

Workforce Resources



Workforce Resources for Managers

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Partneriaeth
Cydwasaethau
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Shared Services
Partnership
Workforce, Education and Development Services

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1. Introduction

A range of tools and resources designed to support managers and leaders to improve services for patients and staff, and deliver benefits for all NHS stakeholders.

This paper provides a summary of the resources available with a description of the resource and the relevant web link.

2. Website (new)

<http://www.nwssp.wales.nhs.uk/weds>

The Workforce, Education and Development Services (WEDS) is one of a wide range of functions delivered by NHS Wales Shared Services Partnership (NWSSP). Key areas of work include, strategic workforce planning for NHS Wales together with the commissioning of education for the health professional workforce.



Role of Education
Contracting and
Commissioning



Workforce Transformation,
Planning and Information



Careers



Education
Development

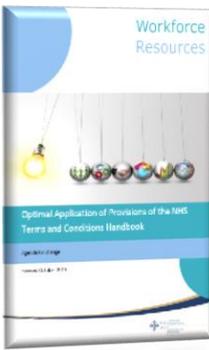


Wales Health
Student Forum



Workforce Resources

3. Optimal Application of Provisions of the NHS Terms and Conditions Handbook

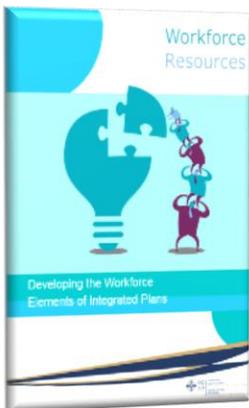


A review of existing national agreements has been undertaken to determine opportunities to deliver efficiencies under existing terms and conditions. To that end, this resource has been produced by NHS Wales Employers for line managers. It provides a checklist of important areas of existing staff terms and conditions to ensure that we are getting the best from the workforce including unsocial hours, on call, overtime payments and conditions for contractual sick pay and other elements.

For each area, the section within the Terms and Conditions Handbook is identified, a description together with recommended actions. This document will be accompanied by

a further resource, which covers medical, and dental staff terms and conditions, which is currently being finalised.

4. Workforce Planning – Guidance and Resource



Following the issue of the NHS Wales Planning Framework work has been undertaken to identify best practice in workforce planning and has been used to develop the above resource. The resource is aimed at managers and leaders who are new to workforce planning but also includes links and information that will be of help to more experienced planners. A new guide has also been produced specifically for Primary Care and will be available on the website shortly.

In addition to the resource document, Health Education and Improvement Wales (HEIW) Workforce Planning web pages have been refreshed and are available.

5. Workforce Planning – Together We Care



Together We Care is the framework for the development of the medical workforce in Wales. This unique framework demonstrates our commitment to the current and future doctors of NHS Wales.

6. Workforce Tools – The Workforce Interactive Tool



The Workforce Interactive Tool is a high-level benchmarking tool aimed at Executive Directors and Senior Managers within organisations. The tool has been developed to provide an easily available comparison between NHS Wales' organisations across a range of workforce data. The Tool is produced using data extracted from the ESR Data Warehouse and includes staff in post, average pay, total pay bill (salary and variable pay elements) and sickness data.

This Tool is designed as a comparative tool, and not for reporting, and can be used to assist organisations in understanding trends within organisations, and whether they are consistent with national (Welsh) patterns.

7. Workforce Tools – The Skill Mix Analyser Tool

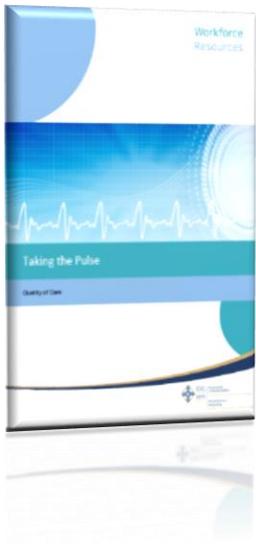


The Skill Mix Analyser Tool is a benchmarking tool aimed at line managers that provides easily available comparative information that enables organisations to compare themselves with other organisations and track workforce configuration change over time. The tool provides the functionality to filter the data by Staff Group or by Occupation Group (which include services areas, such as Physiotherapy, Audiology etc., and Medical & Dental Specialties, such as Cardiology, General Surgery etc.).

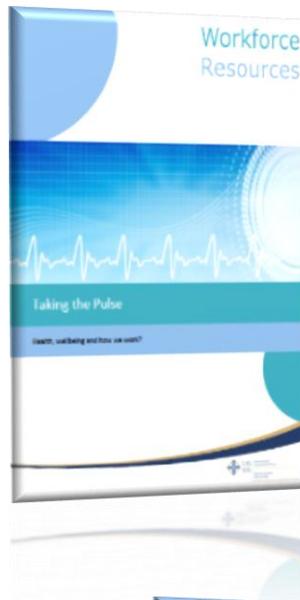
The data contained within both the Workforce Interactive Tool and the Skill Mix Analyser is restricted and unpublished data and must only be used for management purposes within NHS Wales. As such, the tools will be forwarded to the organisation's Director of Workforce & OD who will manage appropriate access within the organisation.

8. Engaging Your Staff - Pulse Surveys

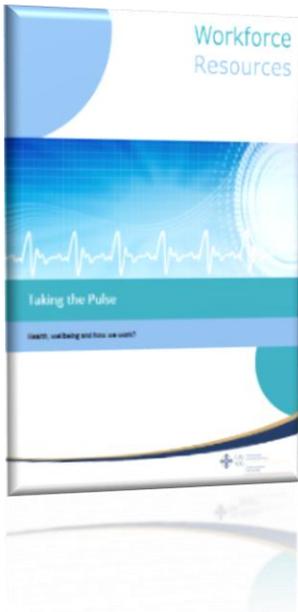
The NHS Wales Staff Attitude Surveys provide comprehensive feedback on staff views and experience. To support these surveys, many organisations are using shorter pulse surveys to obtain regular snapshots of employee engagement and experience across the whole organisation or in specific areas, with certain staff groups etc. Guidance on the use of pulse surveys is on page 59 of the NHS Wales Staff Engagement Resource. The Pulse Survey web pages include six different template survey questionnaires that can be used covering:



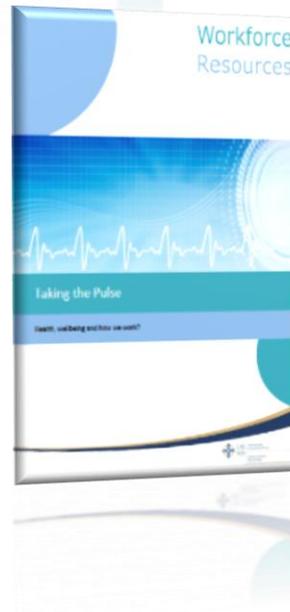
Quality of Care



Health and Wellbeing, and how we work

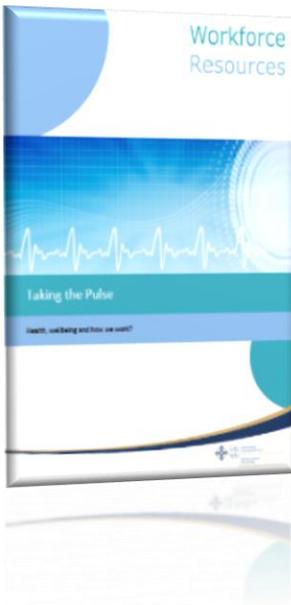


How well are you supported?



Team Working



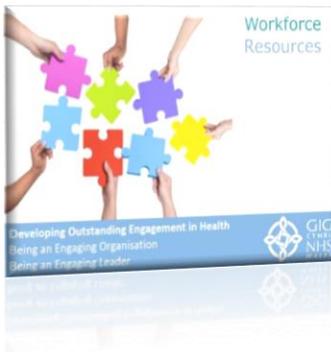


**What is work
like for you?**



**Trust decisions
and ownership**

9. Developing Outstanding Engagement in Health



Developing Outstanding Engagement in Health: “The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind.” William James

Some aspects of this tool are applicable to all staff within NHS Wales whilst other elements are more applicable to individuals with a people focused role.

The Health check can prove its effectiveness by supporting successful outcomes

for patients, individuals, teams and organisations. It turns the abstract concepts of engagement and leadership into a series of easy-to-grasp practices and behaviours that can be applied by anyone willing to step up and accept the challenge related to both their individual effectiveness and the level of engagement, commitment and satisfaction of others.

10. Engaging your staff: the NHS Wales staff engagement resource



An online resource for leaders and teams, supporting you to increase staff engagement in your organization.

11. Organisational Values and Behaviours

Developing and Embedding Organisational Values and Behaviours Interactive online resource



The importance of the right values and behaviours was highlighted by Robert Francis, “Value is not only created through people, it is co-created through people inspired by a common purpose, working to shared values, inspired and engaged, giving more of themselves to a common and shared endeavour”.

This resource is aimed at Senior Leaders and Workforce & OD teams who are leading work to develop and embed values and behaviours in organisations.

The guide provides links to the underpinning evidence highlighted by the Francis report; practical ideas for how values can be developed with staff and sections on embedding values and behaviours via values based recruitment, induction and performance appraisal reviews.

12. Health and Wellbeing – New Guidance

New Health and Wellbeing Guidance has been developed for the first time by NHS Wales’ staff working in collaboration with Trade Unions. The guidance signposts staff to information and resources to enable them to make better choices with regards to their own health and wellbeing and that of others.

13. Health and Wellbeing - Wellbeing Matters

Wellbeing Matters

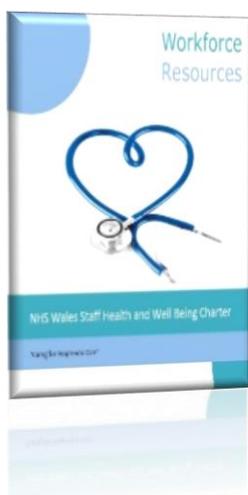


14. Health and Wellbeing - Managers Wellbeing Matters

Manager Wellbeing Matters



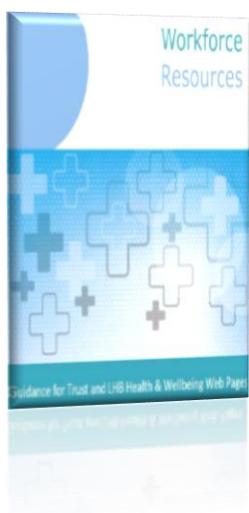
15. Health and Wellbeing - NHS Wales Staff Health & Wellbeing Charter



NHS Wales aims to optimise the health of all people within healthcare organisations, improve the treatment of people with mental Health or stress-related issues, prevent ill health, keep existing employees, and enable people to make a better contribution to the delivery of services to our patients.

The Health & Wellbeing Charter supports the aims to have jobs and workplaces, which both protect and promote mental and physical wellbeing. Through application of the charter, it is intended that people with disabilities and long-term conditions will be helped to stay within employment and that staff will be less inclined to be sick and supported to work to a later age.

The charter encourages all staff to contribute to a culture with supportive attitudes and behaviours.



16. Health and Wellbeing - Guidance for Trust & LHB Health & Wellbeing Web Pages

This resource is aimed at those managers with responsibility for providing health and wellbeing resources to staff, for example, Occupational Health Services and other staff support services. It has been produced to enable Trusts and LHBs to develop and promote their own health & wellbeing web pages and to ensure that all resources highlighted are of an appropriate standard. This will help to signpost staff to information and resources to enable them to make better choices with regard to their own health and wellbeing.

17. Health and Wellbeing - Caring for Staff: The NHS Wales Staff Psychological Health and Wellbeing Resource



Better staff psychological health and wellbeing means improved patient experience and outcomes, better financial performance as well as better staff experience and improved, sustainable staff engagement.

This resource provides information, tools and links to help improve staff psychological health and wellbeing in your organisation. It includes a wide range of information from an introduction to staff psychological health and wellbeing, to evidence on the benefits to your organisation and top tips and tools to help you embed staff psychological health and wellbeing within your organisational culture. As staff psychological health and well-being is the responsibility of every person in the organisation, the resource will be useful to all staff groups including clinicians, line managers, senior leaders, Workforce & OD and health, safety and wellbeing specialists.

18. Transforming Your Workforce - Delegation



The ability to delegate, assign and supervise are critical workforce competencies. Developing the skill and art of delegation is one of the essential building blocks to support the effective use of staffing resources and skills. **These national guidelines** apply to the whole workforce within NHS Wales and support a common approach to delegation by clarifying the delegation process and the accountabilities associated with delegation.

Failure to delegate, or inconsistent approaches to delegation, can have a negative impact on the quality of care and the culture of the work environment. It is therefore important to ensure that delegation is practiced appropriately, and the resources attached to these guidelines will support that achievement.

19. Transforming Your Workforce - Advanced practice



Promotion and use of the **Advanced Practice (AP) Framework** helps drive workforce redesign and assist organisations to ensure robust governance underpins the practices of APs. Advanced Practice roles are increasingly seen as key to the development and delivery of healthcare services. Use of the Framework will enable APs to work effectively and organisations to gain maximum impact from these senior clinical roles.

20. Transforming Your Workforce - Advanced Practice Portfolio



The **portfolio** aims to assist advanced practitioners engaged in research, education, management, leadership, and clinical activity in the development of a portfolio of evidence that demonstrates advanced level practice as outlined in the **Framework for Advanced Nursing, Midwifery and Allied Health Professional Practice in Wales (NLIAH 2010)**.

The portfolio is intended to be used as a resource to support the annual appraisal process. In accordance with local governance arrangements, assessment of clinical practice will be undertaken by appropriate clinicians and managers and should be recorded in the portfolio.

21. Transforming Your Workforce - Healthcare Support Workers



Health Education and Improvement Wales (HEIW) have worked with NHS Wales organisations to develop Career Frameworks for Healthcare Support Workers (HCSWs). This resource is supported by a separate web site: **Developing Excellence in Healthcare – NHS Wales Skills and Career Framework for Clinical Healthcare Support Workers**

22. Transforming Your Workforce - HCSW Code of Conduct



In 2011, the Welsh Government, the National Leadership Agency for Healthcare (NLIAH), and the service developed a **Code of Conduct for Healthcare Support Workers** and a Code of Practice for Employers in Wales. Both Codes support the basic principles of service user safety and public protection and underpin the day-to-day working practices of Healthcare Support Workers in NHS Wales.

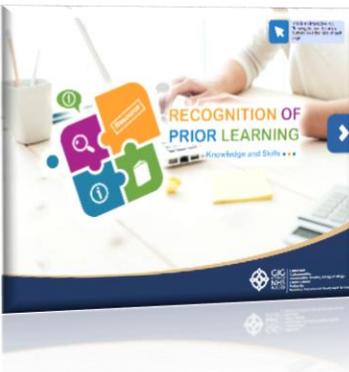
23. Transforming Your Workforce - Repository of useful things



This interactive resource guides you through the steps you need to undertake to redesign a role.

Coming Soon....

24. Coming Soon - Recognition of Prior Learning (RPL) Framework and Toolkit



The Recognition of Prior Learning (RPL) Framework and Toolkit is designed to support progression and staff development through lifelong learning, non-accredited in-house learning, or accredited Work Based Learning qualifications, which are possibly no longer current. It offers support and guidance on the RPL process for supervisors, managers, learning and development staff, assessors and learners. In addition, there are resources within the toolkit to help evidence and acknowledge prior learning, experience and qualifications, against which RPL is requested.

25. Coming Soon - Emerging Roles and Models in Primary Care



This rich resource is an attractive and easily navigable compilation of case studies and supporting information to guide readers through the experiences of developing new roles and ways of working in primary care.