

## **ANNEX 5**

### **SUMMARY OF MAIN WORKFORCE ISSUES FACING BOARDS**

Workforce will continue to be the single most important resource as we are challenged to find new and innovative ways to improve what we do and how we do it. We also know that it is important to plan for sustainable staffing solutions where teams are made up of people with the right mix of skills – sometimes challenging conventional wisdom about who can do what. We are planning now for the workforce in 2020 and beyond – creating new and extended roles and career paths but we also know that we need to create the conditions now to equip existing staff to change and develop as well as living within our means. We know that the next few years will be extremely tight financially and therefore we need to seek ways of doing things differently.

We know that we will need to continue to drive improvements in efficiency and productivity - maximising the return on investment for the public and enhancing the potential of the existing workforce. Increasing flexibility, adaptability and examination of areas of duplication will be necessary in order to ensure a high quality workforce is sustained. We are also planning to work with education partners to ensure the appropriate supply of trained professional staff and continue to develop our own education and training solutions to provide job satisfaction and career development for a workforce where over 60% will still be with NHS Tayside in 10 years time.

The age profile of the workforce is a concern across a number of departments and specialties, and the available opportunities to succession plan for predicted loss of skills and experience are often limited, due to low staff turnover and resource constraints. The profile of the available labour market, labour market competition and external factors like the economy are now being factored into our workforce planning.

In the short term, the current economic climate is having an impact on the labour market; internally we are seeing a reduction in staff turnover (currently below 7% - a reduction of around one third), and an unpredictable pattern of retirement. There has been increased public interest in workforce planning and in particular – a focus on numbers. It is important to recognise that we require skills at all levels across the career framework and strive to support our staff to achieve their potential. We realise, however, the harsh reality of the economic climate and are in the process of establishing appropriate systems and controls to enable us to achieve financial balance. We will continue to work with staff and their representatives to find the right workforce solutions to the challenges ahead. Externally, we have large numbers of applications for non-registered/qualified staff posts, and increased enquiries to the Healthcare Academy. We remain committed to a policy of no compulsory redundancy balanced by the need to ensure that we can build in flexible working that suits both the service and our staff.

In the long term, we want the NHS to be a career of choice and NHS Tayside an employer of choice – where ordinary people do extraordinary things every day. We also want to be part of a thriving economy where the health of the population can flourish and we play our part in securing the best future for Tayside. We want to continue to build on the foundations set out in the Scottish Government's review of Healthy Working Lives – 'Health Works' to increase opportunities for those furthest away from the labour market to enter and for those who are in it to remain. This is an important commitment as both a health service provider and as the largest employer in the region. The successful Healthcare Academy and Discover Opportunities pilot in Dundee are both well regarded nationally as examples of effective partnership work with JobCentre Plus and others to demonstrate real training and sustainable employment. We are driven by both the ethical and business benefits of these approaches and will explore new opportunities in light of changes to Welfare Reform.

As part of a modernisation and redesign of the NHS Tayside workforce to ensure it meets current and future population need, we have a number of projects under our 'Steps To Better Health Care' Programme which will influence the shape of the future workforce. Each of these projects is utilising the Six-Step Methodology and producing workforce plans and workforce trees, all of which will be consistent with the refreshed HDL 52.

Our strategic workforce priorities are focussed on 3 connected themes – attraction and recruitment, employee experience and education and training.

### **Attraction and Recruitment**

We are reviewing our approach to recruitment – the changing demographic profile of the population and our existing staff means that we need to think again about where the next generation of workers will come from. We know the importance of seeking creative and innovative solutions to widen participation in the labour market and the benefit of a diverse workforce on healthcare delivery. We also need to think again about whether our current approaches to recruitment will be effective both in terms of attracting the best possible recruits as well as providing value for money. We will also closely monitor recruitment activity to ensure that necessary short term decisions to control vacancies and where necessary reduce or restrict recruitment makes sense in terms of our longer term staffing plans. This is set out in more detail in our Employee Attraction and Recruitment Strategy 2010/11.

### **Employee Experience**

We have focussed on improving the pay and conditions of our staff in the last few years and it is important that the public gets a return on this considerable investment by providing the right environment for staff to work well. We know that pay and benefits are an important influence on the employment experience and **engagement** (the pride, commitment and willingness to go the extra mile) but other factors such as the quality of working environment, access to flexible working and opportunities for career development continue to drive staff expectations of

what we should provide as an employer. Getting this right is important because of the direct impact on the patient/public experience of our services.

**By 2015** we would expect our staff to continue to improve their performance and productivity measured by the new national Quality Strategy metrics under development. We also want to see at least 75% of staff recommending NHS Tayside as a place to work and a 20% reduction in sickness absence so that we are at the level of the best performing territorial Boards in Scotland.

## **Education and Training**

We have agreed our Education and Training Strategy to respond to the diagnosis in our Workforce Plan 2010/11. This highlighted how we plan to align training and development priorities to service need, helping us to identify gaps in knowledge and skills, build capacity where required and predict our future education and training requirements. We know that we need to respond to external challenges, such as the future shape and supply of the medical workforce, and to review how jobs can be designed within the necessary governance frameworks. We know that continuing to invest in the development of new roles, creating opportunities for staff to apply knowledge and skills as well as enabling them to progress through the career framework is critical for safe and effective patient care as well as providing staff with development throughout their career within the NHS.

**By 2015** every member of staff will have a clear and agreed personal development plan for their current role and future aspiration aligned to the Career and Scottish Qualification Frameworks

We will continue to set out the workforce challenges and our approach to tackling them on an annual basis through our Workforce Plan.