

EVERYONE MATTERS: 2020 WORKFORCE VISION

Implementation plan 2015-16



Contents

2020 workforce vision and values	2
Implementing the 2015-16 plan	3
Priorities for action 2015-16	4
Appendix: Indicative timeline	7

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2020 workforce vision and values

This implementation plan is for 2015-16. It builds on the actions in the first plan and emphasises the need to take a ‘once for Scotland’ approach where possible. The actions for 2015-16 will help to deliver the 2020 vision for health and social care.

NHSScotland aims to provide safe, effective and person-centred care. Our work will increasingly focus on preventing and detecting health problems and keeping people well in their own homes and in the community.

To support this overall vision, the Cabinet Secretary for Health and Wellbeing published *Everyone Matters: 2020 Workforce Vision*¹ in June 2013. It recognises the role that the workforce play in responding to the challenges that NHSScotland is facing in delivering sustainable services and in improving patient care and overall performance. All Boards are expected to deliver the commitments in *Everyone Matters*.

In December 2013, the Cabinet Secretary published the first *Implementation framework and plan*² which set out the arrangements for delivering *Everyone Matters*. The implementation framework has not changed. Resources giving a review of progress to date are available at www.workforcevision.scot.nhs.uk

The 2020 Workforce Vision for NHSScotland is:

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.

Source: Everyone Matters: 2020 Workforce Vision

Everyone Matters: 2020 Workforce Vision makes a commitment to putting people at the centre of everything we do, and using our shared values to guide the work we do, the decisions we take and the way we treat each other.

The values that are shared across NHSScotland are:

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

Source: Everyone Matters: 2020 Workforce Vision

¹ Scottish Government (2013) *Everyone Matters: 2020 Workforce Vision*

² Scottish Government (2013) *Everyone Matters: Implementation framework and plan 2014-15*

Implementing the 2015-16 plan

This implementation plan sets out the minimum actions that need to begin during 2015-16; some will take longer than one year to complete. Boards are encouraged to start this work as soon as possible, building on their progress with the 2014-15 actions.

It is essential that progress is made on all of the actions as the next implementation plan will introduce additional actions. Progress will be monitored mainly through Local Delivery Plans.

In implementing the actions in this plan, and those carried forward from 2014-15, NHS Boards are expected to:

- make use of performance information and sources of intelligence, such as *iMatter*, staff and patient survey results, to inform the work they do and how they prioritise local actions
- engage with staff, stakeholders and partner organisations in planning this work, building on the collaborative approach adopted so far
- ensure that the way they take this work forward reflects the NHSScotland core values and the Staff Governance Standard
- adopt a flexible approach to delivery to avoid duplication and ensure that ongoing work is sufficient and fully aligned to this implementation plan
- make connections when developing local programmes of work recognising that many of the actions in this plan are cross-cutting and support more than one priority
- ensure that effective arrangements are in place locally to monitor progress
- undertake tests of change in relation to new ways of working and delivering services
- ensure that all learning and development programmes reflect the vision, values and five priorities in *Everyone Matters*.

Support for NHS Boards in implementing *Everyone Matters*, including case studies and links to relevant policies, is available on the workforce vision website (www.workforcevision.scot.nhs.uk).

Priorities for action 2015-16

Healthy organisational culture – creating a healthy organisational culture in which our NHSScotland values are embedded in everything we do, enabling a healthy, engaged and empowered workforce. **The focus this year is on ensuring behaviours consistently live up to expectations.**

Scottish Government and others will:
Provide organisational development support and tools to NHSScotland Boards.
NHS Boards will:
Promote and recognise the behaviours of individuals and teams at all levels which reflect our values.

Sustainable workforce – ensuring that the right people are available to deliver the right care, in the right place, at the right time. **Strengthening workforce planning continues to be the focus this year.**

Scottish Government and others will:
Collaborate to make better use of analysis, intelligence and modelling of education and workforce data to inform longer-term planning
Refresh workforce planning guidance taking a three-year approach which takes account of the challenges of a multi-disciplinary workforce
Develop an integrated workforce planning approach across the wider workforce with other partners.
NHS Boards will:
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.

Capable workforce – ensuring that everyone has the skills needed to deliver safe, effective, person-centred care. **The focus this year is on developing a more consistent, Scotland-wide approach to learning and development.**

Scottish Government and others will:
Develop a learning and development framework and career pathways taking account of prior learning, particularly for support workers
Provide ongoing investment in developing Quality Improvement ³ capability across the workforce to meet the growing demand for these skills.
NHS Boards will:
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.

Integrated workforce – developing an integrated health and social care workforce across NHS Boards, local authorities and third party providers. **The focus this year is on working with colleagues and partner organisations to implement integrated health and social care workforce arrangements.**

Scottish Government and others will:
Develop a shared approach to Quality Improvement and skills development across health and social care.
NHS Boards will:
Work with partners toward the Health and Wellbeing Outcomes ⁴ developing a shared culture, values and ways of working through effective teams and local partnerships
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.

³ NHS Education for Scotland (2011) The Administrator’s Guide to Quality Improvement

⁴ Scottish Government - Health and Wellbeing Outcomes

Effective leadership and management – leaders and managers lead by example and empower teams and individuals to deliver the 2020 Vision. **This year, the focus is on ensuring effective leadership for change.**

Five priorities have emerged that will guide this work:

















- Cross sector working
- Adopting values driven approaches
- Making space for honest dialogue to improve performance, sustain good performance and tackle poor performance
- Strengthening management at all levels but with a particular focus on middle management, talent management and succession planning
- Leading teams and engaging people.

Boards should ensure that the way they take this work forward reflects the NHSScotland core values and the Staff Governance Standard.











Scottish Government and others will:
Support the delivery of work on the five leadership and management priorities.
NHS Boards will:
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.

Appendix: Indicative timeline

The table below gives an indicative timeline for Scottish Government and others to complete the new actions for 2015-16 and the actions carried forward from 2014-15. The arrows indicate the start and completion times. Actions for completion during 2014-15 are not included.

Actions for Scottish Government and others	2014-15	2015-16	2016-17
Healthy organisational culture			
Provide organisational development support and tools to NHSScotland Boards			
Develop guidance on the core NHSScotland values and the process for embedding values			
Encourage the use of NHSScotland core values to support selection onto relevant further and higher education programmes			
Develop guidance on creating a healthy organisational culture and improving wellbeing			
Sustainable workforce			
Collaborate to make better use of analysis, intelligence and modelling of education and workforce data to inform longer-term planning			
Refresh workforce planning guidance taking a three-year approach which takes account of the challenges of a multi-disciplinary workforce			
Develop an integrated workforce planning approach across the wider workforce with other partners			
Identify and agree high impact workforce actions to support new and emerging service delivery models and ensure a more joined-up approach			
Capable workforce			
Develop a learning and development framework and career pathways taking account of prior learning, particularly for support workers			
Provide ongoing investment in developing Quality Improvement capability across the workforce to meet the growing demand for these skills			
Integrated workforce			
Develop a shared approach to Quality Improvement and skills development across health and social care			
Identify HR/workforce issues for integration to anticipate challenges and risks, and ensure that appropriate action is taken			
Effective leadership and management			
Support the delivery of work on the five leadership and management priorities			
Create a portal for information about leadership and management support, tools and resources			
Ensure that national development programmes relating to leadership, management, and leading quality improvement and so on reflect the leadership and management statement			
Develop guidance and support for leaders and managers at all levels on people management skills.			

The table below gives an indicative timeline for Boards to complete the new actions for 2015-16 and the actions carried forward from 2014-15. The arrows indicate the start and completion times. Actions for completion during 2014-15 are not included.

Actions for Boards	2014-15	2015-16	2016-17
Healthy organisational culture			
Promote and recognise the behaviours of individuals and teams at all levels which reflect our values			
Sustainable workforce			
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			
Capable workforce			
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			
Integrated workforce			
Continue local actions and development work to support the integration of primary and secondary care			
Work with partners toward the Health and Wellbeing outcomes developing a shared culture, values and ways of working through effective teams and local partnerships			
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			
Effective leadership and management			
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.			



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