

## Workforce Strategy 2019-2024

November 2019



# Contents

	Slide
Introduction	3
Engaging with our staff and patients	4
Where we have come from and where we are now	5 -9
Key drivers: External environment	10- 12
Key drivers: Internal environment	13
Strengths, Weaknesses, Opportunities, Threats	14
Bottom-Up Feedback from Staff Groups	15-16
The Strategic Issues – common themes across all staff groups	17
Workforce Strategy 2019-24: The vision and how we will get there	18
Key Objectives for the Strategy	19
Workforce Strategy: Key Priorities	20
Our priorities for action on retention	21
Our priorities for action on supply	22
Our priorities for actions on maximising new roles	23
Organisational Development	24
Delivering our Vision - approach to implementation	25

# Introduction

It is our ambition to have a sustainable and fulfilled workforce which is empowered to deliver outstanding care, every time. The workforce is a crucial enabler to help us deliver the priorities and ambitions set out in the **Trust Strategy for 2019 – 2024**. Delivering the priorities within the Trust Strategy will not only require us to build on what is great about working at St George's but will require a fresh look at our workforce models and to ensure the culture and values of the organisation enable us to attract, nurture and retain our most valuable resource – our people.

## Delivering outstanding care, every time

### Our strategy for 2019-2024

**Our vision is to provide outstanding care, every time for our patients, staff and the communities we serve.**  
We have agreed four priorities that will drive what we do and influence the decisions we will take over the next five years.

Strong foundations	Excellent local services	Closer collaboration	Leading specialist healthcare
<p><b>To provide outstanding care, every time</b></p> <ul style="list-style-type: none"><li>• We will provide outstanding care, every time</li><li>• We will provide the right care, in the right place, at the right time<ul style="list-style-type: none"><li>• We will invest in our staff</li></ul></li><li>• We will manage our funding and spending, and invest in our future<ul style="list-style-type: none"><li>• We will improve our buildings and hospital estate</li></ul></li><li>• We will make sure our staff and patients have access to the digital technology and information they need, when and where they need it</li></ul>	<p><b>To provide excellent local hospital services for the people of Wandsworth and Merton</b></p> <ul style="list-style-type: none"><li>• We will provide planned care that fits around our patients' lives using the latest technology</li><li>• We will provide more same day emergency care</li></ul>	<p><b>To work with others to provide health services for people across south west London</b></p> <ul style="list-style-type: none"><li>• We will work with our partners to provide care closer to patients' homes</li><li>• We will work with neighbouring hospitals to make sure patients get the care they need</li><li>• We will work with others to meet the changing needs of our ageing population</li></ul>	<p><b>To provide specialist healthcare for the people of south west London, Surrey, Sussex and beyond</b></p> <ul style="list-style-type: none"><li>• We will continue to be the main provider of specialist services for our region, including as the major trauma centre</li><li>• We will be a major centre for cancer, children's and neuroscience services</li><li>• We will take part in commercial opportunities that enable us to invest more in NHS care</li><li>• We will develop tomorrow's treatments, today, through innovation, research and training</li></ul>

This workforce strategy sets out the ambitions for the future workforce recognising the challenges that we face now and in the future.

It harnesses the opportunities for new ways of working and new workforce models to help shape the future.

It identifies areas where we will prioritise our efforts to ensure we can address the challenges and maximise the opportunities to build a sustainable workforce.

# Engaging with our staff and patients

In developing this strategy we have engaged with a range of staff, patient and the public. The detail in the strategy has been informed through bottom-up engagement with professional staff groups via a working group comprising of representative from the follow staff groups:

- Midwifery and Nursing
- Physician Associates
- Allied Health Professionals
- Advanced Clinical Practitioners
- Healthcare Scientists
- Pharmacists
- Medical
- Administrative & Clerical  
(includes ancillary and estates)
- Divisions
- Partnership Forum

## What our staff said .....

'Staff need protected time for learning'

'Flexible working could help retention'

'Career pathways should be available to all staff'

'Support bank staff through training so that they we can better distribute workload across the Trust'

'More rotations especially newly qualified staff to improve their skills practicing in different areas of the Trust'

## What our patients and the public said.....

'Patients need to understand new roles and who 'seeing' them'

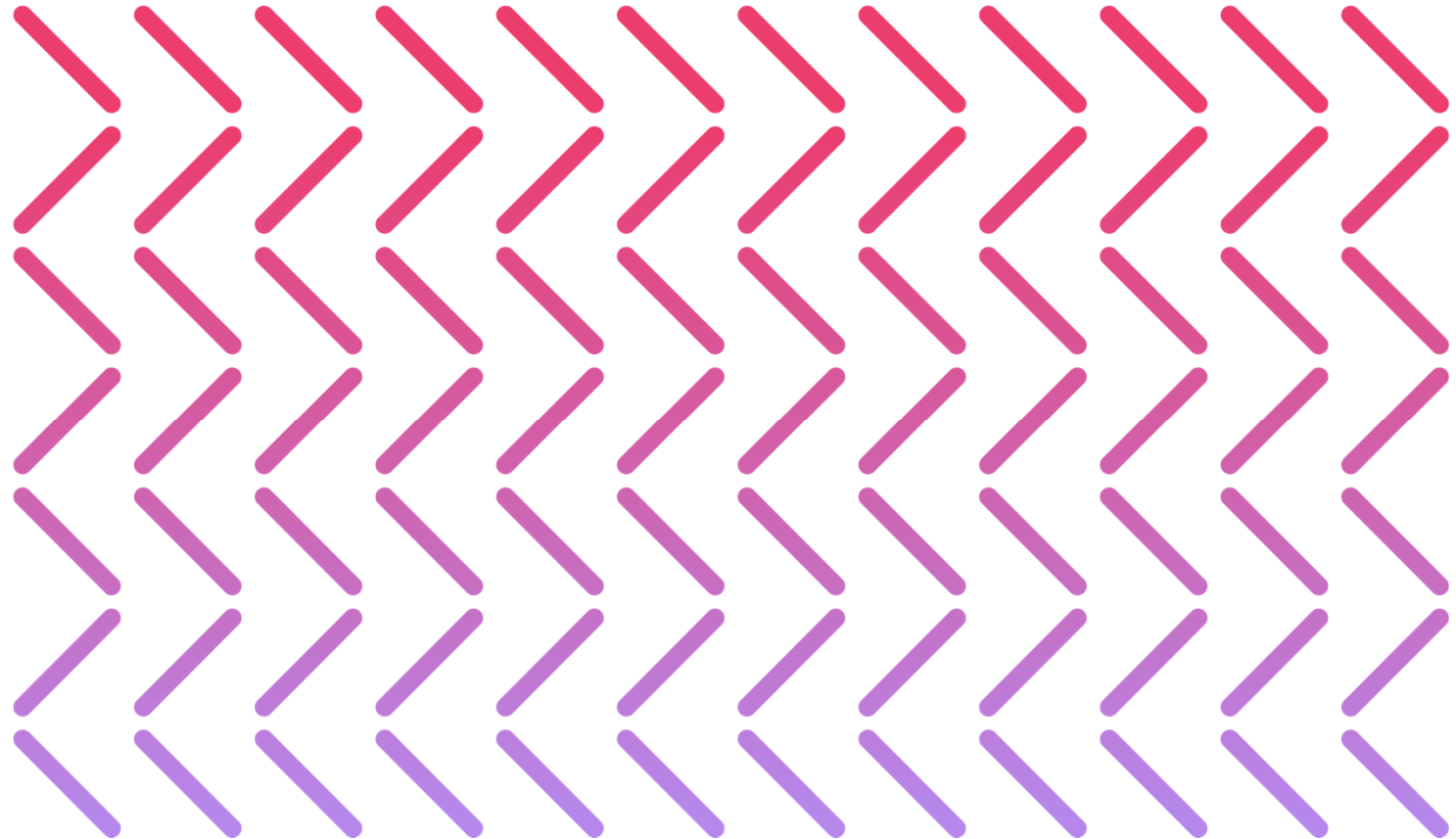
'St George's needs to be a good place to work'

'Staff are trained and developed and professionally qualified with excellent people skills'

'Look to Further Education as part of the workforce pipeline'

**The feedback we received helped shape our plans for the future, but we will continue to engage with our staff to support implementation**

**Where we have  
come from, and  
where we are  
now**



# St George's – where we are now

St George's is committed to being an employer of choice, offering an excellent working and development environment, with staff dedicated to providing outstanding care every time and recognises that the key quality and financial objectives can only be achieved through the contribution of a well-led, engaged and efficient workforce.

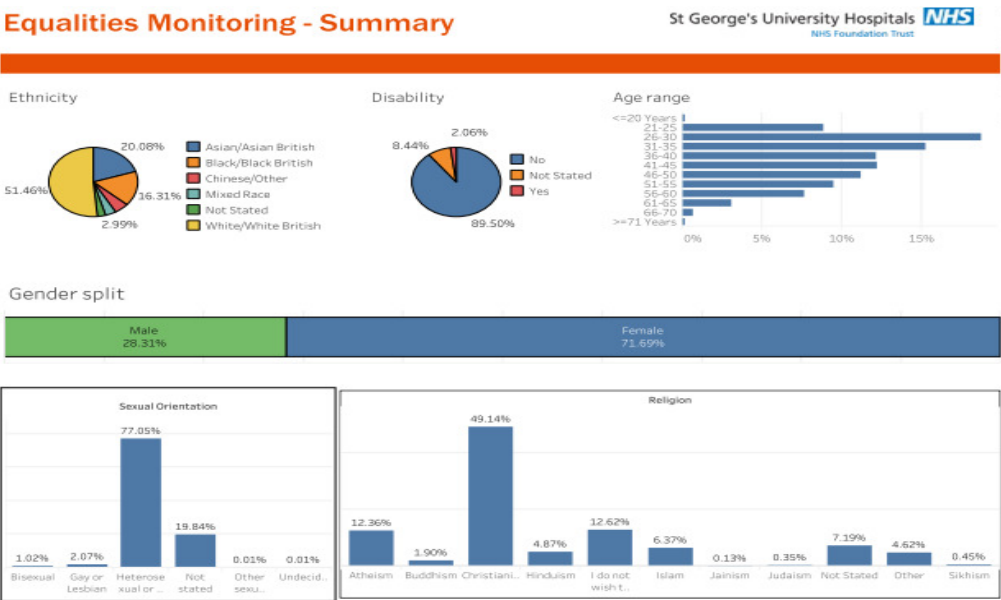
## What makes St. George's a great place to work?

The Trust is dedicated to providing opportunities for staff to engage, learn new skills, and to receive one to one support and guidance such as coaching, mentoring via its employee assistant programmes (EAP). It strives to provide opportunities for staff to learn more about quality improvement through our Quality Improvement Academy. There is a range of health and well-being initiatives that are made available to staff across all our sites, and online health and wellbeing resources that can be accessed at any time.

The Trust invests in continuous professional and personal development for all staff by offering in-house and externally commissioned development programmes. The Trust continues to work closely with Health Education England, and Higher and Further Education Institutions to explore new ways to support the development of a competent, capable and caring current and future workforce, for example its state of the art SIM (simulation) Centre.

**Champion Team St George's** is one of the Trust strategic objectives and has a raft of initiatives to make the organisation a great place to work where staff feel engaged and valued and have opportunities to flourish in their chosen careers.

*Our BAME workforce represents over 48% of staff and this is something we need to celebrate and build upon*



# St George's – where we are now

However, as an organisation we have our challenges:

**Staff Survey – results for 2018/19 show that:**

- Levels of bullying and harassment are not acceptable
- Not enough staff are getting annual appraisals
- Staff feel they are not supported in their career progression
- Diversity and Inclusion is not where it should be

**Fragile future workforce – age profile of the workforce:**

As an organisation we have an ageing workforce (as highlighted in the analysis set out in slide 9) – this means we are potentially facing a retirement ‘cliff edge’ when much of our workforce may be eligible for retirement at the same time and therefore we will need to think and work differently, for example utilising retire and return initiatives, as well as embracing flexible working.

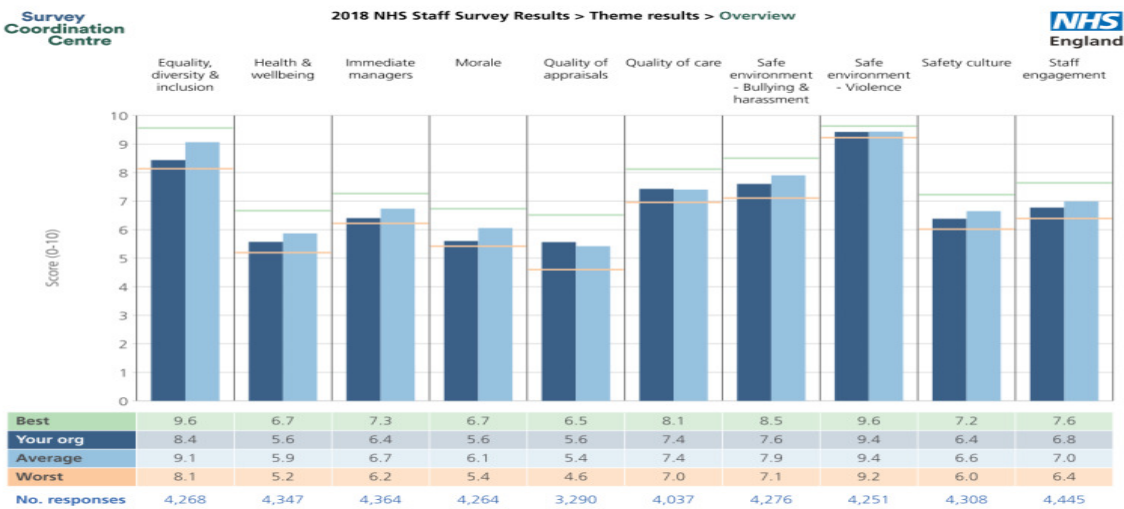
**Shortage of supply in key areas**

There are a number of key roles, not just doctors and nursing, where there are national or even international shortages and we have to find innovative solutions to address these.

**Strategic Workforce Risks**

We have a number of strategic risk relating to HR and Organisational Development. These include:

- Culture – there is a risk that we are unable to make a shift in culture such that staff feel engaged, empowered and safe to raise concerns
- Diversity and Inclusion – there is a risk that we are not seen as diverse and inclusive employers by our staff
- Bullying and Harassment – there is a risk that we are unable to sufficiently address issues of bullying and harassment
- Recruitment and Retention – there is a risk that we are unable to recruit, train and retain an engaged and effective workforce
- New ways of working – there is a risk we are unable to deliver new and innovative ways of working to deliver the Trust’s clinical strategy





# Where we are now – a snap shot

## HR KPI Metrics

St George's University Hospitals **NHS**  
NHS Foundation Trust

	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Jul 19	Aug 19	Sep 19
Establishment FTE	5,437.37	5,440.30	5,460.02	5,496.24	5,495.08	5,502.90	5,502.75	5,514.33	5,513.87	5,566.41	5,555.72	5,560.73
Staff in Post FTE	5,047.73	5,063.07	5,037.21	5,066.54	5,059.76	5,038.10	5,007.63	4,983.11	4,985.14	4,963.55	4,929.98	4,954.64
Vacant FTE	389.64	377.23	422.81	429.70	435.32	464.80	495.12	531.22	528.73	602.86	625.74	606.09
Vacancy %	7.17%	6.93%	7.74%	7.82%	7.92%	8.45%	9.00%	9.63%	9.59%	10.83%	11.26%	10.90%
Headcount	5,454	5,475	5,451	5,481	5,476	5,449	5,417	5,387	5,383	5,357	5,315	5,338
Sickness %	4.07%	4.26%	4.01%	4.46%	4.17%	3.51%	3.28%	3.64%	3.92%	3.89%	3.60%	3.51%
Non-medical Appra...	73.54%	74.90%	74.99%	74.02%	73.51%	72.02%	73.42%	73.43%	75.17%	74.34%	71.81%	69.85%
Medical Appraisal								84.12%	84.03%	82.73%	85.19%	83.63%
Stability %	83.13%	82.50%	82.25%	83.21%	83.28%	83.19%	81.82%	81.35%	81.65%	81.25%	80.96%	81.04%
Turnover %	16.91%	17.59%	17.51%	17.55%	17.48%	18.05%	17.72%	18.43%	18.65%	18.66%	18.84%	19.03%

What this is telling us:

- That our turnover is stubbornly holding at around 18%
- Whilst we have made inroads in getting our vacancy numbers down from where they were two years ago, we may need to think differently about how we fill our posts – possibly looking at new roles

Vacancy %



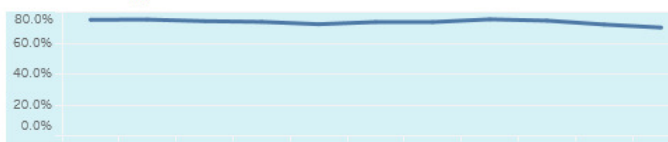
Sickness %



Turnover %



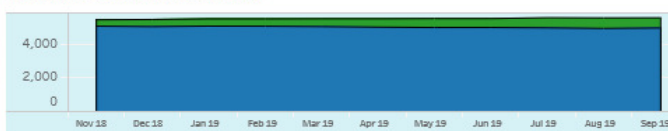
Non-Medical Appraisal



Stability %

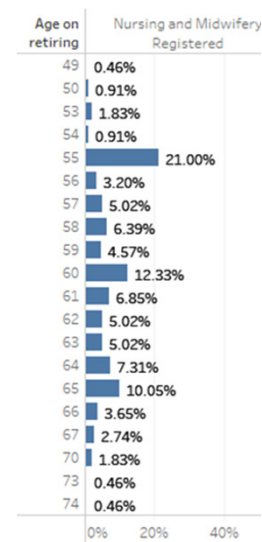
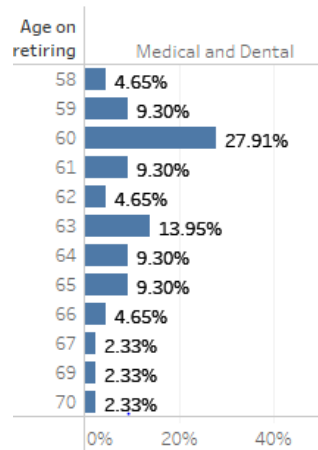
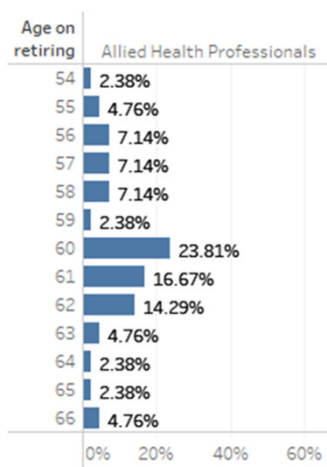
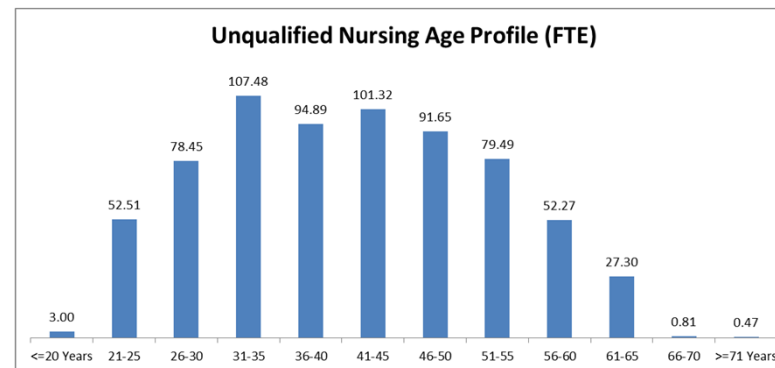
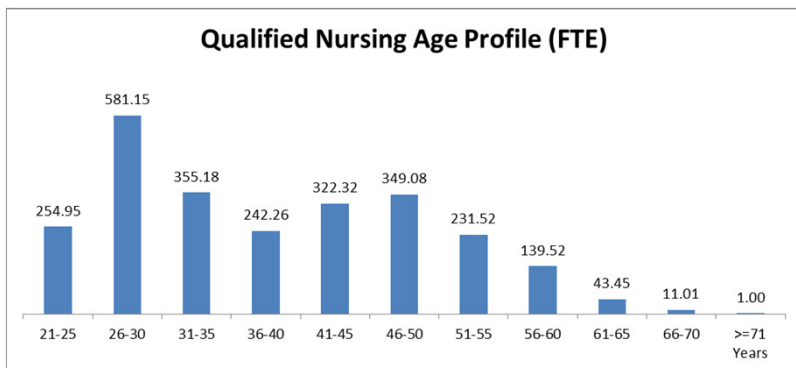


Staff in Post & Establishment





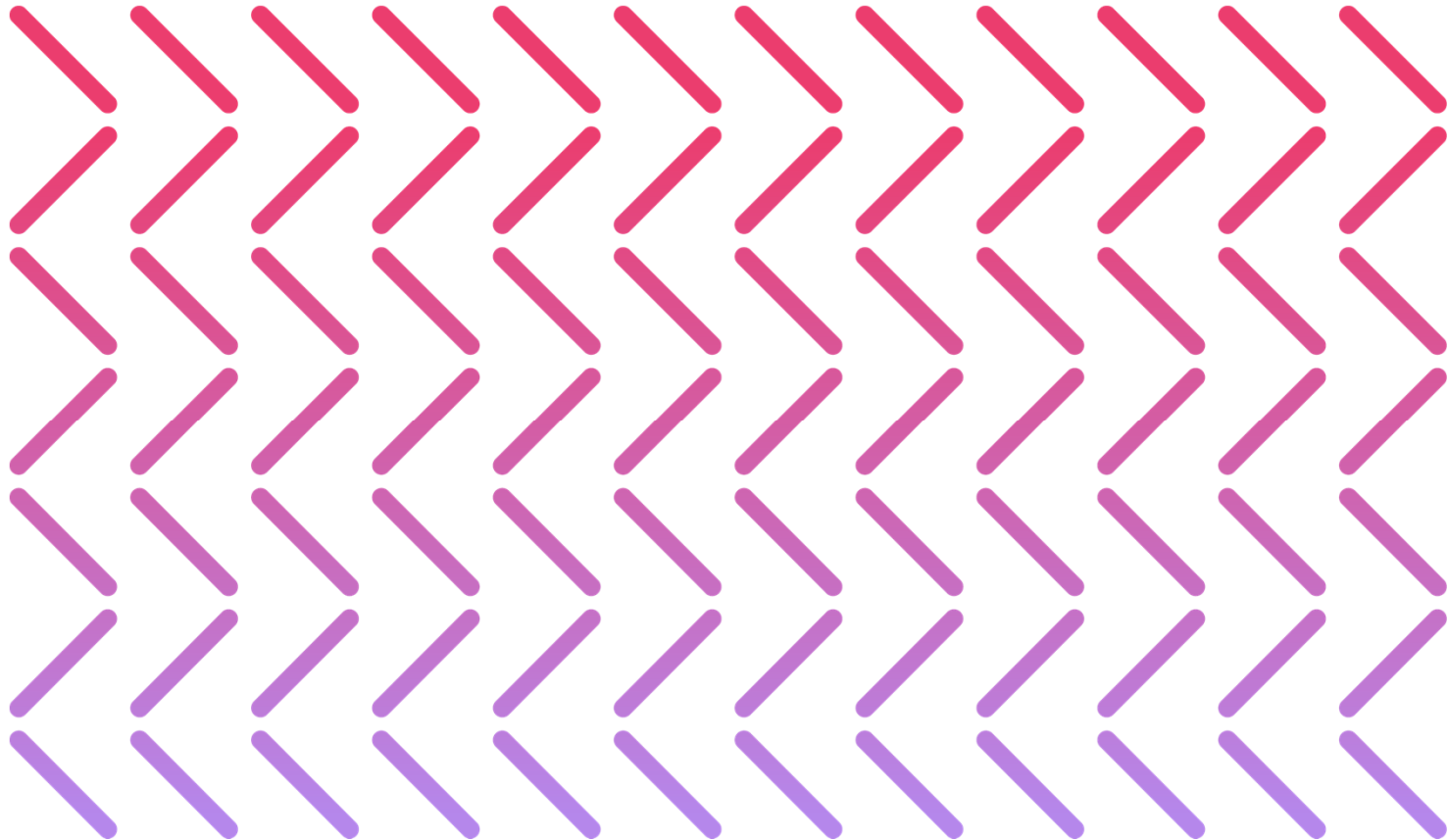
## Where we are now – a snap shot



What this is telling us:

- Around 28% of our nursing staff are at an age when they might be considering retirement
- This combined with the short supply of new nursing staff is a threat to our future nursing workforce

Key drivers



## External Strategic Environment

The challenges facing the NHS in England are evolving.

We have an ageing population, many living with multiple long term conditions and the way we are living our lives is also changing meaning that more younger members of the population are accessing health services. All of this is putting increased demand on the NHS.

In response to this, the NHS published the **Long Term Plan** in 2019 which sets out the priorities for NHS for the next 10 years.

Much of this relies on re-designing care pathways and delivering care in a different way:

- Integrated local care systems
- Stronger network of GPs and community services
- Radically transformed outpatient services
- Avoiding hospital admittance
- Specific commitments relating to a range of priority areas such as cancer, stroke, children's services and maternity

Success in delivering this ambitious 10 year plan requires the NHS to re-think traditional workforce models and to develop a sustainable and flexible workforce of the future.....

The draft **NHS People Plan** has been published and this sets out the six overarching priorities for the workforce of the future:

1. The NHS will be a great place to work
2. All staff will be proud and committed to work for the NHS, so much so, that they will stay within the NHS system
3. There will be a big change in how we increase the NHS workforce so we are confident of a home grown excess of staff who represent the communities they serve
4. We will innovate to ensure the types of teams, career and job roles exist to support demographic changes, care model changes and integration
5. The experience of staff and patients alike will be transformed by utilisation of current and new technological advances, such as AI, and the use of data which will reduce unnecessary variation and increase productivity.
6. We will re-balance workforce leadership between the NHS ALBs and local employers, enabling more impactful local action on workforce issues

# External Strategic Environment

12

## Health Education England (HEE)

Immediate priorities for Health Education England in order to support the NHS Long Term plan are to:

- Developing an on line workforce platform (eWorkforce) which enables all providers to create future demand forecasts
- Supporting STP/ICS to build their workforce plans focusing on five key enablers of:-
  - Supply
  - Up-skilling
  - New roles
  - New ways of working and
  - Leadership



## South West London Context

The SWL STP is developing a collaborative workforce strategy, setting out how partners can work together to meet the workforce needs of the local health system. A number of joint working opportunities have already been identified but further collaborative working will be essential if we are to maximise the workforce we have across our region particularly as we move towards an Integrated Care System.

Current joint projects include:

- Jobs that Care – a board game used to promote healthcare as a career to school children
- Apprenticeship Co-ordinator
- Self Rostering Toolkit

## Acute Provider Collaborative

The Acute Provider Collaborative (APC) is also working on a number of key collaborative projects that will enable the four acute hospitals to provide an integrated approach to the services we provide for our staff.

Initiatives underway include:

- Creating agreed clinical pathways between the 4 Trusts which will help to address some of the more difficult to fill clinical roles.
- Collaborative staff bank
- Shared pay-roll
- Collaborative recruitment 'hub'
- Integrated OH service

# Internal Strategic Environment

13

## St George's Clinical Strategy 2019-2024

The Trust published its **Clinical Strategy 2019-2024** in April 2019 and this set out the clinical priorities for the next five years. Having a workforce equipped to help us realise the ambitions set out in this strategy will require us to think beyond the traditional roles and workforce models.

### Engagement carried out as part of the clinical strategy development identified the following workforce issues :

- Junior doctor challenges
- Increases in nursing and nursing associates workforce required
- Alternative workforce models required
- Different skill mix required
- Greater role for wider healthcare staff, new roles
- Pre-post operative nursing
- Maximise the role of and investment in Advanced Clinical Practitioners
- Shortages in certain areas e.g. sonographers, diagnostics/radiography, cardiac technicians, therapists
- More robust management models
- Uncertainty on the future EU workforce supply

## Finance and Quality Special Measures

St George's University Hospitals NHS Foundation Trust has experienced a number of years of financial, operational, quality and leadership challenges. The Trust remains in Financial and Quality Special Measures (FSM and QSM), and whilst challenges remain, the Trust has seen a number of areas of improvement and has an ambition to build on these, taking our workforce with us, to continue our improvement journey during 2019/20 and beyond.

The Trust has achieved an improved CQC rating following a full inspection in 2018 and the Quality Improvement Plan sets out our ambition to achieve a rating of 'good' and on to 'outstanding'. The Trust's Quality Improvement Academy, set up in the summer of 2018, will play a key role in ensuring the Trust creates the right conditions for long term success.

Having a sustainable and engaged workforce is fundamental to achieving these ambitions

### Champion Team St Georges.

This is one of the Trust's Corporate Priorities for 2019/20 and as part of this has put in place a number of initiatives to support St George's to be a great place to work. This includes: The Trust's Leadership Academy has put in place the building blocks of collaborative and compassionate leadership - an OD strategy is to be developed to embed the learning into day to day practice. We have adopted a zero tolerance policy on harassment and bullying and are now actively implementing our Diversity and Inclusion Strategy

# We face a range of strengths, weaknesses, opportunities, & threats – which drive where we go next

## Strengths

- Brand Team St George's
- Co-location of SGUH and SGUL - education and training opportunities
- Diversity of the workforce
- Major trauma centre
- Considered 'local' hospital
- Potential of the local workforce
- Research opportunities

## Weaknesses

- Financially constrained environment
- Retention and recruitment
- No clear OD strategy
- Staff survey results are poor which does not help our reputation
- Lack of career pathways for some non-medical staff groups
- Lack of organisational senior leadership and governance for some roles e.g. AHP's PA, ACP
- No clear career pathway for some roles
- Capacity to release staff for training and development

## Opportunities

- Further collaboration with SWL STP the Acute Provider Collaborative
- NHS People Plan
- Greater use of international recruitment
- Development of different roles
- Improved profile to support 'employee of choice'
- Links to University - opportunity to develop more 'in-house' training /courses with the university, cost effective, accredited
- Our research strategy - increased research opportunities will attract talent
- Tapping into the potential local workforce of the future
- Apprenticeships

## Threats

- Brexit – uncertainty over future reliance of supply of EU staff
- Constraints on supply
- An older workforce – retirement 'cliff-edge'
- Scaling back of HEE funding
- Financial position of the Trust
- Pay competition with greater use of recruitment and retention 'incentives' in the sector
- Cost of living in London
- Pensions and impact on retention

# Frontline Staff Feedback Informing the Strategy

Direct engagement with a range of staff groups have helped to inform the workforce challenges that need to be addressed through this strategy

Midwifery and Nursing	Allied Health Professionals	Advanced Clinical Practitioners	Physician Associates
<b>Challenges:</b> <ul style="list-style-type: none"> <li>Recruitment &amp; retention</li> <li>Age of workforce</li> <li>Funding for ACP and HE</li> <li>Work/life balance</li> <li>Changes to preceptorship</li> <li>Reduction in student numbers</li> <li>Lack of mental health nurses</li> <li>Career pathways</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>National/international shortage of some professions</li> <li>Reduction in number qualifying due to grant loss</li> <li>Retaining a skilled workforce due to reduction in HEE funding</li> <li>Apprenticeship scheme creating pressure on workforce to train</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Rota gaps – use of bank/agency</li> <li>Recruitment &amp; retention</li> <li>Lack of understanding of the ACP role and different job titles</li> <li>Career progression and support for trainees</li> <li>Future funding for ACP posts</li> <li>Leadership development</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Retention – losing the best PAs to other Trusts</li> <li>No clear senior leadership and lack of governance</li> <li>Ability to get the right medical workload to be able to recertify</li> <li>Not operating to their potential</li> <li>Professional development</li> </ul>
<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Nursing associate roles</li> <li>Accreditation of in-house training</li> <li>Flexible retire and return options</li> <li>Embracing new roles as part of a mixed workforce to support care</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Return schemes, flexible working &amp; retirement options</li> <li>Protected time for CP (built into job planning)</li> <li>Recruitment – from overseas as well as potential local workforce of the future</li> <li>In-house training, accreditation schemes, mentorships</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Development of ACP workforce where there are gaps in rota</li> <li>Potential for productivity gains – ACP attractive career step in otherwise hard to recruit posts</li> <li>Maximise scope of practice</li> <li>Degree level apprenticeship levy to support clinical development</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Clear clinical lead for PAs</li> <li>St George's has the leading number of PAs in the UK – PR opportunity</li> <li>Strengthen support for newly appointed PAs</li> <li>Clear governance framework</li> <li>Raising profile of the PA role to medical staff</li> </ul>



# Frontline Staff Feedback Informing the Strategy

Direct engagement with a range of staff groups have helped to inform the workforce challenges that need to be addressed through this strategy

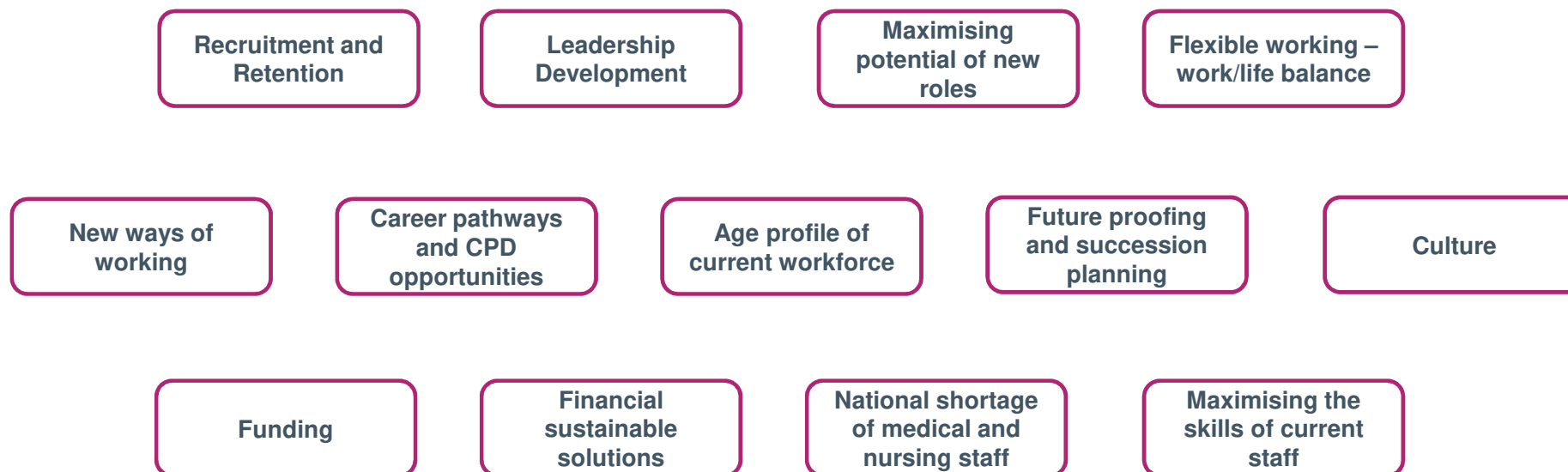
Pharmacists	Healthcare Scientists	Medical	Clerical and Administration *
<b>Challenges:</b> <ul style="list-style-type: none"> <li>Retention of staff once qualified IPs and ACP Pharmacists</li> <li>Reduced funding for IP/ACP from HEE in 2020 - may impact succession planning</li> <li>Qualified IPs / ACPs not getting opportunity to practice - not enough consideration of benefit of these roles</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Diverse workforce covering many disciplines</li> <li>National/international shortage of some professions</li> <li>Brexit – Pathology recruit from Portugal</li> <li>Capacity/protected time to train staff</li> <li>HEE funding cuts</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Junior doctor shortages</li> <li>Work/life balance</li> <li>Government policy incentivising in some areas causing shortages in others</li> <li>Short rotation for junior doctors</li> <li>Highly competitive market in London</li> <li>Timescales for recruitment process</li> <li>Money spent on locums</li> </ul>	<b>Challenges:</b> <ul style="list-style-type: none"> <li>Recruitment and retention</li> <li>Career pathways</li> <li>Turning words into practice in the workforce space</li> <li>Investment in training and development</li> <li>Competition for key posts across SWL and differential pay</li> <li>Reliance on interims in hard to recruit post</li> </ul>
<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Trust wide approach to consider IP /ACP 'ready' pharmacists for other roles e.g freeing up medical staff</li> <li>Opportunities to work with PCNs to provide clinical pharmacist capacity that is required</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Return to practice schemes</li> <li>Apprenticeships for school leavers</li> <li>Expand in-house training</li> <li>Opportunity to develop HCS to deliver some roles currently done by medical/nursing staff</li> <li>Protected time for CP (built into job planning)</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>More flexibility in consultant rotas to allow sabbaticals</li> <li>Expand provision of Physician Associates and Advanced Clinical Nurse Specialists as a sustainable alternative to junior doctors</li> <li>Train nurses to be able to carry out more minor clinical tasks</li> <li>Advertise early for junior doctor posts</li> </ul>	<b>Opportunities/Solutions:</b> <ul style="list-style-type: none"> <li>Establish career pathways to support retention</li> <li>Recruitment incentives for key posts</li> <li>Resources to support learning and development</li> <li>Better succession planning</li> </ul>

\* Includes ancillary and estates staff

# The Strategic Issues – common themes across all staff groups

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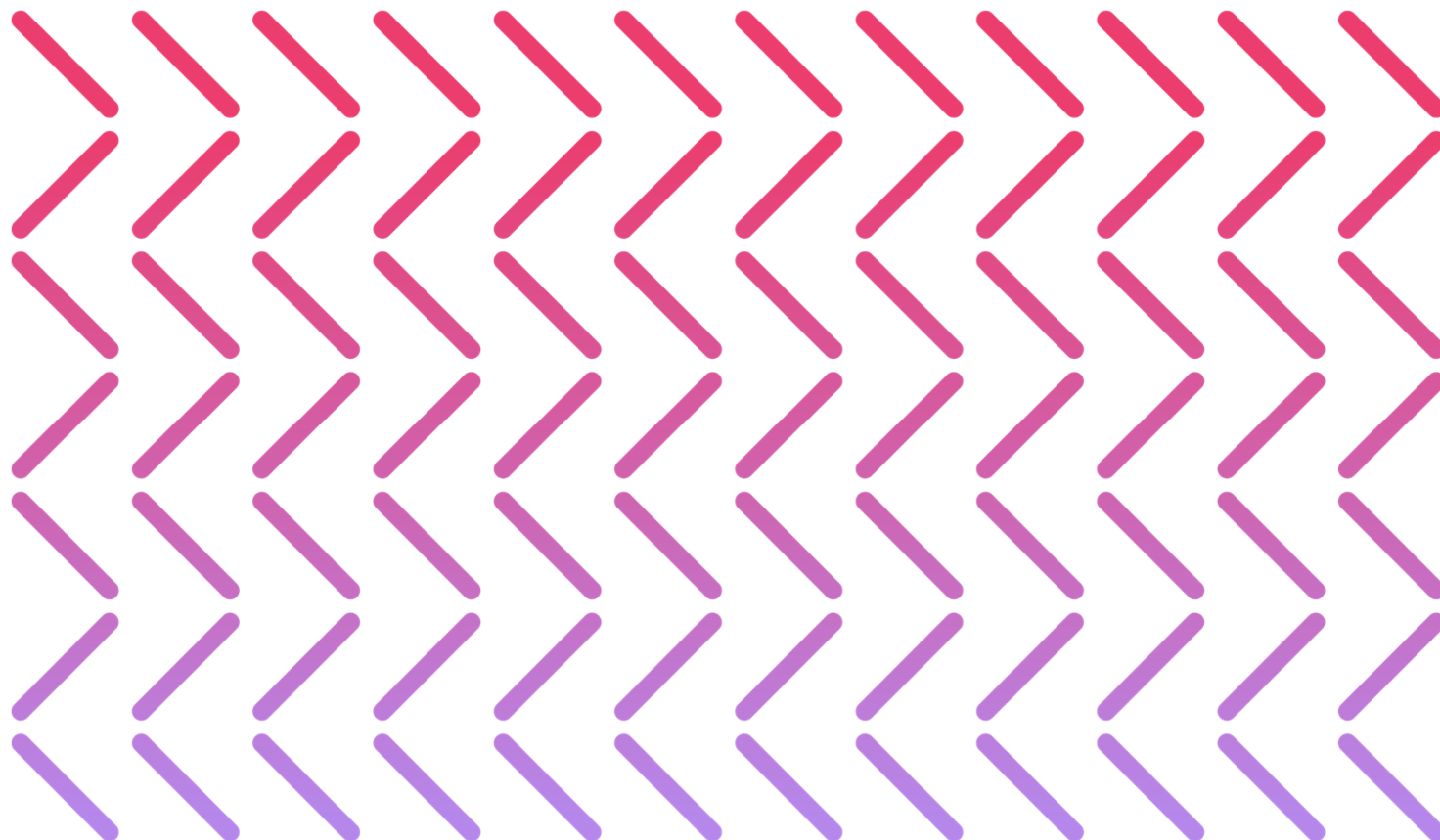
The input from individual staff groups has identified a number of key themes of focus which are common to all groups and are areas for this strategy to consider



## Our vision for 2024

*'To have a sustainable and fulfilled workforce which is empowered to deliver outstanding care, every time'*

## How we will get there



## Objectives of the Workforce Strategy

Building on the engagement and feedback we have had in developing this strategy and looking at the analysis of our current workforce and future trends, these have been identified as the **key objectives** that our future workforce strategy must achieve:

OBJECTIVE	WHY IT IS IMPORTANT
<b>Maximising the opportunities of new roles</b>	New roles such as Advanced Clinical Practitioners and Physician Associates must play a significant role in supporting the medical workforce, for example addressing the gaps in junior doctor rotas. They can undertake many of the clinical duties traditionally carried out by junior doctors. These roles also support career development pathways for senior HCPs and can significantly improve quality of care and patient experience
<b>Attracting and retaining talented people particularly in hard to recruit to roles</b>	Most of our staff groups have identified challenges with recruiting to certain posts and retaining good people . The reasons for this are varied and many, and the impact is significant on those teams that are struggling for example with rota gaps etc. Finding sustainable recruitment and retention solutions to these issues is fundamental to the organisation being able to deliver our quality, clinical and financial ambitions
<b>Ensure all roles have clear career pathways and staff have opportunity to progress</b>	Evidence has shown that we lose high quality and talented members of staff due to the lack of obvious career pathways in particular roles or the lack of support or capacity to fully commit to learning and developing opportunities . This is one of the key areas to address if we are to improve on both recruitment and retention
<b>Meeting the needs of a modern workforce- flexible working, work/life balance</b>	Many people, even the most career orientated, have ambitions for their lifestyle beyond the workplace. Given the pressures associated with many roles, many people chose to leave their chosen profession due to work-life/'quality of life' balance not being met. We need to re-think our cultural approach to flexible working and recognise this means different things to different people
<b>Creating a workplace where all staff feel valued and respected</b>	Our staff survey results have indicated that we haven't quite got this right. We have a very dedicated and hard working staff who often go the extra mile for their patients and their colleagues. This good will can easily be undermined if staff do not feel valued and respected. We need to create the right psychological/Health and Well-Being environment for this to flourish.
<b>We have leaders who empower their staff and we create compassionate leaders of the future</b>	Great leadership is the bedrock of any organisation and in challenging times compassionate leadership is even more important to ensure staff are supported and guided in the right way that empowers them to be at their best.. We need to focus attention at all levels of the organisation and ensure we develop and grow both our current and future leaders

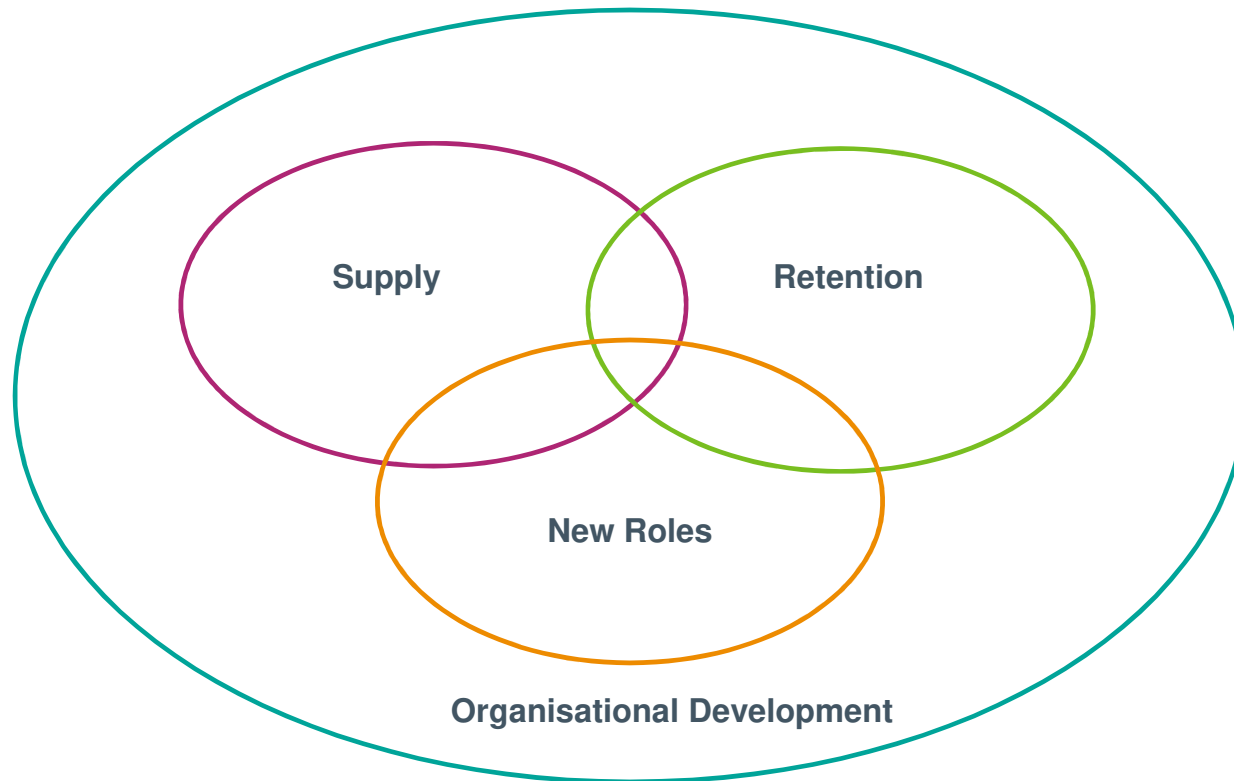
## Priorities for Action

20

In developing this strategy, we have identified a wide range of challenges, issues and opportunities which we need to be able to address to ensure we have the right workforce that is both flexible and sustainable.

However, we recognise that we cannot tackle everything in one go. We therefore have to prioritise those actions that we think are within our gift to deliver and those that will have the biggest immediate impact.

We have identified three main priorities that will be the focus of our workforce strategy over the next 4-5 years. This does not however mean that we will not continue to address the other areas of focus.



# Our priorities for action on retention

21

As a Trust we have made some significant inroads in reducing our overall vacancy levels to around 10%, however our staff turnover remains doggedly high at around 17%. There are a number of areas we can focus in on to better understand why people leave and to put actions in place to improve our retention rates.

As part of our strategy on **retention** we will:

- Better **understand why our staff leave** and to put into place strategies to specifically address these
- Look at what flexibilities we have as a Foundation Trust around the **use of recruitment and retention premia** – ideally in a SWL collaborative way
- Put in to place **clear career pathways** for our staff including non-medical staff and ensure that our staff have 'protected time' for learning
- Ensure every member of staff has proper **development (PDR) conversations**
- Ensure we have a clear **understanding of where our talent lies** and what plans we have in place around succession
- Ensure that we have good **career coaching** and career conversations
- Address **grievances in a timely** and compassionate manner
- Maximise the **skills and capabilities of our current staff** and support them to contribute to clinical care as much as they can by operating at the top of their licence
- Ensure that the **culture of the organisation** is one that encourages people to want to stay and also recommend St George's as a great place to work
- Provide a **flexible working environment** which reflects a modern workforce and also supports people to realise their life as well as career ambitions

## Our priorities for action on supply

The issue of supply has been raised by a range of staff groups we have engaged with during the development of this strategy. This tells us that supply issues are not just limited to medical and nursing staff. In many areas there are national and international shortages. We need to better understand where we have supply issues, the root cause of these and target our activities in these areas accordingly. We also need to build on and learn from where we have developed successful recruitment campaigns, such as in nursing for which we were awarded a national accolade for our approach to this.

As part of our strategy on **supply** we will:

- Understand where we can **grow our own** future workforce, including reaching out to schools and colleges
- To look at if there are **new and innovative roles** we can develop to fill as part of a new workforce model
- Maximise the opportunities of the **apprenticeships** and better use our apprenticeship levy
- Work with our **local education providers** (FE and HE) to help us develop the local workforce of the future, focussing particularly on those roles which are in short supply or are hard to recruit to
- Maximise opportunities for wider **collaboration across South West London** in terms of recruitment initiatives but also explore the potential of shared roles across Trusts in certain specialisms
- Tap into **international recruitment** campaigns
- Collaborate with **St George's University London** to support the development of training courses for those hard to fill and new roles
- Change the **perception and culture around 'bank staff'** to ensure they are embedded as part of the Team St George's
- Maximise our **reputation as a specialist tertiary centre** with excellent research opportunities to attract the best talent



## Our priorities for action on maximising new roles

23

As a large acute provider our multi-disciplinary workforce is already benefiting from the contribution of 'new roles' such as Advanced Clinical Practitioner, Physicians Associates, Independent Prescribers. However our approach to recruitment, training and development and ensuring the potential of these roles is maximised is very inconsistent across the organisation. Developing a sustainable workforce for the future relies on us to take a more strategic approach to how we recruit, support and deploy these roles in all parts of the Trust.

As part our strategy on **maximising new roles** we will:

- Build on the work already being done on the development of a Trust wide **strategy for Advanced Clinical Practitioners** and expand this approach to other roles such as Physician Associates and Independent Prescribers
- Ensure that the role specification and **capabilities of these roles are widely understood** across the Trust to ensure their value can be maximised; this includes ensuring consistent job descriptions and job titles
- Adopt a **corporate wide approach to recruitment and training** of such roles as part of the sustainable clinical workforce models - this includes targeted **investment** to support transition from medical roles to advanced clinical practice roles in areas where this is the appropriate workforce solution
- Ensure the appropriate **senior leadership and governance** arrangements are in place to support staff in these roles

## Organisational Development - Champion Team St George's

Organisational development underpins the ambitions set out in this strategy: success in developing a sustainable and flexible workforce, requires us to have the right culture and approach to organisational development to attract and retain the best.

We will continue to build on and deliver our organisational development programme and ensure this filters down to every level of the Trust to support our people deliver outstanding care every time

**Organisational Culture**

**Diversity and Inclusion**

**Leadership &  
Development**

**Living our Values**

**Bullying and Harassment**

**Freedom to Speak Up**

## Delivering our workforce visions - approach to implementation

- Like the NHS as a whole, St George's is operating in a challenging financial environment
- We recognise that delivering this strategy will require dedicated time and investment, which will be reflected in annual business plans over the coming years
- In year 1 (2020/21) we will build on what we already have started and ensure that we maximise the opportunities e.g. PA's, ACP's for 'quick wins'
- Implementation plans will be produced for each of the three priority areas which will set out in detail the actions needed, clear targets, KPI's and an accountable owner
- The governance of the plans will rest with the Workforce and Education Committee (WEC) which reports into the Trust Board
- The operational delivery will be managed through the PMG through to TEC
- We will continue to engage with the working groups to drive and support implementation