

# **EVERYONE MATTERS: 2020 WORKFORCE VISION**

Implementation framework  
and plan 2014-15

## Contents

1. Foreword	2
2. Executive summary	3
3. 2020 workforce vision and values	5
4. The implementation framework	6
4.1 The framework	6
4.2 Implementation plans	6
4.3 Priorities for action	7
4.4 Monitoring and reporting arrangements	7
4.5 Governance arrangements	8
5. Implementation plan 2014-15	9
5.1 The 2014-15 plan	9
5.2 Guidance	11
6. Priorities for action	12
Appendix 1: Indicative timeline	21

### **Acknowledgement:**

*Everyone Matters: 2020 Workforce Vision* and this document were developed by the 2020 Workforce Vision Group. The group was initially chaired by John Connaghan, Director of Health Workforce and Performance, and latterly by Shirley Rogers, Deputy Director of Workforce (Programme Director). Group members are: Gerry Marr, CEO NHS Tayside; Jeane Freeman, Chair NHS National Waiting Times Centre; Malcolm Wright, CEO NHS Education for Scotland; Lilian Macer, Unison; Alan Boyter, HRD NHS Lothian; Elizabeth Stow, Society of Radiographers; Anne Thomson, Royal College of Nursing; Andrew Wilkie, SG; Jill Vickerman SG; Ros Moore, SG; SG Project team: Marilyn Barrett; Simon Williams; Kerry Chalmers; Darren Paterson; Mandy Gallacher.

## 1. Foreword

Scotland's Health Service aims to provide safe, effective and person-centred care. Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting.

We need to take action to ensure that the high quality healthcare we currently provide is consistent and fit for the future. This document contains the framework and first implementation plan for delivering *Everyone Matters: 2020 Workforce Vision*<sup>1</sup>. It sets out five priorities for action by NHS Boards and the support that they will be given.

*Everyone Matters* was published in June 2013 with input from 10,000 people across NHSScotland including trades unions, professional organisations and partners in the delivery of care. The commitments in *Everyone Matters* reflect the things that staff said need to change and be done better by 2020. The messages from the 2013 NHSScotland staff survey reflect many of the things that staff said.

The workforce vision is to create a great place to work and deliver a high quality healthcare service which is among the best in the world. This vision is ambitious but I believe it is achievable because it is what the workforce want and it is what the people of Scotland expect and deserve.

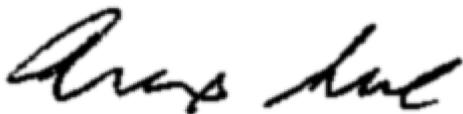
There will be many changes to the way that services are delivered and the work that we do, but the values that underpin the way people work will not change.

*Everyone Matters* recognises that people make change happen and that the support and contribution of the NHSScotland workforce is crucial in delivering reform. The workforce will play a pivotal role in improving patient care and overall performance.

Everyone who is involved in health and care in Scotland needs to be valued, treated well and empowered to work to the best of their ability. Everyone has a role to play in making this vision a reality and needs to be asked to play their part. In implementing the plan, Boards are expected to engage with staff, stakeholders and partner organisations, building on the collaborative approach adopted so far.

The framework sets out the arrangements for holding NHS Boards to account for delivering the commitments in *Everyone Matters*. It should be used by NHS Boards to support their work with partners in local authorities and the third and independent sectors in taking forward the integration of health and social care.

A great deal of work is needed over the next seven years to deliver *Everyone Matters* and Boards should start this work as soon as possible.



Alex Neil  
Cabinet Secretary for Health and Wellbeing

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<sup>1</sup> Scottish Government (2013) *Everyone Matters: 2020 Workforce Vision*

## 2. Executive summary

*The Route Map to the 2020 Vision for Health and Social Care*<sup>2</sup> focuses on improving quality and making measurable progress towards high quality, sustainable health and social care services in Scotland. It describes Scotland's record of excellence in healthcare, the challenges we face over the next 10 years, and identifies 12 priority areas for improvement. Workforce is one of the 12 priority areas for improvement identified in the *Route Map*.

In June 2013, *Everyone Matters: 2020 Workforce Vision* was launched by the Cabinet Secretary for Health and Wellbeing. It recognises the key role the workforce will play in responding to the challenges that NHSScotland is facing, and in improving patient care and overall performance.

*Everyone Matters* sets out the values that are shared across NHSScotland and asks everyone who works here to live these values and demonstrate professionalism in the way they work. Boards have already been asked to make early progress in embedding the core values.

Over the next seven years, all Boards are expected to deliver the commitments set out in *Everyone Matters*. Boards are expected to engage with staff, stakeholders and partner organisations in planning and delivering this work.

The arrangements for delivering *Everyone Matters* are set out in the implementation framework and plan.

The implementation framework outlines the arrangements for planning and monitoring progress which includes a series of annual implementation plans setting out the priorities and supporting actions. Progress will be monitored through Local Delivery Plans (LDPs) and Boards are expected to use existing monitoring information, local intelligence and feedback to inform local plans and actions. Progress will be reported to key stakeholder groups and to the Health and Social Care Management Board.

The implementation plan sets out the actions that will be carried out locally and nationally during 2014-15. These are the minimum actions that need to begin during the year and Boards are encouraged to start this work as soon as possible. An indicative timeline shows which of these actions Boards are expected to complete during the first year.

The table opposite summarises the five priorities for action in 2014-15.

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<sup>2</sup> Scottish Government (2013) A Route Map to the 2020 Vision for Health and Social Care

Priority	2014-15 focus
Healthy organisational culture	By developing and sustaining a healthy organisational culture, Boards will create the conditions for high quality health and social care. <b>The focus this year is on embedding the shared values in everything we do.</b>
Sustainable workforce	The health workforce will need to change to match new ways of delivering services and new ways of working. We need to ensure that people with the right skills, in the right numbers, are in the right jobs. We also need to promote the health and well-being of the existing workforce and prepare them to meet future service needs. <b>Strengthening workforce planning is identified as one of the early actions.</b>
Capable workforce	All staff need to be appropriately trained and have access to learning and development to support the <i>Quality Ambitions</i> and <i>2020 Vision for Health and Social Care</i> . <b>The focus this year is on ensuring that development reviews/appraisals are meaningful, providing fair access to learning and development for support staff, and building capacity and capability to improve the quality of what we do.</b>
Integrated workforce	We need to make sure that the workforce is more joined-up across primary and secondary care, across Boards and with partners across health and social care. <b>The focus this year is on developing the right conditions for an integrated workforce.</b>
Effective leadership and management	Managers and leaders are part of the workforce and have a key role to play in driving service and culture change. They also need to be valued, supported and developed. <b>This year, the focus is on supporting and developing line managers, particularly their people skills.</b>

Further information to support the implementation framework and plan is available on the workforce vision website ([www.workforcevision.scot.nhs.uk](http://www.workforcevision.scot.nhs.uk)). In keeping with the commitment to continuous engagement, visitors to the site will have an opportunity to provide comments or suggestions about the implementation process and the priorities.

### 3. 2020 workforce vision and values

NHSScotland aims to provide safe, effective and person-centred care. Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting.

#### **The 2020 workforce vision**

*Everyone Matters: 2020 Workforce Vision* captures the vision for the NHSScotland workforce. It was developed in consultation with thousands of staff and stakeholders, and supports the 2020 Vision for Health and Social Care<sup>3</sup> and the Healthcare Quality Ambitions<sup>4</sup> for Scotland.

##### 2020 workforce vision

We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values.

Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.

*Source: Everyone Matters: 2020 Workforce Vision*

#### **Our values**

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

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

*Source: Everyone Matters: 2020 Workforce Vision*

These values need to be embedded in everything we do to help make *Everyone Matters* a reality. In particular, everyone should:

- demonstrate our values in the way we work and treat each other
- use our values to guide the decisions we take
- identify and deal with behaviours that don't live up to our expectations
- be responsible for the way we work and not just the work we do.

<sup>3</sup> Scottish Government (2013) A Route Map to the 2020 Vision for Health and Social Care

<sup>4</sup> Scottish Government (2010) Healthcare Quality Strategy

## 4. The implementation framework

### 4.1 The framework

A great deal of work is needed over the next seven years to deliver *Everyone Matters: 2020 Workforce Vision*. It will require a continuous process of planning, implementation and progress reviews. The table below provides an overview of the framework.

<p><b>Implementation plans</b></p> <p>Annual implementation plans will build on each other up to 2020 and will encourage a continuous improvement approach.</p> <p>Some actions will be taken forward at a national level and others locally by Health Boards, through engagement and co-production with those who deliver or are involved in the delivery of health care.</p>	<p><b>Priorities for action</b></p> <p>Priority actions will be identified and will be supported by project plans with key milestones for delivery. The priorities are:</p> <ul style="list-style-type: none"> <li>• Healthy organisational culture</li> <li>• Sustainable workforce</li> <li>• Capable workforce</li> <li>• Integrated workforce</li> <li>• Effective leadership and management.</li> </ul>
<p><b>Monitoring and reporting arrangements</b></p> <p>Progress will be monitored locally through relevant reporting arrangements. Progress will also be monitored nationally through the Local Delivery Planning (LDP) process, along with results from the staff survey and staff governance monitoring arrangements. Workforce Plans may also be used to help monitor progress.</p> <p>Progress will be reported to the Everyone Matters Implementation Group and the Health and Social Care Management Board.</p>	<p><b>Governance arrangements</b></p> <p>The Everyone Matters Implementation Group will be responsible for producing the annual implementation plans. The Group will report to the Health and Social Care Management Board and this will contribute to the wider discussion about joined-up planning for workforce, finance, service, IT and capital infrastructure to deliver the 2020 Vision.</p>

### 4.2 Implementation plans

A series of annual implementation plans will build on each other until 2020. This first implementation plan covers the 2014-15 financial year. The next plan will be published in November 2014, around the same time as the LDP guidance. Each year, adjustments will be made to ensure that work is on track and continues to support the *2020 Vision for Health and Social Care*.

In keeping with the commitment to engagement and co-production, staff and stakeholders will continue to be involved in shaping and informing the actions that are being planned and in reviewing progress. Responses to the early engagement and consultation will continue to inform future implementation plans, and additional techniques, such as focus groups, may be used to support the planning process. The process will also build on well-developed partnership arrangements at both national and local level involving the Scottish Government, NHSScotland employers, trades unions and professional organisations.

#### 4.3 Priorities for action

The commitments in *Everyone Matters* have been grouped into five areas which represent the long-term priorities for delivering the workforce vision. A matrix showing how the commitments have been grouped is available from the workforce vision website ([www.workforcevision.scot.nhs.uk](http://www.workforcevision.scot.nhs.uk)). The priorities may evolve over time to reflect current and emerging issues as the need to address them increases.

Each annual implementation plan will focus on a small number of actions in support of each priority. These actions are expected to commence during the period of the plan. For completeness, work already planned or underway will be referred to but not detailed in the plans.

#### 4.4 Monitoring and reporting arrangements

Progress will be monitored through Local Delivery Plans (LDPs), supported by the Staff Governance monitoring arrangements and results from staff surveys. The Annual Review process will also have a role to play in taking stock of progress.

##### Annual monitoring and reporting cycle



NHS Boards are expected to use existing monitoring information, staff survey results, inspection and audit reports, and other sources of intelligence, including feedback from patients and service users, to inform local plans and actions.

A high-level review of progress against the previous year’s priority actions will be produced by the Scottish Government each year. Progress against the implementation plan priorities will be reported to key stakeholder groups and to the Health and Social Care Management Board.

#### 4.5 Governance arrangements

The Everyone Matters Implementation Group will be responsible for producing annual implementation plans and reporting progress to the Health and Social Care Management Board.

The table below sets out the key organisations responsible for delivering *Everyone Matters* along with their high-level responsibilities.

Organisation	Responsibilities
NHS Boards	<ul style="list-style-type: none"> <li>• Implementing specific actions locally</li> <li>• Working in partnership with others responsible for delivering integrated health care services, including Health and Social Care Partnerships</li> <li>• Supporting/leading specific actions across NHSScotland in partnership with others</li> <li>• Monitoring and reporting on local progress</li> <li>• Engaging with staff to secure their involvement and support</li> </ul>
The Scottish Government	<ul style="list-style-type: none"> <li>• Developing and publishing annual implementation plans</li> <li>• Leading on specific national actions and commissioning solutions</li> <li>• Ensuring robust governance arrangements are in place</li> <li>• Measuring and monitoring progress across NHSScotland</li> <li>• Working in partnership with stakeholders to secure their support</li> </ul>

## 5. Implementation plan 2014-15

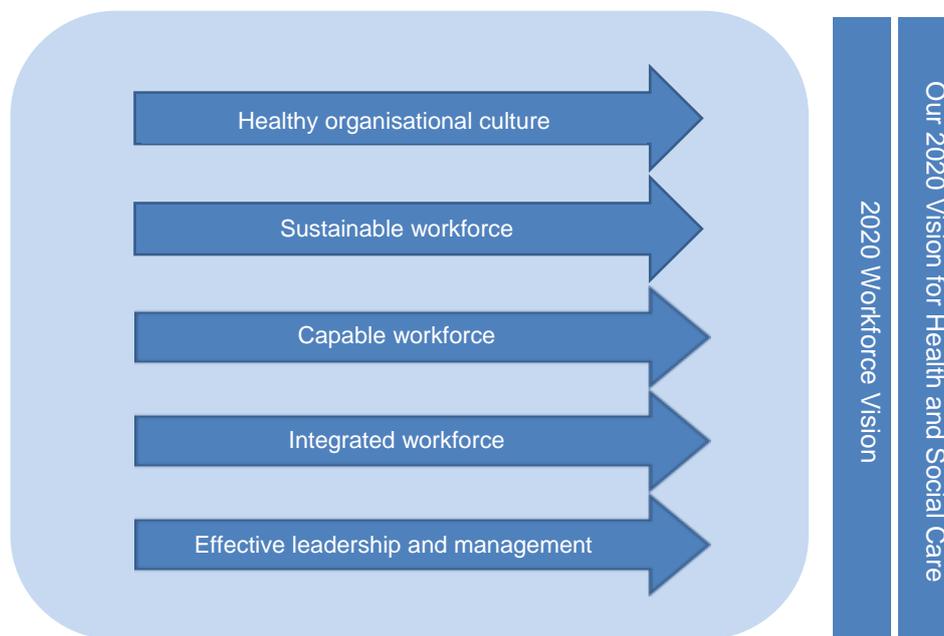
### 5.1 The 2014-15 plan

Over the next seven years, all NHS Boards are expected to deliver the commitments set out in *Everyone Matters: 2020 Workforce Vision*. This will not be achieved through business as usual, compliance and a tick box culture. Real, transformational change will be needed. Delivering *Everyone Matters: 2020 Workforce Vision* is everyone's business.

A series of annual implementation plans will provide a structured approach for delivering the workforce vision commitments and will outline the support that will be given to Boards. The implementation plan for 2014-15 intentionally focuses on the health service in Scotland. Once legislation for health and social care integration has been enacted, the focus will be extended beyond health to include social care.

The commitments in *Everyone Matters* have been grouped into five areas which represent the long-term priorities for action. A table showing how the commitments are grouped is provided on the workforce vision website. The diagram below shows the five priorities and how they support the *2020 Vision for Health and Social Care*.

#### Priorities for action



This first implementation plan is for the 2014-15 financial year. The actions in this plan support delivery of the commitments in *Everyone Matters*. This plan sets out the minimum actions that need to begin during 2014-15; some will take longer than one year to complete. Boards are encouraged to start this work as soon as possible. It is essential that progress is made as the next implementation plan will introduce new, additional actions. Progress will be monitored through Local Delivery Plans and Annual Reviews.

When *Everyone Matters: 2020 Workforce Vision* was published in June 2013, Boards were asked to make early progress in embedding the core values. Progress against this commitment will be reviewed as a priority.

Many of the relevant systems and processes for delivering the priorities for action are already in place. The challenge we face is ensuring the actions are implemented and used in ways that reflect our shared values and support the commitments in *Everyone Matters: 2020 Workforce Vision*.

The priorities for action in 2014-15 focus on the following:

- developing and sustaining a healthy organisational culture to create the conditions for high quality health and social care. The focus this year is on embedding the shared values in everything we do.
- changing the health workforce to match new ways of delivering services and new ways of working; ensuring that people with the right skills, in the right numbers, are in the right jobs; promoting the health and well-being of the existing workforce and preparing them to meet future service needs. Strengthening workforce planning is identified as one of the early actions.
- ensuring that all staff are appropriately trained and have access to learning and development to support the *Quality Ambitions* and *2020 Vision for Health and Social Care*. The focus this year is on ensuring that development reviews/appraisals are meaningful, providing fair access to learning and development for support staff, and building capacity and capability to improve the quality of what we do.
- ensuring that the workforce is more joined-up across primary and secondary care, across Boards and with partners across health and social care. The focus this year is on developing the right conditions for an integrated workforce.
- ensuring that managers and leaders are valued, supported and developed. Managers and leaders are part of the workforce and have a key role to play in driving service and culture change. The focus this year is on supporting and developing line managers, particularly their people skills.

## 5.2 Guidance

This section provides guidance to NHS Boards on the implementation process and what is expected of them when working together and with partner organisations.

- a) Considerable work is already being carried out locally and nationally which supports *Everyone Matters*. This plan focuses on the additional work that is needed to ensure the workforce vision becomes a reality.
- b) Although responsibility for delivery rests mainly with NHS Boards, they will be supported by work taken forward at a national level, for example through the development of good practice guidance and national policy standards.
- c) It may not be possible to complete some of the actions within the timeframe of this plan and additional work may be required in subsequent years.
- d) An overview of progress against this first plan will be made in 2015.
- e) The next implementation plan will build on this first set of actions, review the priorities and make any adjustments that are needed.
- f) NHS Boards are expected to:
  - make use of performance information and sources of intelligence, such as staff and patient survey results, to inform the work they do and how they prioritise local actions
  - engage with staff, stakeholders and partner organisations in planning this work, building on the collaborative approach adopted so far
  - ensure that the way they take this work forward reflects the NHSScotland core values and the Staff Governance Standard
  - adopt a flexible approach to delivery to avoid duplication and ensure that ongoing work is sufficient and fully aligned to this implementation plan
  - make connections when developing local programmes of work recognising that many of the actions in this plan are cross-cutting and support more than one priority
  - ensure that effective arrangements are in place locally to monitor progress
  - provide assurance, through Local Delivery Plans, that appropriate improvement work is being planned and carried out in support of the *Everyone Matters* commitments generally, and that progress is being made against the priorities and specific actions set out in this plan.

## 6. Priorities for action

**Healthy organisational culture** - creating a healthy organisational culture in which NHSScotland values are embedded in everything we do, enabling a healthy, engaged and empowered workforce.

### Why this matters

There is a compelling case in support of a healthy organisational culture and we know from evidence<sup>5</sup> that staff who are valued and treated well improve patient care and overall performance. We also know from the engagement feedback<sup>6</sup> with NHS staff that this is an area of concern to them. Recent reports<sup>7</sup> on service failures have also focused on culture, values and behaviours. However, culture change is complex, difficult and unlikely to be achieved quickly or easily, and the challenges will differ within and between organisations.

A healthy organisational culture is not about what we do, it's about how we do it. By developing and sustaining a healthy organisational culture Boards will create the conditions for high quality health and social care. **The focus this year is on embedding the shared values in everything we do.**

### What we are doing

In recent years considerable work has been carried out within Boards to develop local values and a healthy organisational culture. Boards are expected to continue to take appropriate local action to support culture change as it provides a robust foundation for the developments set out below.

### Actions for 2014–15

<b>Scottish Government and others will:</b>
Develop guidance on the core NHSScotland values and the process of embedding values
Encourage the use of NHSScotland core values to support selection onto relevant further and higher education programmes
Develop a plan for the roll-out of the <i>iMatter</i> Staff Experience continuous improvement model
Develop guidance on creating a healthy organisational culture and improving well-being.

<sup>5</sup> MacLeod & Clarke (2009) *Engaging for Success: Enhancing Performance Through Employee Engagement*; West & Dawson (2012) *Employee Engagement & NHS Performance*; Boorman (2009) *NHS Health & Wellbeing*

<sup>6</sup> Scottish Government (2013) *Everyone Matters: 2020 Workforce Vision, Summary of Engagement and Consultation Responses*

<sup>7</sup> Francis (2013) *Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry*; Berwick (2013) *Improving the safety of patients in England*

**NHS Boards will:**

Take action to ensure that everyone is clear about the values and behaviours expected of them

Incorporate behavioural competencies (which reflect our core values) within recruitment and development reviews/appraisal processes

Roll out the *iMatter* Staff Experience continuous improvement model

Ensure that local feedback and monitoring arrangements (from patients, staff, service users etc) inform how well the core values are embedded

Engage and involve staff in decisions that affect them.

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

### **Why this matters**

Our health service is facing many challenges: growing demand, health inequalities, increasing public expectations, an ageing workforce, recruitment challenges, budget pressures and the integration of health and social care. To meet these challenges NHSScotland is changing how services are delivered. The health workforce will need to change to match these new ways of delivering services and new ways of working. We need to ensure that people with the right skills, in the right numbers, are in the right jobs. We need to promote the health and well-being of the existing workforce and prepare them to meet future service needs. **Strengthening workforce planning is identified as one of the early actions.**

### **What we are doing**

Work is progressing to develop new service models and enhance roles in the priority areas identified in the *2020 Route Map*. These include early years, unscheduled and emergency care, and care for people with multiple and chronic illnesses. Shared services are being developed locally, regionally and at a national level to increase efficiency and ensure that resources are being invested in front-line services.

Progress is also being made in supporting healthy working lives and providing employment opportunities for young people.

### **Actions for 2014-15**

<b>Scottish Government and others will:</b>
Identify and agree high impact workforce actions to support new and emerging service delivery models and ensure a more joined-up approach
Implement a national programme of work to ensure that the quality of regional and local workforce data is of the highest standard
Extend the risk assessment model of workforce planning to ensure risks are identified and mitigating actions are taken
Develop a Scottish Investment Plan to set the strategic direction for investing in the health care workforce now and in the future.

**NHS Boards will:**

Review their workforce planning arrangements to ensure a joined-up, consistent approach so that all services are included and benefit from the process

Demonstrate that workforce planning includes a long-term perspective and supports new and emerging service delivery models

Identify workforce risks and use this information to inform local workforce plans

Put in place measures to provide high quality workforce data and identify a lead officer with responsibility for workforce data

Ensure that workforce plans include an analysis of future education and training needs and that this is reflected in local learning and development strategies

Implement the Good Practice principles recommended by Audit Scotland in their *Early Departures* report<sup>8</sup> to ensure that early release schemes are driven by the needs of the Board and their workforce plans.

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<sup>8</sup> Audit Scotland (2013) Managing early departures from the Scottish public sector

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

### **Why this matters**

Over 150,000 people work for NHSScotland and the majority of the 2020 workforce already work here or are in training. All staff need to be appropriately trained and have access to learning and development to support our Quality Ambitions and 2020 Vision for Health and Social Care. **The focus this year is on meaningful development reviews/appraisals, providing fair access to learning and development for support staff, and building capacity and capability to improve the quality of what we do.**

Systems and processes are already in place locally to support staff development and people management, and there is much good practice. Development review/appraisal is one of the tools available. The engagement feedback shows that not all development review/appraisal discussions are meaningful, difficult issues are often avoided and that staff want this to change. The challenge is for all appraisals to be carried out effectively and reach the standard of the best.

Although support staff<sup>9</sup> make up over one-third of the NHSScotland workforce, their development needs are not always recognised and supported. Recent high profile events and reports highlight the important role of support staff in providing safe, effective, person-centred care. The staff engagement feedback shows that not all staff have fair and appropriate access to learning and development. This needs to change.

Going forward, more people with the right skills and knowledge will be needed to spread good practice and support service improvements across NHSScotland. We need to build capacity and capability to continually improve and meet current and future challenges. Leadership and management capabilities are dealt with later in this plan.

### **What we are doing**

All Boards are required to have a learning and development strategy which is developed in partnership, includes mandatory training, reflects the outcomes of development reviews/appraisal discussions, and identifies actions for implementation, monitoring and evaluation. NHS Education for Scotland supports Boards with their education, training and development needs. The Scottish Government is working with partners and stakeholders to agree the future shape of the medical workforce.

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<sup>9</sup> More than 60,000 people work in support roles in NHSScotland, providing a wide range of services, including: direct or indirect clinical care and support to patients and service users; administrative and business services; and estates and facilities services.

## Actions for 2014-15

<b>Scottish Government and others will:</b>
Review guidance on development reviews/appraisals to ensure they are effective and meaningful
Develop a quality improvement capacity and capability plan
Agree and develop education pathways for support workers to increase capability and support career progression
Develop guidance and provide support to help Boards make best use of national educational systems and learning resources that are available for support workers.
<b>NHS Boards will:</b>
Ensure that appraisers and those being appraised understand the purpose of development reviews/appraisals, their individual and mutual responsibility for ensuring it is meaningful and that conversations review whether behaviours, decisions and actions reflect our shared values
Improve the confidence, capability and capacity of everyone involved in leading and practising quality improvement
Provide fair and appropriate access to learning and development for support staff
Ensure that their Learning and Development Strategy is developed in partnership and addresses longer-term learning and development needs up to 2020.

**Integrated workforce** - developing an integrated health and social care workforce across NHS Boards, local authorities and third party providers

### Why this matters

The integration of health and social care is a key part of the Scottish Government's commitment to public service reform. The goals are to: improve the quality and consistency of services; provide seamless, joined-up, quality health and social care services; and ensure resources and staff are used effectively and efficiently to deliver services. To provide integrated services, there is a need for an integrated workforce, and joined-up working within and across primary and secondary care, across NHS Boards, local authorities and third party providers.

This implementation plan focuses only on the health service in Scotland and creating the conditions for an integrated workforce. Once legislation for health and social care integration has been enacted, the focus will extend beyond health and include social care. **The focus this year is on developing the right conditions for an integrated health and social care workforce.**

### What we are doing

The Public Bodies (Joint Working) (Scotland) Bill<sup>10</sup> provides the framework that will improve the quality and consistency of health and social care services through integration. It is likely to be enacted around spring 2014. Work is going on to support the integration of primary and secondary care through the Primary Care Modernisation Programme.

### Actions for 2014–15

<b>Scottish Government and others will:</b>
Develop practical guidance to support the creation of effective governance arrangements for an integrated workforce
Identify HR/workforce issues for integration to anticipate challenges and risks, and ensure that appropriate action is taken.
<b>NHS Boards will:</b>
Use the guidance provided to inform the appointment of Chief Officers and other joint appointments
Continue local actions and development work to support integration of primary and secondary care
Make better use of existing mechanisms, such as community planning partnerships, to identify opportunities to share resources, including workforces <sup>11</sup> .

<sup>10</sup> Scottish Parliament (2013) Public Bodies (Joint Working) (Scotland) Bill

<sup>11</sup> Audit Scotland (2013) Scotland's public sector workforce

**Effective leadership and management** – leaders and managers lead by example and empower teams and individuals to deliver the 2020 Vision.

### **Why this matters**

We know from recent events and reports<sup>12</sup> that the quality and kind of leadership and management we have affects how services are delivered, how staff feel about their work, and how organisations perform. The *Staff Governance Standard*<sup>13</sup> sets out the rights and responsibilities of staff and NHS employers to ensure fair and effective management of staff.

Delivering services that are fit for the future requires leaders and managers, at all levels across the public sector, who are visionary, work seamlessly with partners who deliver care, can make change happen, empower teams and individuals to innovate and make things better, and lead by example. They also play a key role in creating a culture of organisational learning and ensuring compliance with regulation and legislation.

Managers and leaders are part of the workforce and have a key role to play in driving service and culture change. They need to be valued, supported and developed. As we move towards 2020, investment is needed in leadership and management at all levels. This includes investing in emerging managers and leaders, as well as NHS Board Chairs and Non-Executive Directors who have a role in leading by example and demonstrating the shared values. **This year, the focus is on supporting and developing line managers, particularly their people skills.**

### **What we are doing**

Work is ongoing locally and nationally to support leadership and management development through high quality programmes, management training schemes, toolkits, resources, expert advice, and consultancy support. This work is being taken forward in partnership with trades unions and professional organisations. Work is also planned to support the development of NHS Chairs and Non-Executive Directors.

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<sup>12</sup> Francis (2013) Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry; Berwick (2013) Improving the safety of patients in England; <http://www.kingsfund.org.uk/topics/leadership-and-management>; MacLeod & Clarke (2009) Engaging for Success: Enhancing Performance Through Employee Engagement

<sup>13</sup> Scottish Government (2012) Staff Governance Standard

## Actions for 2014–15

<b>Scottish Government and others will:</b>
Develop a policy statement setting out the kind of leadership and management needed to deliver the 2020 Vision
Ensure that guidance and development support for NHS Board Chairs and Non-Executive Directors aligns with the leadership and management statement
Create a portal for information about leadership and management support, tools and resources
Ensure that national development programmes relating to leadership, management, leading quality improvement and so on reflect the leadership and management statement
Develop guidance and support for leaders and managers at all levels on people management skills
<b>NHS Boards will:</b>
Plan to build local leadership and management capacity and capability as part of their workforce plan to deliver the 2020 Vision
Ensure that line managers at all levels are clear about their people management responsibilities and are held to account for how they carry out these responsibilities
Identify the development, training and support needs of line managers at all levels, particularly in relation to people management, and ensure these needs are met
Ensure that leaders and managers at all levels understand and demonstrate the values and behaviours expected of them as well as their responsibilities in relation to the <i>Staff Governance Standard</i> and Quality Ambitions
Ensure that leaders and managers are aware of and abide by national governance arrangements/structures
Ensure that the approach to ongoing leadership and management development supports <i>Everyone Matters: 2020 Workforce Vision</i> and the Quality Ambitions, and reflects the leadership and management policy statement
Ensure that managers and leaders identify and focus on the strategic workforce actions needed to deliver <i>Everyone Matters: 2020 Workforce Vision</i> .

## Appendix 1: Indicative timeline

<b>Actions for Scottish Government and others</b>	2014-15	2015-16
<b>Healthy organisational culture</b>		
Develop guidance on the core NHSScotland values and the process for embedding values	→	→
Encourage the use of NHSScotland core values to support selection onto relevant further and higher education programmes	→	→
Develop a plan for the roll-out of the <i>iMatter</i> Staff Experience continuous improvement model	→	
Develop guidance on creating a healthy organisational culture and improving well-being	→	→
<b>Sustainable workforce</b>		
Identify and agree high impact workforce actions to support new and emerging service delivery models and ensure a more joined-up approach	→	→
Implement a national programme of work to ensure that the quality of regional and local workforce data is of the highest standard	→	
Extend the risk assessment model of workforce planning to ensure risks are identified and mitigating actions are taken	→	
Develop a Scottish Investment Plan to set the strategic direction for investing in the healthcare workforce now and in the future	→	
<b>Capable workforce</b>		
Review guidance on development reviews/appraisals to ensure they are effective and meaningful	→	
Develop a quality improvement capacity and capability plan	→	
Agree and develop education pathways for support workers to increase capability and support career progression	→	
Develop guidance and provide support to help Boards make the best use of national educational systems and learning resources that are available for support workers	→	
<b>Integrated workforce</b>		
Develop practical guidance to support the creation of effective governance arrangements for an integrated workforce	→	
Identify HR/workforce issues for integration to anticipate challenges and risks, and ensure that appropriate action is taken	→	→
<b>Effective leadership and management</b>		
Develop a policy statement setting out the kind of leadership and management needed to deliver the 2020 Vision	→	
Ensure that guidance and development support for NHS Board Chairs and Non-Executive Director members aligns with the leadership and management statement	→	
Create a portal for information about leadership and management support, tools and resources	→	→
Ensure that national development programmes relating to leadership, management, and leading quality improvement and so on reflect the leadership and management statement	→	→
Develop guidance and support for leaders and managers at all levels on people management skills	→	→

<b>Actions for Boards</b>	2014-15	2015-16
<b>Healthy organisational culture</b>		
Take action to ensure that everyone is clear about the values and behaviours expected of them	→	
Incorporate behavioural competencies (which reflect our core values) within recruitment and development review/appraisal processes	→	
Roll-out the <i>iMatter</i> Staff Experience continuous improvement model	→	
Ensure that local feedback and monitoring arrangements (from patients, staff, service users etc) inform how well the core values are embedded	→	
Engage and involve staff in decisions that affect them	→	
<b>Sustainable workforce</b>		
Review their workforce planning arrangements to ensure a joined-up, consistent approach so that all services are included and benefit from the process	→	
Demonstrate that workforce planning includes a long-term perspective and supports new and emerging service delivery models	→	
Identify workforce risks and use this information to inform local workforce plans	→	
Put in place measures to provide high quality workforce data and identify a lead officer with responsibility for workforce data	→	
Ensure that workforce plans include an analysis of future education and training needs and that this is reflected in local learning and development strategies	→	
Implement the Good Practice principles recommended by Audit Scotland in their <i>Early Departures</i> report to ensure that early release schemes are driven by the needs of the Board and their workforce plans.	→	
<b>Capable workforce</b>		
Ensure that appraisers and those being appraised understand the purpose of development review/appraisal, their individual and mutual responsibility for ensuring it is meaningful and that conversations review whether behaviours, decisions and actions reflect our shared values	→	
Improve the confidence, capability and capacity of everyone involved in leading and practising quality improvement	→	
Provide fair and appropriate access to learning and development for support staff	→	
Ensure that their Learning and Development Strategy is developed in partnership and addresses longer-term learning and development needs up to 2020.	→	
<b>Integrated workforce</b>		
Use the guidance provided to inform the appointment of Chief Officers and other joint appointments	→	
Continue local actions and development work to support the integration of primary and secondary care	→	
Make better use of existing mechanisms, such as community planning partnerships, to identify opportunities to share resources, including workforces.	→	
<b>Effective leadership and management</b>		
Plan to build local leadership and management capacity and capability as part of their workforce plan to deliver the 2020 Vision	→	
Ensure that line managers at all levels are clear about their people management responsibilities and are held to account for how they carry out these responsibilities	→	
Identify the development, training and support needs of line managers at all levels, particularly in relation to people management, and ensure these needs are met	→	
Ensure that leaders and managers at all levels understand and demonstrate the values and behaviours expected of them as well as their responsibilities in relation to the <i>Staff Governance Standard</i> and Quality Ambitions	→	
Ensure that leaders and managers are aware of and abide by national governance arrangements/structures	→	
Ensure that the approach to ongoing leadership and management development supports <i>Everyone Matters: 2020 Workforce Vision</i> and the Quality Ambitions, and reflects the leadership and management policy statement	→	
Ensure that managers and leaders identify and focus on the strategic workforce actions needed to deliver <i>Everyone Matters: 2020 Workforce Vision</i>	→	

For more information see  
[www.workforcevision.scot.nhs.uk](http://www.workforcevision.scot.nhs.uk)  
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