
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OBJECTIVE 3

A redesigned workforce, working together to deliver healthcare for the 21st Century

Together for Health major area of change 2 & 3

This objective supports the development of appropriate staffing models to accelerate the development of safe and effective services across integrated networks of care. The design of staffing will reflect service delivery that supports care closer to home with strong primary and community services.

WHERE DO WE WANT TO BE?

A workforce operating across a fully integrated network of care which delivers:

More care delivered closer to patients’ homes including staff working across boundaries and joint roles between health and social care.

On building and spreading excellence in new models of delivery developed to date.

A focus on health promotion.

Workforce deployment that increases rapid response, enablement, rehabilitation, admission avoidance and accelerated discharge.

Strengthened collaborative working where multi-sector locality leadership teams / community resource teams are developed and supported.

Targeted investment in the training and development of secondary care staff in community / primary care skills to assess and manage complex needs.

Clinically safe services that can be accessed when required where:

Workforce deployment matches activity, workload and patient needs (24/7, 365 days per year, where required).

New and extended roles are introduced to support delivery during weekends and evenings.

The provision of skilled and competent practitioners in settings close to patients’ homes avoids admission where appropriate.

The use of technology is maximised.

Skill mix / grade mix across all staff groups at all levels to support redesigned services:

That will reduce demarcation between professionals and ensure team working across traditional boundaries.

That deliver affordable workforce costs and increased capacity.

Which will deliver competence based development leading to new skills and competencies through creation of new and extended roles.
Which will move to services delivered in the community.
To share learning with independent contractors.
To re-skill and re-train staff where necessary.
To manage the early release of staff where appropriate and the application of the Organisational Change Policy.

WHAT WE NEED TO DO

All staff will:
Be actively involved in redesigning services and share best practice.
Work flexibly to meet patient needs within competencies.
Work across boundaries.
Participate in change.

All leaders will:
Work with partner organisations.
Use quality improvement tools to redesign patient pathways around the needs of patient.
Build effective teams across sectors.
Fully support staff though excellent management of change.

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<tr>
<td>1 Leaders and managers redesign services and pathways using 1000 Lives Plus methodologies</td>
<td>Number of pathways, services redesigned.</td>
</tr>
<tr>
<td>2 Workforce plans developed to support delivery of the shared vision and LHB plans to deliver sustainable services aligned to financial plans</td>
<td>Workforce is sustainable and affordable in line with Service and Financial Plans.</td>
</tr>
<tr>
<td>3 Effective and supportive change management</td>
<td>Staff experience of change as measured by staff survey.</td>
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OBJECTIVE 4

A workforce that aims at excellence everywhere within available resources

Together for Health major area of change 4, 5, 7

This objective supports the development of appropriate staffing models to accelerate the delivery of safe and effective services across integrated networks of care. The design of staffing will reflect service delivery that supports care closer to home with strong primary and community services.

WHERE DO WE WANT TO BE?

NHS Wales will achieve this through working in partnership to:

Make patient safety a priority by reducing harm, waste and variation through:

- Safer and more effective clinical practices.
- The use of proven methods to improve practice including benchmarking performance.
- Eradication of waste through a reduction in transactional costs.
- Building capacity among staff and leaders to develop and deliver continuous quality improvement.

Maximise the workforce contribution to delivery by:

- Regularly benchmarking productivity and addressing required areas of improvement.
- Increasing workforce productivity through process redesign.
- Maximising the use of staff resources including the reduction of management costs.
- The achievement of sickness absence improvement targets.
- Developing organisational band profiles to match service requirements.
- Reducing agency and locum expenditure.

Provide electronic workforce solutions that:

- Deliver high quality workforce information to inform planning and decision making.
- Reduce transactional costs.
- Establish interfaces between the Electronic Staff Record and other electronic workforce systems.
- Ensure the availability of systems to support effective staff deployment such as electronic rostering.

WHAT WE NEED TO DO

All staff will:

- Seek improvement as a core part of their jobs.
- Support leaders in tackling poor practice and waste and avoidable variation in services to patients.
**All leaders will:**
Support staff to problem solve and innovate.
Ensure that every opportunity is taken to reduce harm, waste and variation\(^5\).
Use 1000 Lives Plus methodologies.
Encourage and empower staff to tackle waste and variation in practice.
Focus on delivery of effective, safe and efficient services.
Make best use of resources.
Manage poor performance.

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<th>KEY ENABLING ACTION</th>
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<tr>
<td>1 All clinical staff are engaged in 1000 Lives Plus and trained in methodologies</td>
<td>Aligned with ‘Achieving Excellence’ The Quality Delivery Plan(^6) for the NHS in Wales 2012-2016.</td>
</tr>
<tr>
<td>2 Workforce information to benchmark with the best (workforce intelligence capacity)</td>
<td>Electronic staff record functionality fully rolled out and used to maximum benefit.</td>
</tr>
<tr>
<td>3 Key workforce efficiency targets and productivity measures are in place, including:</td>
<td>Regular publication of workforce information reports with associated actions to achieve local and national targets.</td>
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<tr>
<td>- Sickness absence</td>
<td></td>
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<tr>
<td>- Locum/agency use</td>
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<tr>
<td>- Management costs</td>
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\(^5\) The term variation refers to harmful variation.

IMPLEMENTATION

The success of the implementation of this framework will be based not just on clear intentions, but the ability of NHS Wales to measure the actual impact of strategies and plans and interventions.

Whilst the framework will be used by NHS organisations to develop specific plans and actions that are applicable to local situations there will also be a standard set of outcome measures used across NHS Wales. These outcome measures will be used to analyse and compare improvements and to highlight any areas of weakness and concern that need to be addressed.

MONITORING & EVALUATION

The implementation of the Workforce & Organisational Development Framework will be monitored and evaluated by Chief Executives and Workforce & Organisational Development Directors of Health Boards and Trusts via the production of an annual report against the key objectives and enabling actions.

The monitoring and evaluation of this framework will form part of the overall performance arrangements for Together for health.

Progress will be reported annually to the Wales Partnership Forum.