Title of Paper :	Our Workforce Matters Strategy		
Author:	Assistant Director of OD & Education		
Executive Lead:	Director of Workforce and OD		
Type of Report:	Concept Paper		
	Strategic Options Paper		
	Business Case		
	Information		
	Review/Benefits/Audit		

Link to Strategic Domains:		*Link to Domain:*	
Delivering Outstanding Clinical Quality, Safety & Experience	x	Safe	x
Being a Leading partner in a Progressive Health Economy	x	Effective	x
Striving for Outstanding Organisational Effectiveness	x	Caring	x
Aspiring to Excellence in Practice Through Our Workforce	x	Responsive	x
Creating a 21st Century Infrastructure for Transformative Health and Social Care	x	Well-Led	x

Link to Board Responsibility:	Performance	
	Accountability	
	Strategy	x
	Implementation	

Action Required:	Decide	
	Approve	x
	Note	
	Recommend	
	Delegate	

Positive Benefit:	The Workforce and OD Strategy outlines the Trusts ambitions for its workforce aligned to delivery of the Trusts strategy	
Risk:		
To be published on Trust Website –complete version		Y
If no, to be published on Trust Website – redacted		-
If not to be published complete or redacted, please detail the reason why		-
Presented at Board Meeting of:	**5 November 2018**	

Our Workforce Matters

A Workforce Strategy for an Outstanding NHS Foundation Trust

2018 - 2021

'Our Workforce Matters' Content

Glossary

CCICP	Central Cheshire Integrated Care Partnership
CQC	Care Quality Commission
EEA	European Economic Area
ESR	Electronic Staff Record
EWAG	Executive Workforce Assurance Group
HEE	Health Education England
HS2	High Speed Rail 2
MCHFT	Mid Cheshire Hospitals NHS Foundation Trust
NMC	Nursing and Midwifery Council
OD	Organisational Development
QI	Quality Improvement
TaP	Transformation and People Committee

Summary

The actions in this strategy aim to provide support to our workforce so that they can deliver the best care possible to the people we serve. They are not just a work programme for the Workforce and OD teams, they require commitment and input from the whole organisation, and in particular from those in leadership positions. Committing to this strategy sends a clear message to our staff that we value them and their work. In developing this strategy we have taken into account the need to:

- o Develop compassionate, inclusive systems leaders
- o Have a talent management and succession plan to help us 'Grow our own'
- o Increase knowledge of improvement methods
- o Consider how we will recruit and retain staff
- o Introduce new roles and develop our apprenticeships
- o Improve staff engagement and morale
- o Sustain and promote staff wellbeing
- o Look at how we might use technology and medical advances to enable education and agile working
- o Ensure we are an inclusive employer.

Delivery of the strategy will enable the Trust to change at pace and be both an employer and a provider of choice in the locality.

Message from the Chief Executive

Our workforce, including our volunteers, is our most valued asset and one that is currently beset with significant challenge. These challenges are both national and local and across health and social care provision and will not be resolved quickly or without fresh thinking. We will have to work differently as a system to maintain and improve the quality of care and service delivery that we currently provide whilst remaining financially sustainable. What will not change is our culture that is built on creating and maintaining compassion and inclusion at all levels and ensuring staff have the time and skills to improve both themselves and their services will be essential. Our Workforce Matters Strategy is a key document that pulls together all that we are doing with our people to achieve our vision of excellence in healthcare. It is important that we support and develop our workforce in the right way as you are the people who save and change lives. and who make the difference between good and great patient care. The ambitions within this strategy will support our staff to be healthy and happy, fully engaged and developed; with the improvement and systems leadership skills to ensure our ongoing success as an organisation.

Tracy Bullock
Chief Executive

Introduction

In 2018 the NHS celebrates its 70th birthday. We know in the coming two decades that genomics, digital medicine and artificial intelligence will have an important impact on patients and the workforce. In a fast changing healthcare environment, with a growing and ageing population (a growth of 2.1 million people – 4% in the last five years) the task of ensuring the workforce has the right knowledge and skills and time to care is essential (Topol, 2018). The NHS has approximately 1.2 million staff making it the largest employer in England and the 5th largest in the world (NHS Employers, 2017), approximately 15% of all jobs across Cheshire and Mersey are in the NHS and around 4,700 of those staff work at MCHFT and across CCICP.

Demographic projections, for Cheshire based on 2014 sub-national population projections from the Office for National Statistics are shown in the table below and suggest that the population of the area will grow by 3% over the next 5 years and 5% over the next 10 years. These projections show significant growth in the 65+ population (22%) and given that this group has the highest healthcare needs, this represents a significant issue for commissioners and providers alike and has implications for the skills of our workforce.

Year	Predicted Population Change			
	0-19	20-64	65+	All Ages
2017 - 2022	+2%	-1%	+10%	+3%
2017 - 2027	+3%	-3%	+22%	+5%

Table 1: Projected Population Changes 2017-2022 and 2017-2027

Projections also suggest that over the next 10 years the population of South Cheshire will increase by 120,000 due to Crewe being selected as a hub for High Speed Rail 2 (HS2); as 2018 is year two; some of this growth has already been seen. Large numbers of houses are being built with indications of an additional 7,000 new homes in the West by 2043. Cheshire East Council have ambitious plans for up to 20,000 homes in the same period (not all of this growth has been factored in).

We will be looking after more patients with more complex needs and recruiting staff to vital roles continues to be a challenge. The NMC are reporting the largest ever number of nurses leaving the register outweighing the number joining with 35,363 people leaving the register between October 2016 and September 2017 and only 27,786 joining it. The NMC also saw fewer people from the EEA joining the register and more people from the EEA leaving it.

From 2014 – 2017, Health Education England suggest there has been an increase in those leaving posts by 1.53% across the Cheshire and Merseyside region and evidence from Deaneries also suggests that more junior doctors are not completing their training leaving substantial gaps in rotas. Changes to pension arrangements may also mean that consultants in all specialities may opt for early retirement.

Our workforce profile

Our Nursing workforce remains the area of greatest challenge with 32% of trained nurses likely to retire within the next 5-10 years (46-55 age group) with only 18.5% in the age group 21-30. Given that our ability to recruit trained nurses almost matches those leaving the Trust at around 9.5% there is a deficit we need to address to sustain our future trained nurse workforce.

There is a similar picture for Allied Health Professionals, who are generally a more mobile workforce.

The medical workforce although relatively stable, suffers gaps in the same specialities as the majority of other Trusts, with the exception of some of the larger conurbations who can offer greater opportunities for teaching, research and specialisation than a rural District General Hospital.

However, nationally and locally NHS staff say their experience at work is generally good, with staff engagement scores in the national staff survey remaining high. In 2017 MCHFT was benchmarked in the survey for the first time as an 'Acute and Community' organisation and achieved an engagement score of 3.85 out of 5 which is 'better than average' compared to our benchmark group. As an organisation in 2014 and again in 2018 we were rated as 'Good' by the CQC, so we have solid foundations to build on.

Cheshire as a county has much to offer: good housing, good access to education, close and efficient links to the major cities of Manchester and Liverpool which can be an attractive proposition for those seeking a different quality of life from city living.

The recent agreement to, and implementation of, the 2017 three Year Pay Deal for staff on Agenda for Change terms and conditions goes some way to addressing the impact of the pay freeze on morale, motivation and recruitment for staff and the October 2018 Pay Agreement for Doctors and Dentists reflects the Government's desire to create pay frameworks that reflect and reward performance and productivity rather than time served.

The growth of the local population gives us the opportunity to ensure we are the employer of choice for health and care professionals in our area, able to demonstrate good career pathways, flexible working patterns and a range of benefits that meet the needs of a workforce that now spans four generations.

The challenges that we need to address within this strategy reflect national, local and system wide agendas, including:

- Developing compassionate, inclusive systems leadership
- Creation and embedding of a talent management and succession planning process for the Trust
- Increasing knowledge of improvement methods
- Recruitment and retention to key roles, being innovative with our approach to retention
- The introduction and embedding of new roles such as Physician Associates, Pharmacy Technicians, Advanced Clinical Practitioners and Trainee Nurse Associates
- Changes in education and training including simulation and apprenticeship routes into NHS careers
- Improving staff engagement and morale – re-negotiating the psychological contract for a new generation
- Sustaining and promoting staff wellbeing
- Defining the changing roles of health and care workers as we move towards integration and place-based care models
- Ensuring we are an inclusive employer
- The need to develop new ways of working with an increased focus on public health to help relieve pressure on acute hospital services
- Increased focus on the provision of NHS services across the whole week, to ensure that high quality care is not dependent on the day of the week
- Caring for an increasing and ageing population
- The increasing use of technology enabling more agile working with consideration given to the impact of big data and digitisation
- New drugs, technology and practices such as genomics which will affect how and where care is delivered and the education required to develop these skills
- The removing of national constraints on pay awards, and the increase in pension contributions;

Due to the pace and scale of change taking place in health and social care both locally and nationally the action plans associated with the delivery of this strategy will be reviewed and refreshed after two years in 2020 and an update provided twice yearly to the Executive Workforce Assurance Group and the Transformation and People Committee with a full review in 2021 in line with the Trust strategy.

Alignment with Key Strategic Drivers:

The five strategic documents that have underpinned the ambitions in this strategy are:

(A cross referencing table between these documents is detailed in the action plan document)

- MCHFT Trust Strategy
- The CQC Well Led domains
- Developing People - Improving Care
- The Principles of Workforce Integration
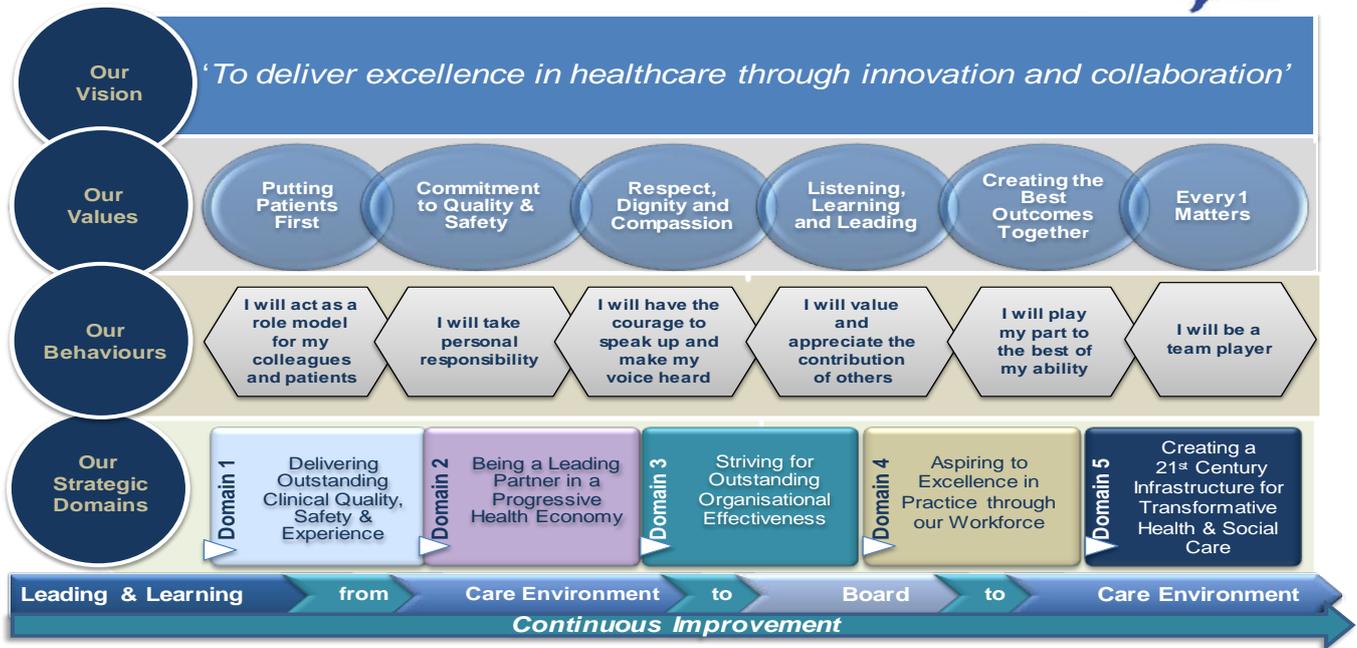- The Carter Review

Trust Strategy 2017/18 – 2020/21

We Care Because You Matter

Mid Cheshire Hospitals NHS Foundation Trust

Trust Strategy 2017/18 – 2020/21

Supporting our Journey from 'Good' to 'Outstanding'

Our Vision
'To deliver excellence in healthcare through innovation and collaboration'

Our Values
- Putting Patients First
- Commitment to Quality & Safety
- Respect, Dignity and Compassion
- Listening, Learning and Leading
- Creating the Best Outcomes Together
- Every 1 Matters

Our Behaviours
- I will act as a role model for my colleagues and patients
- I will take personal responsibility
- I will have the courage to speak up and make my voice heard
- I will value and appreciate the contribution of others
- I will play my part to the best of my ability
- I will be a team player

Our Strategic Domains
- Domain 1: Delivering Outstanding Clinical Quality, Safety & Experience
- Domain 2: Being a Leading Partner in a Progressive Health Economy
- Domain 3: Striving for Outstanding Organisational Effectiveness
- Domain 4: Aspiring to Excellence in Practice through our Workforce
- Domain 5: Creating a 21st Century Infrastructure for Transformative Health & Social Care

Leading & Learning — from — Care Environment — to — Board — to — Care Environment

Continuous Improvement

The Trust strategy is also underpinned by the following strategies:

- Our Workforce Matters Strategy
- Information Technology Strategy
- Estates Strategy
- Risk Management Strategy & Assurance Framework
- Clinical Services Strategy
- Quality & Safety Improvement Strategy
- Performance Management Framework
- 2020 Vision
- Patient & Public Involvement Strategy

Our Workforce Matters Domains Related To The Trust Strategy

Our Strategic Domains

Domain 1 — Delivering Outstanding Clinical Quality, Safety & Experience

Domain 2 — Being a Leading Partner in a Progressive Health Economy

Domain 3 — Striving for Outstanding Organisational Effectiveness

Domain 4 — Aspiring to Excellence in Practice through our Workforce

Domain 5 — Creating a 21st Century Infrastructure for Transformative Health & Social Care

Our Workforce Matters Domains

Domain 1 — EXPERIENCE
Culture
Engagement
Leadership & Management Practices
Living our Values &Behaviours
Health & Wellbeing
Diversity & Inclusion

Domain 2 — PARTNERSHIPS
Place Based & Integrated Care
Trust and confidence
Stakeholders & Partners
Integration

Domain 3 — INFORMED AND EFFECTIVE
Workforce data/intelligence
Communication
Learning Organisation
Improvement & Change
Systems, Policies, Processes

Domain 4 — DEVELOPING OUR WORKFORCE
Workforce Planning - New roles & Apprenticeships
Leadership Development
Talent Management & Succession Planning
Appraisal & Feedback
Coaching & Mentoring
Recruitment & Retention

Domain 5 — DIGITALLY ENABLED WORKFORCE
Fit for purpose
Education facilities
Use of technology
Enable agile working for care delivery in different settings

Our Values

- Putting Patients First
- Commitment to Quality & Safety
- Respect, Dignity and Compassion
- Listening, Learning and Leading
- Creating the Best Outcomes Together
- Every 1 Matters

We Care Because You Matter

Our Ambitions

Our Workforce Matters Strategy sets out five key objectives that are aligned to our organisational strategic domains and that will foster workforce policies and decision making that enables the overall achievement of the Trust's ambitious strategy:

- Our Workforce will have job and career experiences at MCHFT that encourage and enable them to deliver outstanding care to our patients;
- Our Workforce will be partners in building new services across the Cheshire health and social care system that meet the needs of our population
- Our Workforce will be informed and engaged to support MCHFT to become an outstanding organisation
- Our Workforce will be nurtured and developed, enabling them to be the best they can be throughout their careers
- Our Workforce will be digitally enabled to ensure they are able to transform service delivery.

"Compassionate and inclusive leadership and cultures of continuous improvement are dependent on each other. Building capability and capacity of staff is essential to meet the challenges facing health and social care" (National Improvement and Leadership Development Board, 2018)

Delivering Our Workforce Matters Strategy:

There are a number of key themes which will help us to deliver the Our Workforce Matters strategy successfully. Delivery of our strategy depends on our leaders, our staff and our strategic partners being engaged and involved in implementing its objectives. The following sections provide an overview of each of our five strategic domains. The action plans associated with this strategy are set out in a separate document.

Domain 1: Experience

Our workforce will have job and career experiences at MCHFT that encourage and enable them to deliver outstanding care to our patients.

Culture	Engagement	Leadership & Management Practices
Values & Behaviours	Health & Wellbeing	Diversity & Inclusion

Our Ambitions:

1. We will have an organisational culture which will be open, honest and supportive in our relationships with our patients, partners and stakeholders and one where all staff can flourish and have a voice.
2. We will have compassionate leaders who are competent and confident to deliver health care internally and across systems. For our management practices to be fair and get the best out of people
3. Our workforce values and behaviours will be embodied in how we work with each other, our partners and with the population we serve.
4. We will support our workforce to take ownership and responsibility for their health and wellbeing by developing rapid access support systems such as physiotherapy and by helping staff to manage their stress effectively; underpinned by a range of wellbeing support activities, building resilience and encouraging self-care.
5. All of our policies and processes are consistent with ensuring that diversity and inclusion is respected and developed and that we have a workforce that truly represents the people we serve.

This means: We will be aware that the culture of the organisation is a key determinant of the outcomes for both our staff and patients. We will build relationships with partners based on trust and a desire to improve the health of our population. That our leaders will model the Trusts values and behaviours through their words and actions and will support staff health and wellbeing.

Why this is important: Staff engagement has a direct impact on the quality of care we provide and on our productivity and efficiency as an organisation, in turn improving our finances. Staff health and wellbeing has a direct link to sickness, absence and retention as well as patient outcomes. High sickness and attrition rates lead to increased financial costs. The future model of sustainable health and social care delivery is based on building new partnerships and ways of working.

What the benefits will be: Improved recruitment and retention, higher levels of attendance and staff morale. Improved job satisfaction, better patient care and outcomes.

Domain 2: Partnerships

Our Workforce will be partners in supporting and leading services across the Mid Cheshire health and social care economy to deliver new models of care.

Place Based Care	Partners & Stakeholders	Integration

Our Ambitions:

1. We will develop with CCICP and our partner organisations services and support that can be provided within the places where our patients live.
2. The Cheshire health and social system will be known as a place where partners work with trust and confidence with each other to develop new models of care such as Integrated Care Partnerships. We will have staff that are trained and empowered to work across different care settings in different ways.
3. We will have developed our partnership working with Staff Side and Volunteers
4. We will continually seek opportunities for integrated roles and ways of working with partners, alliances, locally and regionally to deliver more effective care
5. We will ensure that we maximise the funding available from the Trust, HENW etc. and have the right programmes in development to meet the future needs of the health and care system. To develop with CCICP, our partners and stakeholders services that support our patients where they live.

This means: We will look to work as a system and as systems leaders with other organisations including the third sector, to enable the delivery of the care models as outlined in 'The NHS Five Year Forward View' and as new models emerge. We will look to make strategic alliances and share information and resources wherever it makes sense to do so, in order to be as efficient and effective as we possibly can .

Why this is important: Securing the sustainability of safe, effective and high quality care whilst working within the finances available will mean working together beyond our normal organisational boundaries. This will provide a seamless approach for the people we serve and enable them to access their health and social care closer to home saving time, money and resources.

What the benefits will be: Working with partners will enable the sharing of resources and the streamlining of care to benefit our patients and service users. There will be financial, time and resource benefits in working as a system and this may give us increased access to new streams for developing our workforce.

Domain 3: Informed and Effective

Our Workforce will be informed and effective in their roles, to support MCHFT to become an outstanding organisation.

Workforce Policies, Procedures & Systems	Workforce data & Intelligence	Communication
Learning Organisation	Improvement & Change	

Our Ambitions:

1. We will continually update and align all of our workforce policies, procedures and systems with new ways of working across the health and care economy.
2. We will develop ESR and its reporting systems to be accessible and enable employee self-service and the accurate monitoring and reporting of data such as completion of key workforce metrics. To use this accurate data intelligently to inform our decision making such as in workforce planning.
3. We will further develop the channels for two way communication across the organisation and beyond so that staff feel engaged and informed and able to feed information into the system in ways appropriate to them.
4. We will develop more feedback loops and knowledge management methods so that information and learning from errors, incidents and near misses can be shared quickly and using an appreciative inquiry approach.
5. We will have an agreed process/standard of training whereby all staff will have some form of Quality Improvement (QI) training and are empowered to make changes to improve services.

This means: That we will develop two way channels of communication and make best use of data and information to inform and assist us in making intelligent and effective decisions. We will train staff so that they can change and improve services.

Why this is important : Developing policies and procedures that support and enable new ways of working and using data intelligently will help us to make the right decisions quickly and know where to place our resources. Clear and accessible two way communication will be vital in ensuring staff are informed and engaged as we reshape our services.

What the benefits will be: We will be able to identify the changes needed and use evidence based approaches to monitor impact. We will have staff who understand what is expected of them and have the knowledge and skills to do their jobs to the highest standard. Informed staff who feel able to feed information upwards as well as draw information down.

Domain 4: Developing Our Workforce

Our Workforce will be supported and developed, enabling them to be the best they can be throughout their careers.

Workforce Planning New Roles & Apprenticeships	Appraisal & Feedback	Talent Management & Succession Planning

Coaching & Mentoring	Leadership Development

Our Ambitions:

1. We will develop a trust wide workforce and recruitment plan that takes into account the current and future shape of services locally. We will also consider working with our partners in health and social care to develop a system level workforce plan that identifies how the changing needs of the population and emerging new technology will change what knowledge and skills our workforce require.
2. We will develop recruitment and marketing campaigns that support the implementation of the workforce plans.
3. We aim to make the best of the apprenticeship levy to support the development of both new and existing staff. We will work with Education providers to establish new academic routes and roles that meet our changing needs and support us to 'Grow our Own' workforce.
4. We will work with staff to help them understand the importance of giving regular, timely and effective feedback that culminates in a good quality appraisal.
5. As part of the feedback and appraisal process we will develop a process to identify and develop talent ensuring the potential of our staff is fully explored and used. All key roles will have succession planning in place to maintain continuity of services and reduce our reliance on external recruitment and interims.

This means – Developing our workforce capacity, capability and confidence so that they are able to deliver the highest quality, safest and most effective health care possible to the people we serve.

Why this is important - Our workforce are our most important asset and having enough staff in the right place at the right time with the right skills will enable the development and support of new models of care. Retaining and developing staff will increase levels of engagement and morale – having a positive effect on the quality of care,and financial outcomes.

What the benefits will be: Improved staff engagement, better care for patients, improved financial outcomes.

Domain 5: Digitally Enabled Workforce

Our Workforce will be digitally enabled to ensure they are engaged in transforming our services. We will make the best use of new advances in health care to develop new service models.

Education	Improve Services Using Technology	Agile Working

Our Ambitions:

1. We will make most effective use of the training needs analysis (TNA) budget by working with divisions to look ahead at what development staff will need in the short and medium term for business continuity and also for business development in the future.
2. We will consider developing with the Cheshire East System an IT enabled HR/OD system that can capture objectives, training needs and feedback at individual, team and organisational level so that we have robust data on which to base our education funding decisions.
3. We will provide a range of ways for staff to access training and development opportunities that include the increased use of massive open online courses (MOOCS) and small private online courses (POCS), shadowing and secondment opportunities. We aim to develop easier ways for staff to access their statutory and mandatory training modules through adopting streamlining principles and achieve the required compliance targets.
4. We will look to use new technology to advance the educational offer such as that of simulation, where we aim to create a fit for purpose simulation centre that can give staff invaluable access to real life learning scenarios that involve the human factors involved in clinical practice
5. We will improve access to IT equipment that will allow staff to be digitally enabled and work in increasingly agile ways, increasing their flexibility to work and share information across the system both with partners and patients.

This means – Ensuring that all staff have the equipment, training and ability to use the technology that will enhance their work and save both time and resources, whilst improving the quality of information we are able to share with our partners in care delivery. We will strive to improve the use of technology to enable the education and development of staff.

Why this is important - The pressure on our services will continue to grow and making the best use of technology and developing new ways of working will enable care to continue to be delivered in safe and effective ways. It will also enhance the working lives of staff who have access to equipment and information wherever they are. The use of technology will allow learning and development to be delivered in more effective ways.

What the benefits will be: An agile workforce who can deliver care and share information appropriately to ensure a seamless and accessible service. A better educated and developed workforce who are safer, more effective practitioners.

Key Risks

Health and Social Care is becoming an increasingly complex and adaptive system. Changes to how local commissioners are configured and how national regulators will operate are likely to have a significant effect on the delivery of the 'Our Workforce Matters' strategy. Key drivers including achieving financial balance for the health economy and the need to transfer services into place-based care environments will also play a significant part in what we are able to resource and will provide additional challenge to our previous ways of working. There is also the effect of national changes such as the implementation of the three year pay deal and factors such as development of ESR functionality to be considered

Monitoring of the Strategy

For this strategy to be successful it will need to be flexible enough to accommodate the changing demands on our staff and the continued pressure on our services and budgets. This will mean that after two years of the strategy's three year lifespan action plans will need to be updated and refreshed. Monitoring of the action plans associated with this strategy will take place at EWAG on a rolling basis and we will also provide a summary report each year (or more frequently by exception) to the TaP.

Summary

The actions within the strategy aim to provide support to our workforce so that they can deliver the best care possible to the population we serve. The actions within the strategy are not just a work programme for the Workforce and OD teams, they require commitment and input from the whole organisation and in particular from those in leadership roles. Delivery of the strategy will enable the Trust to change at pace and be both an employer and a provider of choice in the locality.

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Our Workforce Matters Action Plans
A Workforce Strategy for an Outstanding NHS Foundation Trust

2018 - 2020

The action plans within this document support delivery of the ambitions within the 2018 – 2021 Our Workforce Matters Strategy. They will be monitored through EWAG and refreshed after two years in 2020 due to the scale and pace of change across our health and social care system currently.

Domain 1: Experience

Our workforce will have job and career experiences at MCHFT that encourage and enable them to deliver outstanding care to our patients.

DOMAIN 1 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
CULTURE	a) Promote a coaching culture via delivery of 121, team and coaching essentials for leaders training. b) Use the results of the National Staff Survey, focus groups, Friends & Family Test and Stress Surveys to consider the current culture and areas we want to develop and improve. c) Ensure divisional staff feedback action plans are developed and completed and reported by senior leads at EWAG. d) Improve the national staff survey responses on the engagement and morale questions e) Further develop 'temperature check' mechanisms for gaining staff feedback on an ad-hoc basis.	a) All leaders have attended coaching essentials training and understand the importance of using a coaching style of leadership b) Divisional leaders update their divisional action plans based on staff feedback mechanisms and can articulate what improvements to the culture have been made within their areas c) To improve/maintain the national staff survey responses for the engagement and morale questions and to have all 32 indicators in the average or above average range.
ENGAGEMENT	a) Involve staff in changes that affect them at the earliest opportunity b) Improve senior leaders visibility via regular walkarounds and planned engagement sessions c) Leaders to give regular and timely feedback on performance to their teams d) Research with staff how they prefer to receive recognition and reward and what they want it for (What matters to us) e) Measure through improvements Staff Survey and Friends & family Test scores f) Develop offers that give our staff a stronger sense of belonging to community	a) Leaders give staff the autonomy and empowerment to initiate and lead change b) Embed regular engagement activities such as senior leaders walkarounds so that they become 'business as usual' c) Increase the use of recognition schemes such as Thank you cards and nominations for awards d) Support leaders to increase their visibility and communication (via use of social media etc.) e) Engagement is used as a driver for service transformation at both staff and patient/ community levels. f) Measure improvements in Staff Survey and Friends & family Test scores

DOMAIN 1 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
LEADERSHIP & MANAGEMENT PRACTICES	a) Develop a competency checklist for leaders/managers so they know what they will be held to account for. b) Data on grievances, disciplinaries, bullying and harassment are themed and considered by the HR team with appropriate and timely action taken. c) Ensure senior leaders have clear objectives related to working at system level. d) Include 'Staff Stories' in regular Board Updates along with Patient Stories e) Engage with stress survey audits and action results and demonstrate change f) Maintain and improve our staff engagement scores in the national staff survey with an increasing number of staff also reporting that they would encourage their friends and family to both work and be treated here	a) Design internal leadership programmes that focus on developing compassionate values led systems leaders b) Review data on staff reporting good working relationships with their line managers in the staff survey, Friends and Family test and stress survey results. c) Leaders take targeted action in stress survey hotspots d) Policies are reflective of modern society and a progressive employer, inclusive of all staff within the workforce
LIVING OUR VALUES AND BEHAVIOURS	a) Hold leaders to account for role modelling the trusts values and behaviours. b) Wide communication of staff values and behaviours across the organisation so that all staff are aware of what is expected of them and can talk at their appraisal as to how they have lived our values and behaviours c) Staff at all levels are held to account when they do not model our values and behaviours d) All recruitment is conducted using values based questions.	a) All staff model the Trusts values and behaviours in all of their interactions with each other and with our patients and partners. b) Grievances, disciplinaries and patient complaints are monitored for themes related to contraventions of our values and behaviours and actions taken to address concerns. c) Managers conduct an end of probationary period evaluation of an employee's adherence to the Trusts values and behaviours ahead of confirming permanent employment.

DOMAIN 1 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
HEALTH & WELLBEING	a) Targeted action to improve attendance undertaken b) Extended and targeted delivery of Resilience training c) Promotion of the use of health apps such as those for mindfulness that can be widely accessed by staff d) Develop mental health first aider champions e) Promotion of a wide range of HWB activity via the Health and Wellbeing group. f) Develop rapid access support systems such as for Physiotherapy and mental health and help staff to effectively manage their stress underpinned by a range of wellbeing support activities	a) Use the results of the stress survey audits to target specific areas in order to reduce absence related to stress related illnesses b) Embed the principles of Making Every Contact Count. c) Review data to determine links between resilience training and lowering of sickness rates d) Consider the actions in the updated 2019 Boorman Review on HWB
DIVERSITY AND INCLUSION	a) Embed the principles of diversity and Inclusion throughout all of our systems and processes and ensure staff behaviours are consistent with these principles. b) Ensure all the trusts recruitment processes take into account inclusion and diversity principles and guidelines c) Ensure the Trusts talent management and succession planning process adheres to and promotes diversity and inclusion. d) Establish network groups and provide a framework for them to operate successfully	a) Ensure our workforce is representative of the communities we service. WRES Data b) Inclusion is seen as business as usual and our workforce is representative of the community we serve. c) Applications for leadership programmes and talent management take into account the diversity of Trust staff d) Ensure all staff have access to training on inclusion and diversity relevant to their job role.

Domain 2: Partnerships

Our Workforce will be partners in supporting and leading services across the Mid Cheshire health and social care economy to deliver new models of care

DOMAIN 2 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
PLACE BASED CARE	a) CCCIP to develop five integrated multi-disciplinary care communities teams across east Cheshire to provide place based care. b) Develop at all levels the relationships, networks and care pathways required for Integrated Care Partnerships (ICP) to operate successfully c) Work with education providers to develop new roles and educational programmes to support delivery of new ways of working. d) Develop staff in motivational interviewing techniques to support patients to self-care. e) Train our staff in methodologies that empowers patients to self-care f) To have integrated services across our geography where it is practical	a) Complete the management of change processes required to enable the move to full multi-disciplinary integrated care teams in CCICP b) Work with General Practitioners and social care to develop The Home First Model c) Design new workforce roles to support delivery of place based/integrated care models d) Divisional strategies and workforce plans designed to take into account new models of care and the roles required to deliver them across health and social care.
PARTNERS & STAKEHOLDERS	a) Trust executives take roles as system leaders within our health economy, working with an openness and honesty that fosters trust and confidence. b) Senior leaders role model the behaviours required to foster partnership working across services and consider how their services could be provided differently. c) Staff working in the community work with partners to deliver high quality and seamless care pathways for patients d) Further develop staff side partnership working	a) Trust leaders attend development sessions/programmes that support their ability to work across systems and build networks in health and social care. b) Work with Social care and third sector partners increases to ensure our services are streamlined wherever possible to reduce duplication and waste of resources.

DOMAIN 2 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
INTEGRATION	a) The Trust Board explore the possibilities of working in increasingly integrated ways where it makes sense to do so. b) Agree the focus and breadth of our partnerships c) Staff policies and procedures reviewed to support staff to work across organisations d) Development sessions delivered to support staff to manage change.	a) Streamlining of appropriate services across the health and social care economy with our agreed partners both clinical and non-clinical b) Appropriate support mechanisms are in place for staff during large scale change c) Develop recruitment and selection activities, processes and terms and conditions based on the need for staff to work across multiple organisational boundaries.

Domain 3: Informed and Effective

Our Workforce will be informed and effective in their roles to support MCHFT to become an outstanding organisation.

DOMAIN 3 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
WORKFORCE POLICIES, PROCEDURES & SYSTEMS	a) Implement the 2018 Agenda for change Pay Deal- year 1 b) Ensure all workforce policies and procedures are updated and reflective of new ways of working and changes in employment law. c) Ensure managers are offered training in the implementation of workforce policies, processes and systems d) The HR team will provide support, training and guidance to managers in the application of policies and procedures	a) Implement the 2018 Agenda for change Pay Deal- year 2 b) Intranet site fully updated with FAQs, case studies etc. to support policies c) Training informed and targeted to address areas with greatest need
WORKFORCE DATA & INTELLIGENCE	a) Develop ESR analyst role/ ESR Bureau to support accuracy of workforce data reporting b) Roll out the use of ESR self service c) Use workforce data to inform decision making and changes d) Use workforce data to inform our workforce planning and recruitment processes e) Decision to be made on best team for workforce reporting to sit under.	a) Opportunities to be explored for electronic establishment control processes to be included in ESR
COMMUNICATION	a) Continue to develop a variety of accessible communication channels internally and across the local heath economy e.g. social media, face to face, engagement sessions etc. b) Continue to ensure staff have access to internal communications and are up to date with changes happening in the health economy and how it may affect their work through Chief Executive briefings. c) Ensure that communication flows throughout the organisation in a variety of mediums and that there are regular mechanisms by which staff can receive updates on Trust activity. d) Increase visibility and engagement sessions – Executives and at divisional senior team level.	a) Improve communications with partners and stakeholders via virtual meetings, roadshows, surveys, polls etc. b) Communication channels to gather information from patients about their health and care needs utilised more effectively c) Increased use of digitalisation to communicate widely d) Develop an MCHFT communication portal accessible via smartphones

DOMAIN 3 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
LEARNING ORGANISATION	a) Continue to develop a culture where learning from past mistakes is the norm. Supporting the development of a Fair Blame culture b) The learning from errors, incidents and near misses are shared widely across the organisation, ensuring all staff have access to the learning and good practice c) Feedback is routinely given to improve individual and system performance d) Develop/feed into 'knowledge management' portals that can be shared across the health and social care system	a) Support clinical governance policy by emphasizing the multi-disciplinary responsibility of colleagues working together in a clinical area to manage risk, implement evidence-based practice, and learn from errors. b) Ensure all staff have their performance and development discussed at their appraisal each year. c) Share best practice via the creation of knowledge portals across the Cheshire East system.
IMPROVEMENT & CHANGE	a) Agree a system wide strategy and methodology for QI training – work in partnership in the health economy to facilitate a methodology by which all staff will have some QI training (AQuA's 'Dosing' model) b) Support staff through changes that affect them and their work via line managers, HR, OD, OH, staffside and Education teams. c) Involve staffside in changes that significantly impact on staff and ways of working	a) Develop systems to track change processes and monitor their outcomes and effectiveness b) All staff to have had the opportunity to undertake a level of QI training relevant to their roles. c) QI Champions to be positioned throughout the organisation and health economy d) Resilience training and Psychology of Change workshops will be available to all staff and leaders across the system

Domain 4: Planning and Developing Our Workforce

Our Workforce will be supported and developed, enabling them to be the best they can be throughout their careers.

DOMAIN 4 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
WORKFORCE PLANNING NEW ROLES APPRENTICESHIPS	a) Develop a Trust-wide workforce plan b) Develop divisional workforce plans c) Leaders to stay up to date with information on how care will be delivered differently, such as the use of genomics and AI and how this will impact the workforce d) Integrate Trust wide and divisional plans for the current and future workforce requirements into clinical strategies e) Develop recruitment campaigns based on our plans f) Ensure best use of the Apprenticeship Levy through considering all appropriate roles for apprenticeships. g) Work with a range of Education providers to establish new academic routes and roles. h) Develop the recruitment and selection skills of managers	a) Work with all partners to ensure there are plans for staff to be trained in new ways of working and delivering care b) Input into a system wide workforce plan that includes the development of new generic worker roles that will meet the needs of the changing health and social care system. c) Continue to work with Education Providers to develop new roles and qualifications d) Trust makes full use of its apprenticeship levy and where possible shares underspend of the levy with partners to enable a system wide workforce development plan. e) Support the development of a Cheshire and Mersey Careers Hub
APPRAISAL & FEEDBACK	a) Increase the importance of holding to account on values and behaviours in performance management and feedback b) Devise processes whereby all staff can receive regular feedback on their performance c) Ensure all staff have had a relevant and meaningful yearly appraisal d) Scope the use of electronic appraisal systems that can provide robust organisational data e) Ensure personal development plans from all appraisals are fed into divisional and then trust wide TNA plans f) We will achieve the 95% target of staff having their appraisal and recognise the impact of the new NHS paydeal and its implications for pay progression and appraisal. g) Leaders will have objectives at their appraisal that include working at systems level.	a) Make best use of appraisal data to inform the TNA to ensure not just business as usual but development for future sustainability is funded b) Align/streamline our appraisal processes with those of our system partners c) Staff are given regular and timely feedback on their performance to enable them to develop.

DOMAIN 4 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
TALENT MANAGEMENT & SUCCESSION PLANNING	a) Agree a process with divisions on how to implement talent management processes across the organisation so that all staff have the opportunity to have their skills and ambitions recognised b) Design training on how to hold a TM/SP discussion for appraisers c) Divisions develop succession plans for key and hard to recruit to roles which are discussed with identified successors and logged divisionally and centrally d) Applications for internal, local and national leadership programmes will be drawn from the TM/SP pools.	a) All senior managers to attend training on how to have a talent conversation b) Data from TM/SP conversations are available divisionally and aggregated centrally to inform workforce planning and recruitment campaigns etc. c) TM/SP takes place across Cheshire East Place with staff able to shadow/ be seconded/move between organisational boundaries
COACHING & MENTORING	a) Relaunch the coaching and mentoring internal teams b) Collaborate and share informally our coaching expertise with our system partners c) Coaches and mentors to maintain their CPD and supervision to enable their continued credible practitioner status d) Continue to offer staff 121 coaching, team coaching and the one day coaching essentials for leaders programme internally. e) Staff access the NWLA coaching and mentoring register as appropriate	a) Develop a formal system wide coaching and mentoring offer and training b) Coaches and mentors to maintain their CPD and supervision to enable their continued credible practitioner status c) All leaders offered access to a coach/mentor d) Consideration to be given to training more coaches, in particular from medical/AHP professions
LEADERSHIP DEVELOPMENT	a) Ensure we continue to develop our leaders to meet the standards required in the CQC Well Led domains b) Review all internal leadership programmes to ensure they remain fit for purpose and develop a culture of compassionate leadership c) Continued delivery of a range of planned and ad-hoc leadership development opportunities d) Continue to support access to external and system level	a) Collaborate on leadership development activities with our system wide partners b) Development of opportunities for staff to work in other sectors to expand their leadership knowledge and skills j) Develop programmes that focus on the skills required to lead at a systems level. k) Teams will have access to trained team development coaches to support their performance and development

	programmes through AQuA and NWLA etc. as appropriate e) Access to internal programmes are discussed at appraisal and feed into the Talent Management discussions f) Continue to develop leaders behaviours through access to coaching and mentoring g) Development of a leadership competency matrix h) All staff on leadership programmes and part of the trusts talent pipeline will be offered access to an internal coach and/or mentor to support them on their development journey. i) The current internal leadership programmes will be reviewed to ensure they remain fit for purpose and provide up to date knowledge, theories and practical skills for current and future internal and systems leaders. We will also ensure that programmes encourage diversity within our leadership	and the one day 'Coaching Essentials for Leaders' programmes will continue to be provided to ensure a common language and approach to leadership for the Trust

Domain 5: Digitally enabled Workforce

Our Workforce will be digitally enabled to ensure they are engaged in transforming our services. We will make the best use of new advances in health care to develop new service models.

DOMAIN 5 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
EDUCATION	a) Support the implement of the activities within the trusts education strategy b) Meet our legislative obligations for statutory and mandatory education c) Development of specialised and innovative education delivery methods such as simulation in order to engage and immerse staff fully in their learning and development d) Scope the potential for having a specialised training space available for Simulation – if trust infrastructure/funding allows e) Continue to develop external bids to support the Trust to become a leader in the use of simulation and income generate by offering national programmes. f) We will maximise the TNA money by working with divisions to look ahead at what development staff will need in the short and medium term for business continuity and also for business development in the future	a) All staff enabled to access technology such as desktop PCs, tablets, smartphones to complete their learning activities. b) Extend the use of MOOCS/SPOCs /e-Learning wherever practicable to enable staff to access learning at a time and place that is convenient to them and the organisation c) Use technology to record TNA information making it more accessible and accurate d) Work with system partners to share and develop learning packages in a range of formats. e) Pay membership fees for NWLA and AQuA to ensure we can make full use and have access to learning and development opportunities on offer across the region
IMPROVE SERVICES USING TECHNOLOGY	a) Increased use of ESR self service b) Train staff to make full use of new technology and systems such as Office 365 – using Skype for meetings etc. c) We will develop with the Cheshire East System an IT enabled HR/OD system that can capture objectives, training needs and feedback at individual, team and organisational level so that we have robust data on which to base our education funding decisions.	a) All staff have access to their self-service ESR and they can book and update their own training records b) Increase the number of outpatient clinics who use virtual clinics to see patients c) Improve staff digital literacy in order that they feel comfortable in the use of new medical technology to deliver services differently.

DOMAIN 5 ELEMENTS	ACTIONS 2018 - 2019	ACTIONS 2019 - 2020
AGILE WORKING	a) Staff will be enabled through having access to new technology, to record and share information accurately and safely internally and externally b) More staff will be able to move between bases, home and organisations to enable care to be delivered seamlessly and cross organisational and professional networks to develop. c) Staff will be supported to maintain their professional identities, team working and support networks when face to face time with colleagues is limited.	a) Staff will be enabled to work from multiple locations saving travel and working time b) Sharing of data with our partners will improve patient care and staff experience at work. c) All staff will have access to up to date technology that supports new ways of delivering care and cross organisational matrix working.

Key Performance Indicators

Ref	Name and Descriptions	Link to Domain and Ambitions
1	Response rate and results of the annual National NHS Staff Survey, including Staff Engagement Score: • Violence, bullying and harassment • Health and wellbeing • Staff motivation • Increase in the number of staff who have taken part in non-mandatory training, learning or development • Increase in the number of staff who report that training, learning or development has helped them to do their jobs more effectively • Increase in the number of staff having an appraisal within the last 12 months and their satisfaction with the process and outcomes. Staff reporting they are able to contribute to improvements at work	
2	Response rate and results to the quarterly Friends and Family Test for staff	**Domain 1: Experience**
3	Employee Relations Performance, including recruitment and retention levels	
4	On-Boarding and Exit Interview feedback	
5	Taking the temperature through observations, walk-arounds , peer reviews and 'back to the floor' by senior leaders	
6	A new Trade Union Recognition Agreement is in place	

7	Increase our capacity amongst Trade Union representatives	
8	Increase the number of volunteers	
9	CCICPs Five integrated multidisciplinary teams are in place	**Domain 2: Partnerships**
10	Work towards becoming developing a Cheshire East ICP is progressing	
11	All policies to be renewed within their life cycle	
12	Employee Self Service to be rolled out across whole organisation	
13	Increase in visibility of the Board and Senior teams	
14	Development of robust workforce plans and development of our workforce through a range of learning activities	
15	Audit to determine the conversion rate of staff accessing leadership programmes moving into leadership roles	
16	Development of robust divisional Training Needs Analysis - spend against allocation	
17	Monitor Turnover rate • Leavers <12 months • Qualified nursing vacancies (band 5) • Medical vacancies (Consultant and Associate/Specialty Doctors)	

18	Trust pay spend (£ forecast as at month 9) • Bank and agency- Qualified nursing fill rates • Bank and agency- medical fill rates • Bank and agency- other fill rates	**Domain 3: Informed and Effective**
20	An increase in the number of staff who have undertaken a Talent Management and Succession Planning Conversation	
21	Introduce new system for developing the Trust's TNA	**Domain 4: Digitally Enabled**
22	Improved accuracy of Workforce data reporting	
23	More services where appropriate delivered virtually (e.g. virtual; fracture clinic)	
24	More staff have access to appropriate technology that enables agile working	
25	The Number of e- learning packages available and accessed by staff increases	

Appendix 1: Alignment with Key Strategic Drivers:

Trust Strategy	Our Workforce Matters Strategy	CQC Well Led	Developing People Improving Care Primary Drivers	The Principles of Workforce Integration	The Carter Review
Domain 1	1. Experience	W3. is there a Culture of high quality sustainable care	2. Compassionate, inclusive and effective leaders at all levels	Principle 3 Principle 4	• Values-based behavioural framework • Colleague Opinion Survey
Domain 2	2. Partnerships	W7. Are the people who use our services, the public, staff and external partners engaged and involved	1.Leaders equipped to deliver high quality local health and care systems in partnership	Principle 6	• Patient-centred organisation • Engagement
Domain 3	3. Informed and Effective Workforce	W2. Is there a clear vision and credible strategy to deliver high quality, sustainable care and robust plans to deliver W5. Are there clear and effective processes for managing risks, issues and performance W6. Is accurate information being effectively processed and challenged and acted on	3. Knowledge of improvement methods and how to use them at all levels.	Principle 5	• Operational Management Process
Domain 4	4. Developing our Workforce	W1. Is there leadership capacity and capability to deliver high quality and sustainable care W4. Are there clear responsibilities and roles and systems of accountability to support good governance and management	2. Compassionate, inclusive and effective leaders at all levels		• Leadership Strategy • Dashboards • Individual Performance Management System
Domain 5	5. Digitally Enabled Workforce	W8. Are there robust systems and processes for learning, continuous improvement and innovation	4. Support systems for learning at local regional and national level		• Structural Improvements