

# EVERYONE MATTERS: 2020 WORKFORCE VISION

Implementation plan 2018-20



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### **Acknowledgement:**

This document was developed by the Everyone Matters Implementation Group (EMIG). For membership of the group, please visit <http://www.workforcevision.scot.nhs.uk/wp-content/uploads/2017/11/Everyone-Matters-Implementation-Group-EMIG-Membership.docx>

## Introduction

Everyone Matters: 2020 Workforce Vision<sup>1</sup> is our workforce policy for those involved in the delivery of healthcare in Scotland. It was published in June 2013 with input from 10,000 people across NHS Scotland including trades unions, professional organisations and partners in the delivery of care.

Since the launch of Everyone Matters, there have been four annual implementation plans identifying key priorities and actions. We are making good progress towards our vision and are also looking further forward, beyond 2020. For example, the roll out of the iMatter staff experience continuous improvement model has contributed greatly to achieving a healthy organisational culture.

The landscape is changing. The Health and Social Care Delivery Plan<sup>2</sup> and the National Clinical Strategy For Scotland<sup>3</sup>, along with work on Realistic Medicine<sup>4</sup>, improving population health and the continued roll out of health and social care integration, are now our key drivers to deliver transformational change across health and social care. Underpinning this is the introduction of a national workforce plan and regional workforce plans. Our workforce policy needs to keep pace and reflect this new landscape. We also need to consider wider initiatives, such as the work of the Fair Work Convention<sup>5</sup>.

We have therefore started work to consider what a vision for the health and social care workforce might look like from 2020 onwards – how the vision should reflect both the workforce of today and tomorrow, how people work as well as where they work, including those working in health and social care integrated settings.

In the meantime, we are publishing a refreshed version of the existing vision and values, alongside a two-year Everyone Matters implementation plan for 2018-20. This Plan focuses on continuing and consolidating the good work already underway, building on previous annual implementation plans and the actions set out in these, and working towards delivering further progress by 2020.

## Vision and values

Our vision is that everyone is able to live longer, healthier lives at home or in a homely setting. It says that:

We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values. Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.

<sup>1</sup> <http://www.workforcevision.scot.nhs.uk/>

<sup>2</sup> <http://www.gov.scot/Resource/0051/00511950.pdf>

<sup>3</sup> <http://www.gov.scot/Resource/0049/00494144.pdf>

<sup>4</sup> <http://www.gov.scot/Resource/0049/00492520.pdf>

<sup>5</sup> <http://www.fairworkconvention.scot>

Our NHS Scotland values were created from the input of more than ten thousand people. The values that are shared across the NHS in Scotland are:

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork.

Our engagement has shown that our vision and values are still current. Continuing to embed these values in everything we do will help to make our vision a reality. We will continue to respond to what matters to people.

## Priorities for action

The commitments in *Everyone Matters* were originally grouped into five areas which represent the long-term priorities for delivering the workforce vision. These remain unchanged:

**Healthy organisational culture** – creating a healthy organisational culture in which NHS Scotland values are embedded in everything we do, enabling a healthy, engaged and empowered workforce

**Sustainable workforce** – ensuring that the right people are available to deliver the right care, in the right place, at the right time

**Capable workforce** – ensuring that all staff have the skills needed to deliver safe, effective, person-centred care

**Workforce to deliver integrated services (across health and social care)** – developing a workforce across NHS Boards, local authorities and third party providers to deliver integrated services (across health and social care)

**Effective leadership and management** – leaders and managers lead by example and empower teams and individuals to deliver the vision

## What we will do now

Progress will continue to be monitored locally and nationally through existing reporting arrangements. The Everyone Matters Implementation Group will continue to be responsible for reporting progress to the Health and Social Care Management Board.

## Implementation plan 2018-20

The implementation plan for 2018-20 focuses on continuing and consolidating the good progress which has already been made over previous years through the implementation of our vision and values and a range of national and regional actions. In addition, the actions identified in previous implementation plans which have not been completed or superseded by others should continue to be prioritised and progressed over the coming period. These actions are listed in Annex A.

## New actions for Scottish Government and / or other national bodies

Priority	Actions
Healthy organisational culture	Continued support of iMatter and other staff experience measurements. Work with Boards and HSCPs (where involved) to ensure action is taken on feedback to improve the experience of all staff
Sustainable workforce	Implement an improved national and regional workforce planning system across NHS Scotland, taking account of the need for wider whole system workforce planning in an integrated context across health and social care
Capable workforce	Take forward implementation of the Shape of Training Steering Group's recommendations in Scotland
Workforce to deliver integrated services	Provide support to health and social care partnerships on workforce themes and challenges
Leadership and management	Support delivery of work to implement new end-to-end approach for executive-level leadership and talent management for the NHS in Scotland

## New actions for NHS Boards

Priority	Actions
Healthy organisational culture	Ensure that iMatter is embedded as a continuous improvement tool to improve staff experience and that actions are taken to respond to feedback, particularly improving leadership visibility and staff engagement
Sustainable workforce	Take action to promote the health, wellbeing and resilience of the workforce
Capable workforce	Work across organisational and professional boundaries (i.e. between primary and secondary care, between sectors and so on) to share good practice in learning and development, evidence-informed practice and organisational development
Workforce to deliver integrated services	Working with partners, develop workforce planning capacity and capability in the integrated setting
Leadership and management	Deliver actions within the overview paper "Executive Level Leadership and Talent Management in the NHS in Scotland" (published May 2017)

## Annex A

Each Everyone Matters implementation plan since 2014-15 has contained a number of actions for NHS Boards.

It is anticipated that Boards will have completed, or made progress on, each of these actions. Boards are reminded of the need to continue to work on those actions which have not been completed or superseded by other actions.

### **Healthy Organisational Culture**

#### **Creating a healthy organisational culture in which NHS Scotland values are embedded in everything we do, enabling a healthy, engaged and empowered workforce**

2014-15

- Take action to ensure that everyone is clear about the values and behaviours expected of them
- Incorporate behavioural competencies (which reflect our core values) within recruitment and development reviews / appraisal processes
- Roll out the iMatter Staff Experience continuous improvement model
- Ensure that local feedback and monitoring arrangements (from patients, staff, service users etc.) inform how well the core values are embedded
- Engage and involve staff in decisions that affect them

2015-16

- Promote and recognise the behaviours of individuals and teams at all levels which reflect our values

2016-17

- Ensure that staff know their individual contribution is essential to making sure we achieve the workforce vision
- Improve engagement using the iMatter staff experience model and other tools
- Ensure appropriate arrangements are in place to support the health and well-being of staff

2017-18

- Ensure delivery of their iMatter implementation plans, involve staff in decision making and take meaningful action on staff experience for all staff

## **Sustainable Workforce**

**Ensuring that the right people are able to deliver the right care, in the right place, at the right time**

2014-15

- Review their workforce planning arrangements to ensure a joined-up, consistent approach so that all services are included and benefit from the process
- Demonstrate that workforce planning includes a long-term perspective and supports new and emerging service delivery models
- Identify workforce risks and use this information to inform local workforce plans
- Put in place measures to provide high quality workforce data and identify a lead officer with responsibility for workforce data
- Ensure that workforce plans include an analysis of future education and training needs and that this is reflected in local learning and development strategies
- Implement the Good Practice principles recommended by Audit Scotland in their Early Departures report to ensure that early release schemes are driven by the needs of the Board and their workforce plans

2015-16

- Use high quality workforce data and contextual information to inform local workforce plans
- Ensure that recommendations from the Working Longer Review around occupational health, safety and wellbeing are fully implemented and that flexible approaches are taken

2016-17

- Manage workforce implications of new and emerging service delivery models and take appropriate action

2017-18

- Take action to promote the health, wellbeing and resilience of the workforce, to ensure that all staff are able to play an active role throughout their careers and are aware of the support available to them

## **Capable Workforce**

### **Ensuring that all staff have the skills needed to deliver safe, effective, person-centred care**

2014-15

- Ensure that appraisers and those being appraised understand the purpose of development reviews / appraisals, their individual and mutual responsibility for ensuring it is meaningful and that conversations review whether behaviours, decisions and actions reflect our shared values
- Improve the confidence, capability and capacity of everyone involved in leading and practising quality improvement
- Provide fair and appropriate access to learning and development for support staff
- Ensure that their Learning and Development Strategy is developed in partnership and addresses longer-term learning and development needs up to 2020

2015-16

- Ensure that everyone has a meaningful conversation about their performance, their development and career aspirations
- Develop the skills and behaviours required for working collaboratively and flexibly across primary and secondary care, and across health and social care

2016-17

- Ensure all staff are aware of health inequalities and act appropriately to respond to the life circumstances that affect people's health
- Improve digital literacy skills among all staff, especially support workers
- Recognise and support the role of carers in the delivery of healthcare

2017-18

- Build confidence and competence among staff in using technology to make decisions and deliver care by encouraging active participation in learning.
- Work across boundaries (between professions, between primary and secondary care, between sectors and so on) to share good practice in learning and development, evidence-informed practice and organisational development

## **Workforce to Deliver Integrated Services**

### **Developing a health and social workforce across NHS Boards, local authorities and third and independent sectors to deliver integrated services**

2014-15

- Continue local actions and development work to support integration of primary and secondary care
- Make better use of existing mechanisms, such as community planning partnerships, to identify opportunities to share resources, including workforces

2015-16

- Provide leadership to continue to support the integration of primary and secondary care recognising the role of GPs, dentists, pharmacists and others as part of the workforce

2016-17

- Ensure that their workforce plan aligns with the workforce plans of IJBs

2017-18

- Working with partners, develop workforce planning capacity and capability in the integrated setting

## **Effective Leadership and Management**

### **Leaders and managers lead by example and empower teams and individuals to deliver the 2020 Vision**

2014-15

- Plan to build local leadership and management capacity and capability as part of their workforce plan to deliver the 2020 Vision
- Ensure that line managers at all levels are clear about their people management responsibilities and are held to account for how they carry out these responsibilities
- Identify the development, training and support needs of line managers at all levels, particularly in relation to people management, and ensure these needs are met
- Ensure that leaders and managers at all levels understand and demonstrate the values and behaviours expected of them as well as their responsibilities in relation to the Staff Governance Standard and Quality Ambitions
- Ensure that leaders and managers are aware of and abide by national governance arrangements / structures
- Ensure that the approach to ongoing leadership and management development supports Everyone Matters: 2020 Workforce Vision and the Quality Ambitions, and reflects the leadership and management policy statement
- Ensure that managers and leaders identify and focus on the strategic workforce actions needed to deliver Everyone Matters: 2020 Workforce Vision

2015-16

- Build leadership skills to lead / drive Quality Improvement
- Ensure leaders at all levels and in all professions have the skills to support the workforce through change

2016-17

- Deliver work on the five leadership and management priorities

2017-18

- Implement the new development programme for board-level leadership and talent management

For more information see [www.workforcevision.scot.nhs.uk](http://www.workforcevision.scot.nhs.uk) or call 0131 244 3434

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