The future of NHS human resources and organisational development report
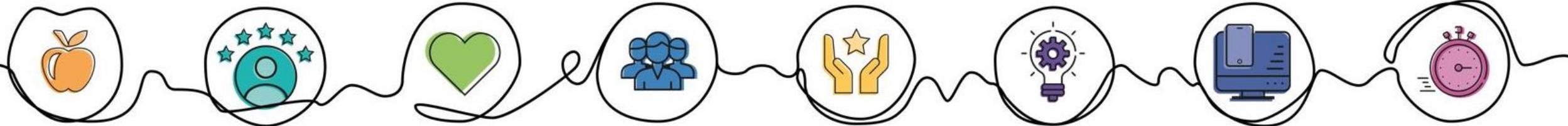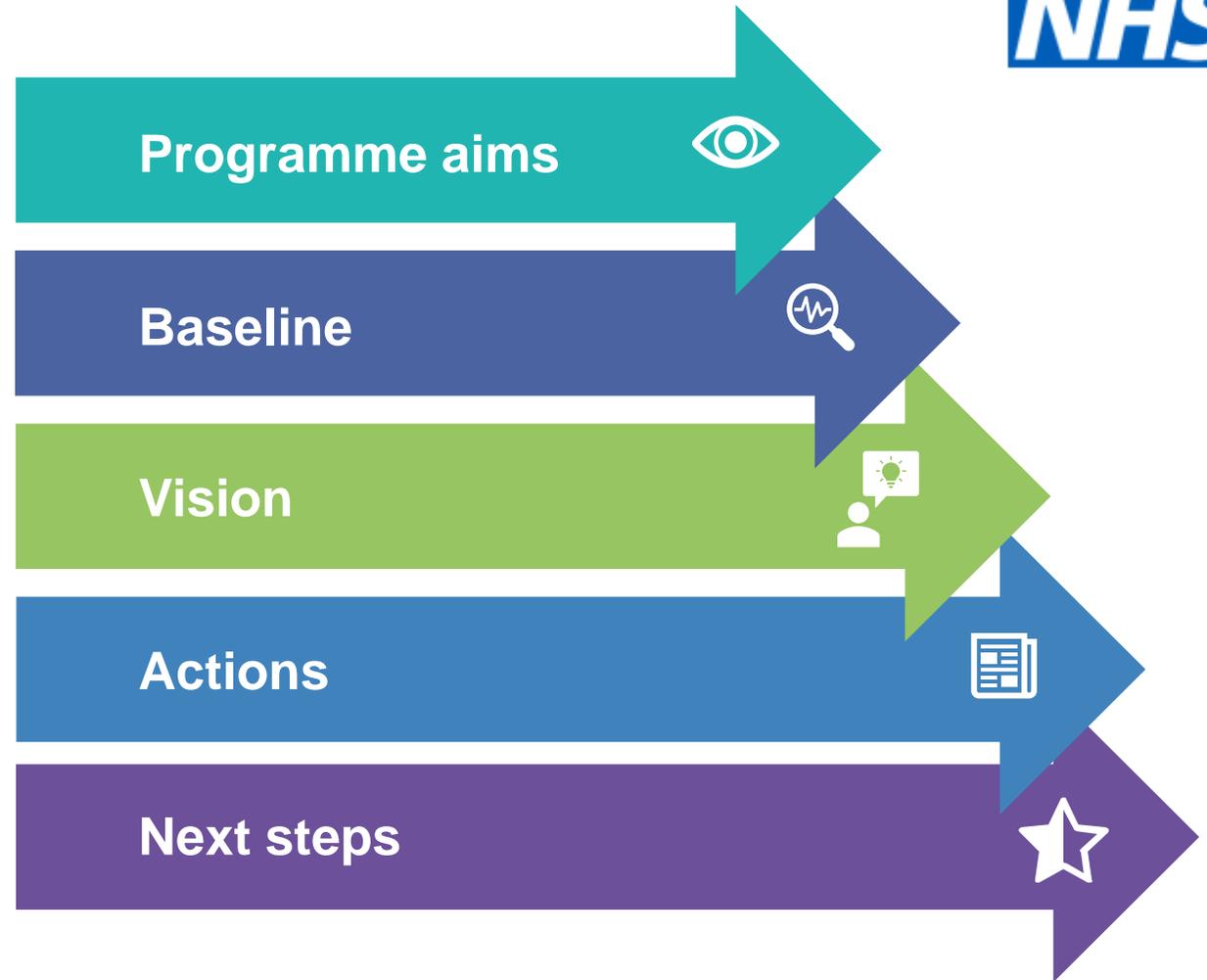
Briefing pack – trust boards slide deck

November 2021

Prioritising the **health** and **wellbeing** of all **our people**

Creating a **great employee experience**

Ensuring **inclusion** and **belonging** for all

Supporting and **developing** the **people profession**

Harnessing the **talents** of all our **people**

Leading **improvement, change** and **innovation**

Embedding **digitally** enabled **solutions**

Enabling new ways of **working** and **planning** for the **future**

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Programme aims

Baseline

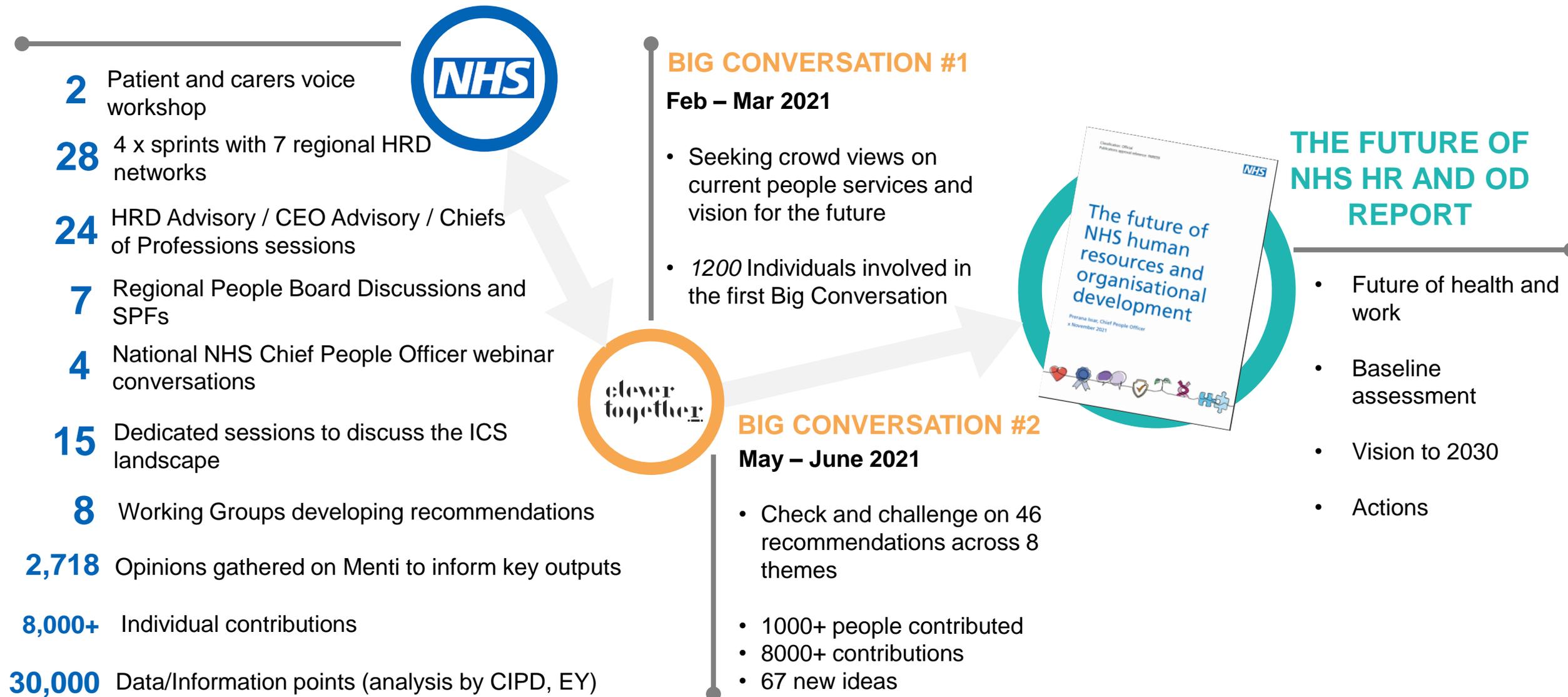Vision

Actions

Next steps

1: Programme aims: what were the aims of the future of NHS human resources (HR) and organisational development (OD) programme?

The programme had three aims:

1 to produce a baseline of people services across the NHS and understand what the people profession needs to do to fully implement the [People Plan](#) and [People Promise](#).

2 to determine a shared vision for the future.

3 to recommend how the vision can be actioned by 2030.

How did we develop the report?

NHS

2	Patient and carers voice workshop
28	4 x sprints with 7 regional HRD networks
24	HRD Advisory / CEO Advisory / Chiefs of Professions sessions
7	Regional People Board Discussions and SPFs
4	National NHS Chief People Officer webinar conversations
15	Dedicated sessions to discuss the ICS landscape
8	Working Groups developing recommendations
2,718	Opinions gathered on Menti to inform key outputs
8,000+	Individual contributions
30,000	Data/Information points (analysis by CIPD, EY)

clever together

BIG CONVERSATION #1

Feb – Mar 2021

- Seeking crowd views on current people services and vision for the future

- *1200* Individuals involved in the first Big Conversation

BIG CONVERSATION #2

May – June 2021

- Check and challenge on 46 recommendations across 8 themes

- 1000+ people contributed
- 8000+ contributions
- 67 new ideas

The future of NHS human resources and organisational development

Prerana Issar, Chief People Officer
x November 2021

THE FUTURE OF NHS HR AND OD REPORT

- Future of health and work

- Baseline assessment

- Vision to 2030

- Actions

2: Baseline: what did we find?

In this section:

- What we found about NHS HR and OD
- What the report says about the future of health
- What the report says about the future of work

What we found about NHS HR and OD

NHS

The people profession is key to creating an empowering and inclusive culture, supporting our people, and enabling workforce transformation.

The pandemic enabled the people profession to play a strong role, and demonstrate added value for organisations and our NHS people.

People service resources are heavily focused on transactional services – we can achieve more by simplifying, digitising and working at scale.

There are big opportunities to refocus people services on OD and workforce transformation.

Overall investment in NHS HR and OD is in the median range using global comparators – but investment in digital is below average.

There are strong networks which could be used to scale best practice across the service.

Our customers were more positive about people services than the people profession – this was unique amongst sectors that have used the CIPD diagnostic.

What the report says about the future of health

NHS

There is a rising demand for health services due to an ageing population with increasingly complex healthcare needs.

Significant inequalities in life expectancy persist. These are linked to deep-rooted inequalities in how care is accessed.

Workforce supply challenges to continue as demand rises.

Health and care need to provide an integrated approach that supports the whole person.

Need for a preventative approach to health.

Technological and scientific innovation to change the nature of care and its delivery – enabling care to be more personalised.

Changing role of patients, with more wanting greater personalisation, support for self-care and prevention, and their care focusing on what really matter to them.

What the report says about the future of work

Workforce demographics are changing.

More competition for the workforce.

People's expectations of work are changing.

Increase in non-linear careers rather than 'careers for life'.

Technological change to reshape job and skills demands.

A continuous and agile approach to development and training is needed to keep pace with change.

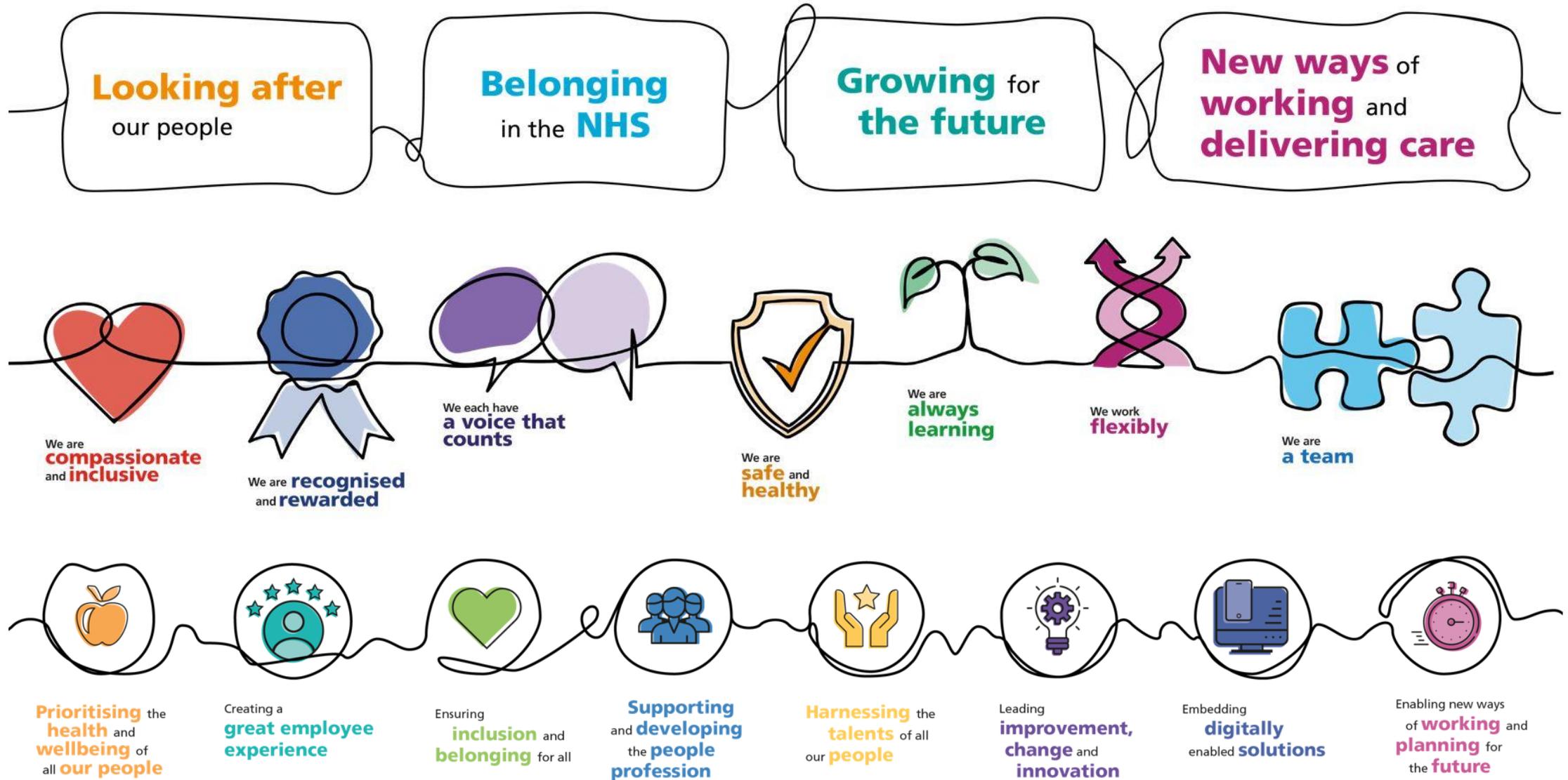**More is expected of employers on issues of inequality and social justice.**

3: Vision: what is the 2030 vision for NHS HR and OD?

In this section:

- The vision to 2030 for HR and OD and how it relates to People Plan and People Promise

What is the 2030 vision for NHS HR and OD?

Looking after our people

Belonging in the **NHS**

Growing for **the future**

New ways of **working** and **delivering care**

We are **compassionate** and **inclusive**

We are **recognised** and **rewarded**

We each have **a voice that counts**

We are **safe** and **healthy**

We are **always learning**

We work **flexibly**

We are **a team**

Prioritising the **health** and **wellbeing** of all **our people**

Creating a **great employee experience**

Ensuring **inclusion** and **belonging** for all

Supporting and **developing** the **people profession**

Harnessing the **talents** of all our **people**

Leading **improvement, change** and **innovation**

Embedding **digitally** enabled **solutions**

Enabling new ways of **working** and **planning** for the **future**

2030 Vision statements

NHS

Prioritising the **health** and **wellbeing** of all **our people**

We take a positive and proactive approach in supporting the health, safety and wellbeing of our NHS people, ensuring that work has a positive impact. We address health inequalities at work and in our communities.

Creating a **great employee experience**

We understand the diverse needs, expectations and experiences of our NHS people, and use that insight to tailor our people services. We attract and retain people in health and care, creating a positive impact on our communities

Ensuring **inclusion** and **belonging** for all

We use our expertise and influence to create an inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equity for everyone.

Supporting and **developing** the **people profession**

We support everyone working in the people profession to be their very best and reach their full potential. Together we provide outstanding people practices..

Harnessing the **talents** of all our **people**

We help all our people to fulfil their ambition and potential. We build strong leadership and management capability at all levels.

Leading **improvement, change** and **innovation**

The people profession is productive, efficient and responsive. Our operating model delivers transformation and embeds innovation across organisations and systems.

Embedding **digitally** enabled **solutions**

We make best use of technology and digital solutions to deliver great people services. We develop our digital capability to equip ourselves for the future

Enabling new ways of **working** and **planning** for the **future**

We enable our people to work differently, to support new models of care. We anticipate the needs of the health and care system, and play our part in creating a sustainable supply of workforce which meets the needs our patients now and for the future

4: Actions: what are the actions in the report?

- The report outlines actions under each of these themes – either at national/regional level or ICS/organisation level

- The national/regional actions have timescales from 2022 to 2025

- For ICS/organisation it will be for them to determine the priority and timescale for delivery of actions. The report recommends a number of areas for initial focus

In this section:

Key actions at national/regional and ICS/organisation level

Actions for organisations/systems to 2023

	National/regional key actions	**ICS/organisation key actions**
Prioritising the **health** and **wellbeing** of all **our people**	• Develop a standard set of health and wellbeing skills, competencies and behaviours for all leaders • Define minimum standards for physical work environments that supports good health and wellbeing, such as access to rest spaces • Formalise an approach to ensure rapid access to core health and care services when our people need it	• Embed a standard set of health and wellbeing skills, competencies and behaviours for leaders • Review and baseline their current offer, including identifying which areas to enhance or evolve • Personalise the health and wellbeing offer to reflect the diverse needs of our NHS people • Build health and wellbeing metrics into performance dashboards
Creating a **great employee experience**	• Establish regular ways to measure employee experience to complement the staff survey • Provide advice, guidance and support on how to promote the full range of careers in the NHS, including sharing good practice (by 2023)	• Build employee experience metrics into performance dashboards and develop clear plans to improve • Make health and care the first choice for local employment by using our positions as anchor organisations with a strong employment brand/offer. • remove unnecessary bureaucracy and duplication, such as repeated mandatory and statutory training.
Ensuring **inclusion** and **belonging** for all	• Engage with regulators (such as the Care Quality Commission [CQC] and the Health and Safety Executive) to provide influence and ensure greater emphasis is placed on equality, diversity and inclusion (EDI) and employee experience measures when assessing organisational performance (by 2023)	• Overhaul of recruitment processes – no more tick boxes, frictionless • Ensure everyone has measurable EDI objectives including Board members • Embed the principles of a restorative just culture into all people practices, for example employee relations, leadership and talent frameworks
Supporting and **developing** the **people profession**	• Introduce NHS people profession standards tailored to the needs of the healthcare sector, now and in the future • Develop a comprehensive apprenticeship offer to increase the capability levels and professional accreditation within the profession	• Develop professional development plans for their teams and individuals to build strong capabilities in key areas (e.g. workforce planning, redesign, digital, OD) • Undertake CPD and appraisal processes that align to professional standards and incorporate customer feedback

National/regional key actions	ICS/organisation key actions

Harnessing the talents of all our people

National/regional key actions:
- Develop a clear approach for talent management for all staff, including defined standards and support for organisations and ICSs
- Use digital talent management tools and platforms to enable a single view of talent across the NHS

ICS/organisation key actions:
- Proactively set the direction for talent management, working with partners across the system to a common framework
- Establish formal governance to enable senior involvement and oversight of talent management, succession planning and development

Leading improvement, change and innovation

National/regional key actions:
- Develop frameworks to enable people services to assess strategic alignment of resources, and range of people services operating models.
- Develop expected people management standards for managers for adoption across the service
- Establish a central repository of people service good practice

ICS/organisation key actions:
- Review functional resources to ensure alignment with national and local priorities
- Create plans for system-level consolidated and simplified transactional people services at scale
- Appoint a chief people officer [CPO] (or equivalent) as the accountable board level lead for people

Embedding digitally enabled solutions

National/regional key actions:
- Build digital workforce and business intelligence capability at national, ICS and provider level to support operational delivery and strategic decision making
- Co-design and support the implementation of the new national People Digital Solution with the service

ICS/organisation key actions:
- Create plans and commence actions to align digital systems to enable joined-up working and decision-making across systems
- Adopt digitally enabled and intuitive transactional processes at all levels, including the opportunities for efficiency through robotics

Enabling new ways of working and planning for the future

National/regional key actions:
- Develop governance and infrastructure that enables workforce plans to align with local service and financial planning; HEE plans; and the responsibilities set out in the guidance on the ICS people function
- Take account of the needs of the whole healthcare sector and its workforce in planning for the future, taking a 'one workforce' approach
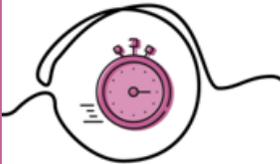
ICS/organisation key actions:
- Develop system workforce plans that align with local service and financial planning
- Organisations and systems need to support our people to work differently and more flexibly to support action to deliver care to patients in new and different ways
- Lead action to address local supply issues, using the benefit of scale e.g. increased use of volunteers, cadets and reservists

Action	ICS and organisation priorities to March 2023
Prioritising the **health** and **wellbeing** of all **our people**	• Build health and wellbeing metrics into performance dashboards and consider them with the same scrutiny as operational and financial performance • Review and baseline the current health and wellbeing offer, including identifying which areas to enhance or evolve
Creating a **great employee experience**	• Build employee experience metrics into performance dashboards • Develop strategies to make health and care the first choice for local employment
Ensuring **inclusion** and **belonging** for all	• Embed the overhauled recruitment processes to take account of EDI considerations • Ensure that all individuals, teams and organisations have measurable objectives on EDI, including all board members
Supporting and **developing** the **people profession**	• Develop professional development plans for their teams, optimising use of the apprenticeship levy
Harnessing the **talents** of all our **people**	• Proactively set the direction for talent management and start embedding the approach
Leading **improvement, change** and **innovation**	• Review allocation and distribution of people function resources to ensure alignment with the People Plan, NHS Long Term Plan and local system priorities • Create plans for system-level consolidated and simplified transactional people services
Embedding **digitally** enabled **solutions**	• Optimise the adoption of current people digital solutions • Create plans and commence action to align and harmonise digital strategies and solutions, across providers wherever possible, to enable more joined-up
Enabling new ways of **working** and **planning** for the **future**	• Develop system workforce plans that align with local service and financial planning; HEE plans; and the responsibilities set out in the guidance on the ICS people function • Lead action to address local supply issues, using the benefit of scale wherever possible and innovative approaches that broaden access to roles for the local community

5: Next steps: what happens next?

In this section:

- What happens next
- How the programme will be delivered: Theory of Change
- How we will engage with you
- How we will communicate with you
- Programme oversight – future of NHS HR and OD
- How the national team will support delivery
- Key opportunities for engagement in national actions
- Summary of next steps

What happens next

The approach to delivery is summarised in the **Theory of Change.**

Programme oversight will be by the future of NHS HR and OD programme board.

The **national team will support delivery.**
The role of the team is provided further on in the pack.

22 November national launch of the future of NHS HR and OD report, complemented by regional events.

Communication and **engagement** with stakeholders will continue to be a core feature of the programme.

All national actions to be **co-designed with people profession.**

Programme oversight – future of NHS HR and OD

Our new Operating Model provides clarity on complex and interwoven accountabilities. It allow us to maintain the confidence of the public and successfully stand up to external scrutiny. Each part of the system will only be able to meet their accountabilities through collaboration and partnership working.

ICS

- Provider
- Provider

Provider collaborative

Regions

The future of NHS HR and OD Programme groups

The future of NHS HR and OD Board

People Plan Delivery Board

Providers: remain accountable for people management and people services provision. This includes delivery of the workforce aspects of NHS Long Term Plan, including the People Plan, and future of NHS HR and OD actions for organisations.

Provider collaboratives: some aspects of the future of NHS HR and OD programme delivery may most appropriately be delivered by provider collaboratives.

ICSs: accountable to regions for delivery of the ICS people functions, workforce aspects of NHS Long Term Plan. This includes the People Plan, and future of NHS HR and OD actions for organisations at system level.

Regions: the future of NHS HR and OD programme will liaise with the regions, primarily through the established regional quartet groups. Regional oversight of the implementation of the programme will be through regional people boards.

The future of NHS HR and OD programme: has a dedicated team in the national HR Development and OD team, including PMO. The programme will establish working groups to deliver actions in the report, with leadership by senior people leaders.

The future of NHS HR and OD Board will oversee the programme and provide assurance on progress. Membership of Board is proposed to include organisational senior people leaders, People Directorate SLT leads, HEE, CIPD, HPMA, NHS Employers, and staff side.

People Plan Delivery Board: oversight of the future of NHS HR and OD programme by the Board to ensure alignment with People Plan. It is proposed that a report is provided every four months to the board

Summary next steps for trust boards

Discuss the report and opportunities it provides for the Trust

Understand how your ICS and/or provider collaborative is planning to achieve the ambitions of the 2030 vision

Approve the plan to achieve the ambitions of the 2030 vision in your organisation

Agree how you will oversee delivery of your organisation's plan