

**Foreword**

The Scottish Government has established a vision which requires Boards across NHS Scotland to undergo significant change to deliver the aim of ensuring the people of Scotland will live longer, healthier lives at home or in a homely setting.

 NHS Golden Jubilee has been delivering high quality, safe effective and person centred care to the people of Scotland for over ten years and has expanded the range and scale of services it provides in that time.

The Golden Jubilee continues to play an important role in providing elective care across a number of specialities for people from across NHSScotland. This includes increasing elective care capacity through expansion of the hospital as part of the Scottish Elective Centres Programme. This is a critical element of the Health and Social Care Deliver Plan for NHS Scotland and will need to be underpinned by robust workforce planning to ensure we develop and build our workforce to support increasing capacity and changing models of care.

We have also developed and expanded the regional services provided through our Heart and Lung Centre and ensured the sustainability and development of vital national specialist services, including heart transplantation. Future demand on regional and national services will result in the need to expand and develop our workforce to increase our capacity and accommodate more specialised treatments and therefore specialist roles.

Building and developing our workforce will need to take into account factors including an ageing workforce and availability of suitably skilled workers. It will be challenging to ensure we have the appropriate numbers of staff with the right skills, while keeping pace with the increasing demand on healthcare. However, it can be achieved through workforce planning that has a continual focus on developing roles to match changing care models and seeks out innovative ways of recruiting and developing people into these job roles.

We need to maintain our highly productive and skilled workforce through a combination of effective learning and development support and a focus on the health and wellbeing of our staff. This will ensure we are investing in our staff and that staff are healthy, productive and engaged.

We also need to maintain and develop our reputation as an exemplar employer to maximise our ability to retain staff and their valuable the skills and expertise needed to deliver high quality healthcare. Attracting staff through our reputation and the job roles we offer is key to this, along with being a flexible employer, able to support a diverse workforce. This also acknowledges an ageing workforce that will be working longer.

Our workforce is our biggest asset. This strategy sets out how we will attract, develop and retain the right numbers of people with the right skills and values to deliver high quality healthcare. Valued, highly skilled and empowered, our workforce will continue to ensure the Golden Jubilee remains NHSScotland’s flagship organisation - delivering the highest quality care for the population of Scotland.

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# Aim

The aim of our People Strategy is to ensure we have a sustainable, healthy and productive workforce with the capacity and capability to meet the current and future demand for our services at the Golden Jubilee Foundation.

# Our Vision

**‘We will create and support a talented, resilient, technologically advanced, agile workforce that will work with patients and guests encouraging self management of their own health and wellbeing’**

# Strategic Priorities

Our board strategy will be delivered by our workforce and this people strategy supports the successful delivery our strategic priorities. The board strategy has 7 strategic workstreams as detailed in table 3.1 overleaf and includes the following cross-cutting workstreams:

* Quality, Planning, Performance and Finance
* Workforce and People
* Property and Asset Management
* eHealth and Digital Transformation
* Regional and National Collaboration

Developing, maintaining and supporting our people will be integral to all of these workstreams. To deliver our board strategy, we will focus on the following strategic workforce priorities:

**Strategic Workforce Priorities**

* Building and sustaining our workforce for now and for the future.
* Developing our workforce and ensuring it is technology ready.
* Staff health and wellbeing.
* Regional and national workforce.

We will detail our approach and what we are looking to achieve under each of the four strategic priorities in this strategy.

**Table 3.1 – Board Strategy Overview**

|  |  |
| --- | --- |
| **Strategy Workstream** | **Overview** |
| 1. Hospital Services | We will continue to deliver high quality care through our existing regional and national services and our elective care provision. In addition we will develop our hospitals services to meet increasing demand and continually improve how they are delivered.  |
| 2. Golden Jubilee Expansion and new developments | Expansion of our elective care provision through new hospital facilities is fundamental to our future and the NHS Scotland’s Health and Social Care Delivery Plan. In addition we will explore opportunities for expanding the range of clinical treatments and services we are able to provide through both our elective care and regional and national services |
| 3. National Elective Centres Collaboration | The success of the Golden Jubilee model of care and our track record of delivering high volume elective care that is safe, effective and person-centred, means we are well placed to collaborate with other national elective care centres. We will work with NHS Boards to ensure effective management of the national elective centres and delivery of consistent high quality models of care across NHS ScotlandWe will work with NHS Boards to effectively manage the use of private sector healthcare provision across Scotland. This will ensure that national elective capacity is fully utilised and private sector healthcare utilisation is minimised and where needed is managed carefully |
| 4. Teaching Hospital Status and Centre of Excellence | We will build on existing training and education for the range of staff involved in delivering high quality healthcare including healthcare professionals. This will include becoming a teaching hospital with an undergraduate and postgraduate prospectus.We will also continue to develop ourselves as a centre of excellence where people come to develop their skills and expertise and learn from our world leading service providers |
| 5. Innovation and Investment | We will continue grow and develop our strategic partnerships to enhance our ability to fund and support Innovation. We will also ensure global development of the Golden Jubilee Foundation brand and expand our opportunities to market our ideas, products and models of care across the world. This will drive further investment in the Golden Jubilee Foundation, NHS Scotland and the wider Scottish economy. It will also strengthen our ability to drive innovation internally and across NHS Scotland |
| 6. Research and Development | We will build on our success in establishing a highly effective and well managed Research institute by exploring new fields of Research and growing the number of partnerships we have across academia, industry and healthcare. We will also seek further investment and funding opportunities to enhance our portfolio and support development of our capacity and capability for Research, including our staff |
| 7. Hotel and Conference Centre | We will develop a sustainable business model and investment strategy for the Hotel and Conference centre that balances our unique ability to provide patients and carers with accommodation with our opportunities to increase income through commercial and leisure activity. We will also ensure that the conference centre is at the heart of providing services for NHS Scotland and the wider public sector |

# Building and sustaining our workforce for now and for the future

## Current Workforce

As at 1 April 2018, the NHS Golden Jubilee employs 1821 staff. There are now more clinicians working in every speciality across our organisation. A workforce plan is written, approved and published by our NHS Board annually.

Our workforce has grown every year over the past five years. This has led to theatre capacity being reached and space utilisation across the site becoming a challenge. Headcount for each Division can be viewed below:

A full summary of our workforce broken down by protected characteristic can be viewed at the link below.

<https://www.nhsgoldenjubilee.co.uk/publications/reports/workforce-monitoring/>

## Growing our workforce

Our workforce has grown by approximately 2% each year since 2015 and we now currently employ approximately 1800 staff. This growth has enabled us to expand our services and increase our capacity to deliver increasing amounts of elective care for NHS Scotland as well as expanding our regional and national services.

Our hospital expansion programme will further increase our elective care capacity. Further development our regional and national services will also see continued growth. Workforce modelling for this continued expansion will see our staff numbers grow to approximately 2400 by 2025. This increase will be across all staff groups in the hospital as illustrated in figure 1.1 below.

Figure 1.2 shows the relative scale of the growth challenge across the staff groups of our workforce.

Figure 1.2 – Percentage Increases by Staff Group by 2025

## Workforce planning

We will deliver a systematic and forward looking approach to workforce planning that over the next five years that:

* ensures we are matching capacity with demand which will be changing year on year due to both expansion and changing models of care and service delivery;
* enables us to evolve and develop the skill mix of our workforce to suit new models of care and ways of working; and
* supports the increasing range and scope of practice within different healthcare professions.

The NHS Golden Jubilee has been chosen by the Scottish Government as one of the new elective treatment centres to be built to meet demand for elective procedures, such as cataract operations and hip and knee replacements.

The first phase of the expansion is scheduled to start treating patients in Summer 2020, with phase two building work complete in 2021. The hospital development will require an increase in workforce across most staff groups and it will also give us the opportunity to review and develop new roles and ways of working. The expansion will also allow us to continue to work alongside local partners to help with the development of our workforce. To ensure we are able to deliver the right staff in the right place at the right time, we are going to change how we undertake workforce planning, that is scalable, intuitive and delivers for the population of Scotland.

* **We are going to introduce a new digital platform for workforce planning and analysis that is accessible to every team, line manager, Human Resources (HR) team and the Board.**

We will deliver a digital platform where our Board can use a common data warehouse to upload workforce data to allow them to report on workforce related metrics.

Currently considerable time is invested in extracting, transforming and reporting workforce data. Typical workforce data is captured and maintained on a number of local and national systems e.g. eESS, payroll, finance/planning systems, recruitment systems, appraisal systems, training systems, iMatter. This list is not exhaustive but does provide an idea of the variety of information systems that people related data is captured on.

* This solution, which provides the ability to report on Workforce data regardless of which system the data resides, has potential for efficiency saving and greater value add. Some of the benefits are captured below. By combining data sources we will be able to view all workforce data in one place which will give us the ability to triangulate data and discover patterns that could have been missed using separate individual reports.
* By making ad-hoc analysis easier and increasing data sharing will provide a clear view of challenges and opportunities. A solution that can make data accessible, allowing managers to explore data from their own perspective, will allow more questions to be asked and more discoveries to be made.
* Being able tovisualise data in a way which would allow us to understand our data and convey complex information in an easy-to-consume format.

This will also prepare us for the proposed peer review element of a revised staff governance monitoring approach being considered by the Scottish Workforce and Staff Governance Secretariat (SWAG). Including a core dataset designed with staff governance standards, the adoption of this technology will reduce the administrative burden of producing data and will give the added benefit of triangulation of the data with other datasets.

* **Invest in and support the development of our people to workforce plan**

The Human Resources team will work closely with line managers to develop a more integrated approach to workforce planning by supporting managers with their local challenges and high priority areas. This will involve supporting managers to analyse and interpret workforce data and consider the possible futures to ensure local workforce plans are in place. By up-skilling our managers and workforce we need to ensure our systems are robust and open to the changes that we will be presented with. Our staff will have the answers to some of the challenges and we need to be able to ensure our staff voices are heard and we can demonstrate changes are made on the back of those voices. We see this is a natural next step for us as a values led employer.

* **Develop and deliver comprehensive forward looking workforce plans across all specialities and departments**

Traditionally, we have developed and published an annual workforce plan which has described the workforce as a whole and the challenges it will face in that year. That plan looked at short term workforce planning and delivered key actions associated with that.

The new workforce plans will increase engagement and encourage managers across the organisation to plan for the workforce required for the services they manage now and in the future. A key focus will be assessing and forecasting changes to service delivery models due to factors such as increasing demand, technological advances and service redesign. This will include developing and evolving job roles and the workforce skill mix to enable new service models.

This will allow the documents to be live throughout the period of change and the success of the plans can be measured against what the Board delivers. This accountability that we want to ensure is placed on these new workforce plans will ensure greater transparency and clarity on what we are wanting to achieve within set timescales. A Board workforce plan will be published on our Board website under a new workforce section. Individual workforce plans will also be added as these are developed, for example for phase 1 and phase 2 hospital expansion

[**https://goldenjubileefoundation.org/publications/plans/workforce-plans**](https://goldenjubileefoundation.org/publications/plans/workforce-plans)

Any changes made to our workforce will be driven by improving services to benefit the patient pathway, patient experience or increasing efficiency. We recognise that partnership working is essential to support the development and implementation of workforce plans and service redesign. There is staff side involvement through the Workforce Planning and Education Steering Group and also through specific teams reviewing service delivery and skill mix requirements.

* **Meeting the workforce challenge**

We will actively explore flexible employment models with a specific focus on joint appointments for medical staff and other professional groups. This will enable us to offer a broader range of experience and activity which will help develop attractive roles.

We will also ensure our projections for professional and qualified staff inform national and regional educational planning match supply and demand as our workforce expands.

## Attracting and supporting people into a career in healthcare

We have for some time been working in collaboration with a number of organisations to promote our organisation and to increase awareness of current and future opportunities.

We have strong links with local universities, colleges and schools. We support careers events and link with them to provide work experience opportunities for students and career development for tutors.

We also work with a number of different organisations supporting people into the workplace e.g. supporting asylum seekers to find work. We work closely with the local job centre providing information sessions for the job centre staff to help them understand our business which will support more appropriate applications for vacancies. We also provide information sessions for jobseekers on a number of areas including completing an application form and also interview skills. We are also part of the Developing the Young Workforce group which is a national group designed to support and facilitate engagement between employers and young people.

More recently we have begun to work with the Prince’s Trust to support their “Get into Healthcare” programme. The programme has been designed to run for three years initially, working with just under 400 young people. This is a six-week programme sponsored by the Scottish Government which encourages organisations to place people recommended by the Prince’s Trust into roles where they will gain valuable work experience. It is intended that 60% of these placements will be in clinical areas. At the end of the placement a guaranteed interview is offered, and although there are no guarantees of a job with the organisation, it is anticipated that there will be a fairly high success rate. It is anticipated that our first placement will be in 2019.

We will explore how we can utilise the modern apprenticeship scheme to support youth employment and to attract staff into a career with the NHS and particularly NHS Golden Jubilee. We also continue to develop our academic partnerships to ensure we are making best use of all educational and vocational routes into healthcare, for example exploring the relatively new graduate apprenticeships.

We will continue to develop these links, supporting work placements and work experience initiatives as well as visiting local school careers events, including science, technology, engineering and mathematics (STEM) sessions. It is important that students are able to access careers information to support them to make informed choices in relation to their subject choices which will in turn feed our workforce of the future.

**Promoting diversity**

We actively encourage applicants from minority groups and will continue to adjust our recruitment processes to support them to achieve meaningful employment within our organisation, recognising that there are occasions where we may need to consider adjusting some aspects of the role to facilitate this. In doing this, we will link with external agencies who can offer advice in relation to this e.g. Access to Work etc.

This will be underpinned by our robust approach to equalities impact assessment which helps us identify and address barriers or negative impacts on staff with protected characteristics. In seeking to increase our workforce diversity to ensure it is reflective of the communities we serve, we will strive to advance equality of opportunity and reduce the impacts of wider societal discrimination.

# Developing our workforce and ensuring its technology ready

We will continue provide learning and development support across our workforce to enable staff to reach their full potential, enable career progression and support developments in job roles as our they evolve. This will ensure we invest in the skills and expertise of our staff to deliver high quality healthcare and adapt to changing models of care and service delivery across the organisation. This in turn will support productivity, job satisfaction and employee engagement.

## Values based leadership

Leadership with the right values, behaviours and skills are key to creating a culture that supports the achievement of our Vision of Leading Quality, Research and Innovation.

**‘Every interaction by every leader, every day, shapes the culture of the organisation.’** [**Kings Fund Collective Leadership 2016**](https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/developing-collective-leadership-kingsfund-may14.pdf%29)

Recognising that leadership is not restricted to those in formal leadership roles but is a responsibility we all share. We require leadership that is capable, collaborative, constructive and compassionate; that encourages an inclusive environment, shared learning and continuous improvement.

To support current and existing leaders, we will provide a consistent approach to leadership and the foundation of this approach will be rooted in the Health and Social Care Leadership Capabilities, which are:

* Collaboration and Influencing;
* Self – Leadership;
* Empowerment;
* Motivating and inspiring;
* Creativity and Innovation; and
* Vision.

We will continue to deliver and develop our leadership framework by:

* Integrating the Health and Social Leadership Capabilities and behaviours into the framework.
* Embedding a coaching approach that supports all staff to have coaching conversations, as well as providing formal individual and team coaching.
* Developing mentoring support and skills across the organisation.
* Supporting targeted development work with key leadership groups.
* Developing an understanding of how our leadership behaviours are demonstrated
* Identifying the pathways available to support leadership development.

## Corporate training and education

We will continue to deliver a range of high quality training and education that covers mandatory requirements and role specific needs. The strategic developments in training and education will be:

* Working with regional and national partners to migrate to a national e-learning platform and developing ‘Once for Scotland’ modules.
* Developing new training courses and modules, including e-learning to support skills and career development for new job roles developed through workforce planning.
* Supporting development of training courses and trainers (faculty) to deliver human factors and quality improvement training across the organisation.
* Developing our capacity and capability to support vocational training and enable staff to attain recognised qualifications including Scottish Vocational Qualifications.

## Alignment of corporate, clinical and medical training and education

The strategic objectives for corporate, allied health professionals, Healthcare Scientists, clinical and medical training and education are outlined in this People Strategy, the Nursing Strategy, the Medical Education strategy, and our Allied Health Professions (AHP) Strategy. To ensure there is alignment and interaction between them we will develop a combined strategic plan and associated monitoring and reporting through the workforce education and planning group. This will continue to be underpinned by annual reports for each of the three elements of training and education setting out the full range of activity and outcomes achieved in each areas.

## Technology ready workforce

With the amount of change increasing for every public sector body we need to ensure that our staff and managers are equipped with the tools to help them deliver and cope with the changes. Technology will have a huge impact on how we deliver care to our patients and how we deliver our own jobs. Developing a digital first approach to service redesign supported by improvement, transformation and evaluation capability has the potential to radically change how health and care is delivered, enabling people to better manage their own health and wellbeing while improving data gathering, sharing, processing and analysis. When we describe digital first we mean:

* simplified and standardised ways of working across the public sector.
* better and more simplified data sharing.
* building services that are easier for people to use and don’t waste time and money.
* common technologies that can be built and procured once.
* Improving the access to digital services to meet the needs of people without IT access or skills.
* To develop models of care that better meet people’s needs and free up resources.

Over the next few years the NHS Golden Jubilee will be introducing several new digital systems which will have an impact on our workforce such as:

* E-rostering;
* E-recruitment; and
* Office 365.

In addition, we are currently undertaking an ambitious programme to establish an electronic patient record. This programme has a number of workstreams including clinical workflows, healthcare pathways, medicines management, and will require significant change management support to ensure that these new ways of working become fully imbedded.

Each of these systems bring agility to the way we currently work. Allowing our staff, managers and future employees the opportunity to access the right information at the right time.

To support the introduction of new technologies and ensure we exploit their full potential we will need to:

* Review technology training needs across our workforce to develop and deliver a range of training and education that equips our staff to make best use of technology.
* Ensure our job roles and associated knowledge and skills framework provide the range of technology skills from basic core skills through to advanced competencies for those leading on technology implementation and associated change to working practices.
* Review our guidance, policies and approach to flexible and agile working to make best of the workforce on site and from other locations.
* Encourage the use of Organisational Development approaches and tools by leaders at all levels through an Organisational Development Matters initiative, increasing capacity for change and supporting longer term capacity building.
* Provide change management support to enable staff to adopt new working practices that will be enabled through the introduction of Office 365, other technologies and changes to the working environment.

# Staff health and wellbeing

Our staff are our most important asset and supporting them to manage their health and wellbeing and ensure they have a positive experience of work are priorities for us. We have made good progress with supporting staff to maintain and improve their health and wellbeing. This has focussed on:

* Providing health MOTs for staff to provide advice on ways to maintain and improve physical health.
* Raising awareness of access to Cognitive Behavioural Therapy to support mental health and wellbeing.
* Further integration of the Hotel’s Centre for Health and Wellbeing as a Board wide resource including increased staff access and support through fitness challenges, classes, activities and other opportunities.
* Occupational Health Physiotherapists delivering a person-centred approach in their work with staff to help them achieve the goals or aims that are most important to them (‘what matters to you?’).
* Promoting healthy eating habits through providing ‘healthy living options’ in our dining facilities and promoting the importance of good nutrition.
* Equality and Diversity training for all staff that includes raising awareness and understanding of health inequalities and the impact on health and well-being of both staff and patients.
* Supporting the provision of Schwartz Rounds for the organisation, which give staff, from all disciplines the opportunity to reflect on the emotional aspects of their work.
* Values Based Reflective Practice (VBRP): led by two qualified trainers this provides a structured tool to reflect on both work, and the impact of that work upon staff. VBRP also offers tools to consider values in action; what personal and professional motives drive employees; whose needs are being met by our actions and working practices; and where employee derive personal resilience.

These will continue to be important elements in our approach to staff health and wellbeing and will be included within the priorities for staff health and wellbeing in the table below:

|  |
| --- |
| **Staff Health and Wellbeing Priorities** |
| 1. Increasing understanding of health and equality issues for our staff
 |
| We will work with our staff to increase understanding of factors that impact on health and wellbeing, including inequity and discrimination, and support our staff to address them to improve staff health and well-being. |
| 1. Improving staff physical and mental health and wellbeing
 |
| We will support staff to improve their physical health, including access to health and well-being services through their workplace, and will place equal importance on improving the mental health and well-being of our workforce.  |
| 1. Promoting recovery and return to work
 |
| We will promote a recovery based approach to longer term absence, providing support and appropriate accommodations to enable return to the workplace. |
| 1. Releasing the potential of our workforce who are older and working longer and those with long term conditions or impairments
 |
| We will ensure that our staff are supported throughout their working lives and are able to adapt to changes in their health and wellbeing and remain working for as long as they wish to. |
| 1. Developing and implementing ‘Fair Work’ practices
 |
| We will develop a ‘Fair Work’ action plan in line with the Scottish Government’s Fair Work Convention[[1]](#footnote-1) which promotes work that offers effective voice, opportunity, security, fulfilment and respect and leads to benefits for organisations and individuals, including increased productivity and staff health and well-being. |

## Increasing understanding of health and equality issues for our staff

We will build on work to raise awareness of the importance of diversity and equality in the workplace by increasing understanding of the factors that affect the health and wellbeing of our staff and how these can be addressed:

* Raise awareness of social circumstances such as finance, housing or caring responsibilities that can impact on health and wellbeing in addition to health behaviours and health conditions.
* Support managers to recognise and respond to diversity and equality factors including health inequalities so they can support staff to overcome barriers in their working lives or outside of work to good health and wellbeing.
* Promote our role as an employer to ensure improving and maintaining health and well-being is equally accessible to all staff through consistent and equitable organisation wide approaches such as health MOTs, healthy living food options and accessible health and wellbeing facilities.

This work will enable our staff to feel more confident to identify and address issues affecting their own health and wellbeing by accessing help and support either in the workplace or in their wider social setting. It will also help managers be more proactive with their staff to promote the importance of managing their own health through addressing these sorts of issues themselves or with help from the organisation.

## Improving staff physical and mental health and wellbeing

We have a responsibility as an employer to develop and maintain a positive workplace culture that promotes and supports good physical and mental health of our staff.

We will continue to support staff to manage and improve their physical health and wellbeing but we recognise that mental health and wellbeing issues are having the biggest impact on our workforce, which mirrors the wider mental health and wellbeing of our population. Although we have started work on supporting staff experiencing mental health issues there is more to be done. Physical and mental health and wellbeing are interrelated so we will ensure we focus on both aspects of overall health and wellbeing through:

* Supporting staff to improve their physical and mental health and wellbeing through accessing workplace services, with a particular focus on helping them identify what is getting in the way of good health through ‘what matters to you’ conversations between staff and managers.
* Ensuring staff feel confident and safe to identify barriers, either in the workplace or at home, that are impacting on their health and helping them address them.
* Promoting the importance of talking about mental health as much as physical health to minimise stigma and discrimination associated with mental health issues.
* Raising awareness and understanding of the importance of good mental health and wellbeing and the workplace or non-work related factors that can impact on it and how they can be addressed.
* Developing guidance and support on maintaining and increasing physical and mental resilience in our workforce.

This will enable us to take a person-centred approach to health and wellbeing and promote a broader approach to improving staff health and wellbeing that includes body and mind.

## Promoting recovery and return to work

Work is an important part of our lives and can contribute to good health and wellbeing. It can also aid recovery from periods of ill health if managed appropriately and sensitively. For example, recovering from a physical injury can be aided by appropriate temporary adaptations to the workplace or job role to support light or moderate physical activity which can speed up recovery over being sedentary. Similarly, social contact through work can be an appropriate support for mental health recovery if managed well.

Conversely, not actively promoting recovery and supporting return to work can result in longer periods of absence which can be detrimental to the individual and impacts on the organisation as well.

We will work with staff and managers to:

* Use ‘staying in touch’ conversations to manage absences and return to work arrangements.
* Identify and implement appropriate support and accommodations to enable return to work, including temporary job roles and promote a recovery based approach.

## Releasing the potential of our workforce who are older and working longer and those with long term conditions or impairments

We recognise that we have a diverse workforce that includes people living with long term conditions and people with impairments. We also know we have a workforce that reflects the wider ageing population with more of our staff working for longer and retiring later.

This diversity is a positive asset that we already promote through a range of policies that enable people’s job role within the organisation to be matched to their abilities where these may be impacted by changes in their health or through age-related changes. We also provide access to supports that can help overcome any barriers to productive working as a result of age or health related changes ability such as adaptations to the workplace.

We will do further work with staff and managers to ensure we retain the valuable skills and experience of staff that experience longer term changes to their health and ability. This will include:

* Working with managers to develop their awareness and understanding of the impact of ageing and long term conditions on our staff and how these can be addressed through existing policies.
* Ensuring staff and managers know how to access advice and support on making changes to job roles and the workplace to retain staff in productive roles that match abilities that may have changed.
* Continue our work as a leading employer of people with varying abilities.

**Living with Dementia**

We will ensure that the priorities set out in our dementia strategy are incorporated into our approach to supporting staff both in work and outside of work. This includes raising awareness of the early signs of dementia and how to support staff who may be affected themselves or may be caring for others.

## Developing and implementing ‘Fair Work’ practices

There is growing evidence that creating and maintaining a workplace where staff enjoy their work, feel engaged, feel valued and work well in teams contributes to delivering high quality care and staff health and well-being. This is captured in the Scottish Government’s Fair Work Convention which includes the following dimensions:

**Effective Voice *–*** Effective voice requires a safe environment where dialogue and challenge are dealt with constructively and where employee views are sought out, listened to and can make a difference. It is about having both the mechanisms to ensure effective voice and the organisational culture that values and embeds this voice in its approach.

**Opportunity** – Fair opportunity is about going beyond the minimum legal obligations of ensuring equal access to work and equal opportunities in work. It is about developing and maintaining a culture that reflects the attitudes, behaviours, policies and practices that promote and value fair opportunity for all.

**Security *–*** Security of employment, work and income are important foundations of a successful life. It is where staff feel they have a secure job which has predictable working patterns and income that contributes to a stable and sustainable work and home life.

**Fulfilment** – Fulfilling work can be an important source of job satisfaction and the basis for employee commitment. Fulfilling work is also associated with better health and well-being. Fulfilment can be supported in a variety of ways: through forms of job design and work organisation that focus on effective skills use, autonomy, opportunities to problem solve and to make a difference, investment in training and development and cross learning.

**Respect *–*** Fair workincludes a culture where people are respected and treated respectfully, whatever their role and status. It goes beyond the concept of dignity at work and managing poor behaviours to actively promoting respect within the values of an organisation.

These five dimensions already align well with many aspects of what we already do within the organisation including good partnership working, being a values lead organisation and embedding equality and diversity in all that we do.

We will work with staff and managers to develop further actions that strengthen our reputation as a values lead employer that promotes and embeds the principles of fair work. This will include:

* Developing mechanisms to regularly gather and reflect on staff experience feedback, including supporting teams to develop safe environments to enable constructive dialogue and challenge.
* Supporting teams to identify opportunities to improve their working environment and experience using a range of information including staff experience and care experience, and make changes that will contribute to better staff experience and engagement.

# Regional and national working

As a national board we work with NHS Boards across Scotland, collaborating nationally and regionally, including delivering regional clinical services within the West Region.

## National Collaboration

All NHS Boards recognise the challenge of having the right workforce, with the right values and skills, in the right places. Increasingly they know we will work with improvement, transformation and evaluation support to reshape the workforce and improve the data that enables workforce planners to model service demand and projected workforce supply. We will work with the Scottish Social Services Council, the Care Inspectorate, territorial boards, Health and Social Care Partnerships, regions, and higher and further education to improve recruitment and retention, attraction, and education and training for careers in health and care. In addition, we will promote workforce health and wellbeing as a key element of developing a sustainable workforce.

Key areas of national collaboration are:

* NHS Scotland Academy
* National Elective Centres Programme
* National Boards Collaboration

‘Building and sustaining our workforce for now and for the future’ is a priority for NHS Golden Jubilee but is common theme across NHS Scotland. Collaboration is essential to ensure we are able to provide an effective workforce across Scotland as well as for NHS Golden Jubilee. The NHS Scotland Academy, which NHS Golden Jubilee is leading, will be central to providing the right workforce, with the right values and skills, in the right places at the right time.

In addition to this we will collaborate with others to ensure:

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* Consistent approaches and ways of working are enabled across NHS boards; and
* Flexible workforce utilisation is possible to share skills and expertise and provide collective capacity across NHS boards.

## Regional working

**The development of a regional Organisational Development and Learning (ODL) and Education strategy and work plan**

We have developed a West of Scotland Organisational Development Strategy and are currently developing a learning and education work plan which will support effective and improved wider regional functioning and team working. It will also facilitate the design and delivery of cross boundary programmes and interventions, including mandatory training going forward. This will ensure that we have effective regional planning and service delivery teams, consistency and transferability across the region where it is appropriate.

**The development and delivery of a ‘once for region’ approach of Project LIFT**

Specifically, within our regional strategy we will set out a joint approach to the implementation of Project LIFT – the national plan to develop Executive and senior leadership talent across the NHS in Scotland.

**Establishment of our regional recruitment service hub**

We will deliver recruitment nationally and regionally, through our recruitment teams who will need to develop new ways of working together to deliver a seamless highly effective service for NHS Scotland.

**Developing our capabilities and reach for international recruitment**

We will work together to develop a co-ordinated regional programme approach to international recruitment which will achieve a stronger presence in international markets, and will enhance our ability to attract new talent to our region, which will enhance the overall capacity of our region, to the benefit of all west of Scotland boards. Regular updates on national and regional progress will be discussed at our Partnership Forum to ensure all staff partners are involved and agreeable to any changes to the way we work.

# Monitoring and evaluation

The Staff Governance Sub Group will monitor progress of the strategy and report to the Person-Centred Committee. The Strategic Programme Board will also provide oversight of key strategic programmes associated with this strategy. Progress will also be reported to the Senior Management Team and Partnership Forum.

1. <https://www.fairworkconvention.scot/> [↑](#footnote-ref-1)