



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Designed to Work:

A workforce strategy to deliver
Designed for Life



July 2006

DESIGNED TO WORK

A workforce strategy to deliver Designed for Life

CONTENTS

Foreword by Dr Brian Gibbons, Minister for Health and Social Services

Introduction to the 'Workforce Vision' by Ann Lloyd, Chief Executive - NHS Wales

A Workforce Strategy to Deliver *Designed for Life*

Key Theme 1 - Develop a new approach to role redesign and innovative work systems to meet patients' needs

Key Theme 2 - Create an organisational and workforce development planning system to deliver service change

Key Theme 3 - Develop a modern people management, human resources and organisational development service for the delivery of innovation

Next Steps...

ACTION PLAN

Action Plan for Key Theme 1

Action Plan for Key Theme 2

Action Plan for Key Theme 3

Foreword



In May 2005 I launched '*Designed for Life*' and said that it was our ambition to create world class healthcare in a healthy, dynamic Wales by 2015. I said that the change process would be based on engaging with patients, service users, staff and the wider public.

DESIGNED TO WORK is the workforce and people management strategy to make sure that we develop and engage our staff in this vital change to the way we deliver healthcare in Wales.

Modernising service delivery requires the creation of new roles and the development of new ways of working. These radical changes will only be delivered if we work in partnership with staff themselves, trades unions and professional bodies and our other stakeholders.

DESIGNED TO WORK marks a new beginning with the establishment of the Workforce Development and Contracting Unit in the National Leadership and Innovation Agency for Healthcare. This will have a key role in helping to create the vision of the future workforce that we need and then ensuring that we train, recruit, retain and develop these roles for NHS Wales.

Clinical and other leaders and the human resources profession will be vital in ensuring that we bring about changes in the way we develop the service and create the practices which will make NHS Wales organisations employers of choice. If we want world class health care we must have world class people management to support this aim.

A handwritten signature in black ink, appearing to read 'Brian Gibbons'.

Dr Brian Gibbons AM
Minister for Health and Social Services

The Workforce Vision

DESIGNED TO WORK supports *Designed for Life*, the plan to achieve world class Healthcare for the people of Wales.

It is a strategy for ensuring that we have the right staff with the right skills doing the right jobs in an efficiently planned and managed service.

The challenges facing us all in NHS Wales are many; in order to deliver services to our patients and public which are efficient, safe, accessible and affordable we must make major changes.

It is vital that we modernise the way we work and maximise the contribution of staff in improving care and efficiency; this cannot be achieved without the commitment and involvement of all staff.

Services must be reconfigured to concentrate skills and resources where they are most needed; innovative roles must be developed which will necessitate working across traditional boundaries, both professional and organisational.

Workforce planning and education commissioning must adapt to the new requirements of the service to ensure that the skills we need are available when we need them.

Staff must be trained and developed to maximise their contribution, to fully utilise their skills and to give them the career progression they deserve.

Human Resource departments must respond to the demands of the service by ensuring that the necessary strategies are in place and that HR effort is concentrated on achieving change and modernisation including maximising the benefits of pay modernisation and the electronic staff record.

The boards of all NHS Wales organisations must recognise the importance of our staff in delivering everything service users expect and demand and must be committed to putting in place plans for achieving this. Clinical leaders and managers have crucial contributions to make in setting and achieving the highest standards. Organisations must also ensure that they become employers of choice so that we attract and retain staff for the needs of the service.

I am convinced that working in partnership with all staff we can make great improvements to the health and social care we provide in Wales.

DESIGNED TO WORK will ensure that this happens.

A handwritten signature in black ink, appearing to read 'Ann Lloyd', with a long horizontal flourish underneath.

Ann Lloyd

CEO NHS Wales

Head of Department of Health and Social Services

National Assembly of Wales Government

A Workforce Strategy to Deliver Designed for Life

DESIGNED TO WORK is the people management strategy to deliver *Designed for Life*, NHS Wales' new 10 year vision to give world class health and social care services to the people of Wales. Designed to Work aims to get the right people, with the right skills, at the right place and time - a world class, sustainable, workforce for NHS Wales.

The Health Service in Wales is a people intensive service with 91,000 directly employed NHS staff and 10,000 staff in primary care. Staff and their families play a crucial role in the economic well-being of Wales and are also potential ambassadors for change

Delivery of this strategy is everyone's business and cannot be achieved without the engagement of the whole NHS community and ownership at the most senior level.

A partnership approach to implementation will be adopted directly with staff, trades unions and professional bodies, heads of professions, politicians, local government leaders, NHS managers, the Deanery stakeholders, Sector Skills Council and the public.

There will need to be close links and involvement with social care and engagement with the voluntary and independent sectors. Clinical leaders, managers and human resources/organisational development professionals will all play a pivotal role in the partnership approach and change management. A crucial element of modernisation will be with NLIAH (National Leadership and Innovation Agency for Healthcare) and the new Workforce Development Education and Contracting Unit working closely with the Sector Skills Councils and the forthcoming Sector Skills Agreements and their applications in Wales. All organisations will make formal commitments at Board level to creating and implementing local workforce strategies and will be performance managed to ensure delivery.

The modernisation of services and improved healthcare can only be delivered through our workforce. Staff will embrace change if they are engaged with and committed to the vision of the future service. Getting the people management elements and workforce strategies in place and ensuring that clinical leaders are fully involved in the redesign of service delivery in conjunction with service users

are essential elements in delivering modernisation. Modernisation of human resources management practices and processes will also be essential in meeting the *Designed for Life* agenda.

DESIGNED TO WORK

- Facilitates the major changes in *Designed for Life*, particularly cultural change and the engagement of clinical leaders who can deliver the essential innovations and regional reconfigurations of services.
- Ensures the development of a vision for the workforce of the whole health community delivering increased access to services by working across traditional boundaries and in innovative ways.
- Establishes the strategies and processes which will have Board level commitment and will engage all organisations, including professional and staff organisations and stakeholders across health and social care, to deliver modern, innovative ways of working to give patients and users effective and efficient health and social care.
- Identifies the key themes and prioritises the workforce challenges for NHS Wales and its partners and creates a framework for organisations to develop workforce strategies and implement them in partnership with staff, users and social care providers.
- Supports employee engagement and improvements to organisational effectiveness.
- Supports 'Making the Connections' and the link with social care and local government.
- Sets standards and metrics for people management that will enable the delivery of a modern healthcare service.

Modernising the way we work is vital and change on the scale outlined in *Designed for Life* requires those who are delivering patient services to be fully engaged in the process. The opportunities created by pay modernisation - Agenda for Change, the revised consultants' contract, the new General Medical Services, dental and pharmacy contracts - must be seized.

Modernisation demands the development of an innovative whole health economy approach to workforce planning which will require close collaboration with clinicians and finance to provide safe, effective services within available resources.

DESIGNED TO WORK's first three year action plan will be reviewed at the end of 2008 following which a further action plan will be developed in line with the second *Designed for Life* strategic framework.

KEY THEME 1

DEVELOP A NEW APPROACH TO ROLE REDESIGN AND INNOVATIVE WORK SYSTEMS TO MEET PATIENTS' NEEDS

The *FUTURE WORKFORCE* will: -

- Be designed around patients, care pathways and service needs
 - Work across traditional professional boundaries
 - Work across organisational boundaries
 - Work in managed clinical networks where care is needed
 - Reflect a shift from secondary to primary care provision
 - Evolve and develop in innovative ways as service needs change
 - Be developed with the full engagement of clinical leaders
 - Be developed around workforce competencies, career pathways and the Knowledge & Skills Framework
 - Be regulated and accredited within new arrangements
 - Be involved directly in the development of roles
-
- The Welsh Assembly Government will work with the service, NLIAH (the National Leadership Innovation Agency for Health) Skills for Health and the Deanery to secure commitment to the redesign of services, new roles and the creation of innovative ways of working across professional, organisational and sector boundaries to deliver the vision of the future workforce.
 - All healthcare organisations will ensure that they have appropriate workforce modernisation and development strategies in place and are committed to achieving them. Progress will be monitored through regular reporting and performance management systems.

- The benefits created by pay modernisation will be maximised to support the transformation of service delivery and role development. Rigorous processes will be established at national, regional and local organisational level to ensure delivery of these benefits.
- Regional HR and workforce networks involving social care and the voluntary and independent sectors will be established to ensure that workforce plans are developed to deliver *Designed for Life* reconfiguration. The networks will ensure the development of shared service models for the provision of support services.
- Future role development and workforce plans will ensure that social care issues, national service frameworks, the development of care pathways and the framework for children's services are fully taken into account.
- Primary Care will be developed to support the chronic disease management model resulting from *Designed for Life*. New and widened roles will be established and workforce planning for primary care will be strengthened.
- All health care organisations will plan for the impact of the 48 hour working limit to be achieved by 2009 to meet the requirements of the European Working time Directive. This will require a comprehensive review of working patterns and roles and the implementation of the Hospital at Night model.

KEY THEME 2

CREATE AN ORGANISATIONAL AND WORKFORCE DEVELOPMENT PLANNING SYSTEM TO DELIVER SERVICE CHANGE

- A partnership between WAG, NLIAH and its Workforce Development Education and Contracting Unit, Skills for Health and other Skills Councils, the NHS service, the Deanery and education providers will be established which will plan to ensure that the workforce needed for the future has the right skills and competencies and is trained, educated, recruited and developed.
- Joint education commissioning arrangements will be established.
- Monitoring and quality assurance systems will be established with professional organisations and Welsh Assembly Government professional advisors.
- Regular dialogue will be maintained to ensure that workforce development continues to be high on the agenda and evolves as service needs change.
- Top down best practice and bottom up local service needs will be brought together to ensure that innovation is incorporated in workforce planning processes which will also account for changing demand, supply and workforce intelligence information in a dynamic way.
- The Welsh Assembly Government will work with the new Workforce Development and Contracting Unit of NLIAH and the Deanery to create innovative and responsive workforce planning and commissioning approaches in partnership across the health and social care sector. This will ensure that the workforce of the future matches the needs of the service of the future, that workforce planning helps deliver innovation and that education commissioning and contracting reflects the changing need for new and different types of clinicians.
- All key stakeholders in the health community including social care, local government, the independent and voluntary sectors will be involved to ensure that workforce planning is comprehensive in scope.

- The education commissioning and contracting processes will be re-focused and will work with education providers and the Deaneries to ensure that they support the delivery of a workforce which matches the demands of the health and social care service.
- NLIAH and other agencies will work together to ensure a culture of improvement, underpinned by lifelong learning and continuing professional development to support the modernisation of services. All available routes to development will be considered including post-registration professional training, National Vocational Qualifications, foundation degrees, and on-the-job development driven by the Knowledge and Skills Framework (KSF).
- The Welsh Assembly Government will ensure that NLIAH and the service develop a national e-learning strategy to increase capability in line with the Informing Healthcare targets to provide greater equity and access to training with greatly improved value for money.
- WAG will work with NLIAH and the service to develop staff and ensure that succession planning processes are in place for key leadership, clinical and other roles.
- Strong collaborative arrangements will be developed with all key parties, particularly NLIAH, WDECU, Skills for Health, Skills for Care and Development and the service to ensure the integration of change and innovative policy development and implementation.
- NLIAH will create a leadership strategy to include a development process which will deliver innovation, clinical leadership, human resources capability, change and modernisation of services and employment practices. The leadership strategy will identify key deliverables and milestones.

KEY THEME 3

DEVELOP A MODERN PEOPLE MANAGEMENT, HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE FOR THE DELIVERY OF INNOVATION

- Human Resources capacity and capability across the service will be assessed to ensure maximum focus on delivering organisational development and cultural change.
- Commitment will be given by organisations to undertake the HR capacity audit tool developed by NHSP which will ensure that local HR policies and effort are aligned with organisational need and strategic direction.
- Trusts and LHBs will be committed to realising the benefits of the Electronic Staff Record system through modernising systems and developing shared services.

ELECTRONIC STAFF RECORD

The implementation of ESR gives major opportunities for: -

- Decentralisation of workforce data inputting and accessing
- Greater involvement of line management in people management issues
- Improved work systems
- Improved cost control
- Better workforce data to inform workforce development
- Development of shared services
- E-advertising and e-recruitment to reduce time and expense and increase access to jobs in Wales
- Better roster and attendance management systems
- Refocusing HR capacity into change management activity

- People management, human resource metrics and performance management arrangements will be developed to ensure delivery of the strategy.
- People management and OD skills within NHS Wales must be of the highest calibre on two distinct levels, that of organisational capability at corporate level and technical capability at expert practitioner level. This requires the development of both the HR/OD function in its broadest sense and investment in the skills of specialist staff. This will enable NHS Wales to develop working practices which are in line with contemporary evidence-based best people management practices.
- It is essential to ensure that NHS Wales employers are employers of choice through the development and implementation of innovative employment practices and initiatives.
- Organisations will be measured and accredited against a standard which will scope the people management elements from Investors in People, the Welsh risk management standards, Health Inspectorate Wales reviews, the bi-annual staff survey results and assessments to be developed for measuring partnership working effectiveness and staff involvement. The **Designed for Working Life Standards** - to which employers must commit will be accredited and monitored by the Employment Practices sub-group of the Partnership Forum. These standards of excellence will ensure that organisations can attract, retain, involve and develop staff.
- Equality and human rights strategies will be developed to mainstream the promotion of diversity into all elements of organisational activity, ensuring compliance with legal requirements and best practice.
- Local health promotion strategies embracing the Corporate Health Standard and Health Challenge Wales initiatives will be developed and all employing organisations will be committed to achieving them.
- NHS organisations will implement the agreed policies to support and manage staff to optimise levels of attendance within a safe and healthy working environment. These standards will be continually improved and monitored.
- Partnership working arrangements with staff will be strengthened to support model employment practices, innovation and the implementation of change.

- Cross-organisational and cross-regional collaborative working arrangements and networks involving providers and commissioners of services, Sector Skills Councils, social care partners and service users will be implemented to promote the effective use of resources and shared best practice. These processes will be supported by the regional organisational development practitioner network.
- Robust individual and organisational performance management processes aligned to service objectives and accountability frameworks will be established to ensure delivery of **Designed to Work**.
- A comprehensive workforce and people management review will be held annually with organisations, WAG HRD and regional offices to assess progress in achieving the targets in **Designed to Work**. This will ensure that HR focus is on change and improved transactional activity to deliver innovation.

The **Designed to Work** strategy will be monitored by the use of improved workforce measures and metrics.

Organisations will track:-

- Achievement of the targets of the **Designed to Work** action plan
- Achievement against the **Designed for Working Lives Standards**
- Service benefits realisation including Knowledge and Skills Framework progress and outcomes and the impact of the Sector Skills Agreement locally
- Pay modernisation implementation progress
- Staff survey outcomes and corrective action plans
- Changes in workforce roles and skill mix
- Vacancy factors, turnover, attrition, attendance, violence and stress incidence
- Bank and agency staff costs
- European Working Time Directive compliance

The above measures will feed into regional office quarterly reviews and the annual people management review processes.

Next Steps

- Each NHS Wales organisation will develop a local action plan to implement **Designed to Work** based upon the three year action plan -regional plans will be developed to support *Designed for Life* workforce issues.
- National action plans will be developed by all key bodies including the All Wales HR Directors Forum and its subgroups, NLIAH and its subsidiary bodies, the Deaneries, Welsh Partnership Forum and relevant professional bodies.
- The reporting and performance management arrangements detailed earlier will be introduced to ensure achievement.
- The **Designed to Work** strategy will be reviewed annually to ensure that it integrates with and supports the progress of *Designed for Life*.

Action Plan for Key Theme 1

DEVELOP A NEW APPROACH TO ROLE REDESIGN AND INNOVATIVE WORK SYSTEMS TO MEET PATIENTS NEEDS

Strategy	Action	Lead	Delivery Date
The Welsh Assembly Government will work with the service and NLIAH (the National Leadership Innovation Agency for Health) to secure commitment to the redesign of services, new roles and the creation of innovative ways of working across professional, organisational and sector boundaries to deliver the vision of the future workforce	NLIAH will plan to deliver the future workforce to the service Organisations to develop workforce strategies to deliver innovative ways of working	NLIAH/ WDECU/NHS organisations WAG HRD/ ROs performance management	Q2 2006 ongoing
The benefits created by pay modernisation will be maximised to support the transformation of service delivery and role development	Obtain commitment to benefits realisation from Trusts and LHBs linking service modernisation and pay modernisation. Implement the consultant outcomes indicator system and in future target upper quartile performance	Trust , LHB WAG HRD/ ROs performance management WPF Sub-group	Q2 2006 ongoing
Regional HR and workforce networks will be established to ensure that workforce plans are developed to deliver Designed for Life reconfigurations and to ensure the development of shared service models for the provision of support services	Regional networks and partnership bodies to plan for the impact of Designed for Life	AWHRDS, WAG HRD, ROs	Q2 2006

Strategy	Action	Lead	Delivery Date
Primary Care will be developed to support the chronic disease management model resulting from Designed for Life. New and widened roles will be established	<p>Work with NLIAH and primary care to develop new models of working</p> <p>WDECU to work with LHBs to strengthen primary care workforce planning</p>	NLIAH/WAG/HRD/WDECU/LHBs	Q3 2006
All healthcare organisations will plan for the impact of the 48 hour working limit to be achieved by 2009 to meet the requirements of the European Working Time Directive	<p>NLIAH and the service to review work patterns and roles of clinical and support staff</p> <p>Fully implement hospital at night model, HRD and WAG to monitor</p>	<p>WAG HRD/NLIAH</p> <p>NHS organisations</p>	<p>Q3 2006</p> <p>Q2 2007</p>

Action Plan for Key Theme 2

CREATE AN ORGANISATIONAL AND WORKFORCE DEVELOPMENT PLANNING SYSTEM TO DELIVER SERVICE CHANGE

Strategy	Action	Lead	Delivery Date
The Welsh Assembly Government will work with the new Workforce Development and Contracting Unit of NLIAH and Sector Skills Councils to create innovative and responsive workforce planning and commissioning approaches in partnership across the health and social care sector to ensure that the workforce of the future matches the needs of the service of the future	Development of new methodologies, structure and processes at all levels to deliver effective workforce planning and commissioning of education. Provision of training to NHS organisations to develop workforce planning skills and capability. Support for workforce planning and information implications of the Sector Skills Agreement	NLIAH/ WDECU/SSCs	Q3 2006 ongoing
	Each region to develop a local workforce and organisational development plan for a redesigned workforce to support the regional strategic plan. To include stakeholders; social care, local government, independent and voluntary sector working with NLIAH and the Deaneries to achieve this	WAG HRD/ ROs/NHS Organisations NLIAH	Q1 2007

Strategy	Action	Lead	Delivery Date
Establish a culture of improvement, underpinned by competence based lifelong learning and development, to support the ongoing modernisation of services as well as continuing professional development. Develop a national e-learning strategy and increase capability in line with the Informing Healthcare targets	Obtain commitment from NLIAH and NHS organisations to supporting training and development to achieve service modernisation and role development in cost effective and innovative ways	NLIAH monitored by WAG HRD	Q3 2006
	Develop minimum standards for mandatory and essential training and a framework to ensure the participation of all staff	Partnership Forum Working Practices Sub Group	Q1 2007
	Develop innovative learning approaches that cater for the diverse learning styles/needs of the workforce	WPF employment practices subgroup	Q1 2007
	Deliver the learning laboratory and provide gateways to evidence and best practice from national and international sources	NHS Organisations/ NLIAH	Q3 2006
	Extend the use of Basic Skills Programmes to improve basic numeracy and literacy	HRDs/WAG	Ongoing
	Develop structured access programmes; induction/ preceptorship and skills acquisition	NLIAH/HRDs/ TADS	Q1 2007
	Ensure the curriculum for basic training and post-registration education supports the development of new roles e.g. core competence based curricula for all, Modernising Medical Careers, multi disciplinary provision	NLIAH/WAG/ SSCs	Q3 2007
	Fully implement the Knowledge and Skills Framework and underpinning competence based approaches to ensure that knowledge and skills requirements for existing and new roles are developed in partnership and underpin performance management processes	HRDs/TADs	Q4 2006

Strategy	Action	Lead	Delivery Date
<p>Re-focus the education commissioning and contracting processes to ensure that education providers support the delivery of a competent workforce which is fit for the health and social care sector including children's care issues and mental health services. Work with education providers and the Deaneries to achieve this</p>	<p>Development of profession specific workforce strategies for Nursing and Midwifery, Medical Staff and Allied Health Professionals and Scientists. Develop strategic approach to the recruitment and retention of General Practitioners (GPs) by: increasing the numbers of Vocational Training Scheme trainees and active recruitment campaigns; providing opportunities for the development of special interest roles and medical managerial roles and increasing opportunities for the employment of new types of primary care practitioner to undertake some of the roles currently performed by GPs</p>	<p>WDECU/ NLIAH WPF Sub-group</p>	<p>2006/07</p>
<p>Develop a skills for commissioning health care programme to support the Designed for Life revised regional commissioning model</p>	<p>NLIAH to work with LHBs to design programme</p>	<p>NLIAH</p>	<p>Q1 2007</p>

Action Plan for Key Theme 3

DEVELOP A MODERN PEOPLE MANAGEMENT, HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT SERVICE FOR THE DELIVERY OF INNOVATION

Strategy	Action	Lead	Delivery Date
Human Resources capacity and capability across the service will be assessed to ensure maximum focus on delivery, organisational development and cultural change	Organisations will undertake the HR capacity audit tool developed by NHSP which will ensure that local HR policies and effort are aligned with organisational need and strategic direction	HRDs WAG HRD Performance manage	Q3 2006
Realise the benefits of the Electronic Staff Record system through modernising systems and the development of shared services. Performance manage the implementation	LHBs and Trusts will commit to maximising the benefits of the new system including modernisation of systems, e-recruitment, e-advertising, rostering systems, attendance management. the devolution of HR processing and shared services	Implementation Benefits Realisation Group established All NHS Organisations	Q2 2006
It is essential to ensure that NHS Wales employers are employers of choice through the development and implementation of innovative employment practices and initiatives	Organisations will commit to achieving the Designed for Working Lives Standards . They will be measured and accredited against the standard which will scope the people management elements from Investors in People, the Welsh risk management standards, Health Inspectorate Wales reviews, the bi-annual staff survey results and assessments to be developed for measuring partnership working effectiveness and staff involvement	NHS organisations Accredited and monitored by the Employment Practices sub-group of the Partnership Forum	Q3 2006
	Conduct regular national staff survey and local action plans to address findings	Partnership Forum	Q2 2007

Strategy	Action	Lead	Delivery Date
Develop and strengthen partnership working arrangements to support model employment practices, innovation, implementation of change and engagement of clinicians and patients and wider staff involvement	Standard to be established by Partnership Forum. Development of a national framework for staff involvement to be supported by local action plans	Partnership Forum/Trusts/LHBs	Q2 2007
	All NHS organisations to develop formal partnership agreements to include development of national minimum standards for facilities and time off and the implementation of the recommendations of review of Trade Union representation at Trust Boards to promote the full involvement of staff organisations/trade unions in Board level activities	WPF/WAG HRD monitor	Q1 2007
	Development of a national staff charter which will demonstrate the mutual values, commitments and responsibilities of NHS employers and staff	All NHS Organisations	Q2 2007
	Support and participate in the Public Sector Management Initiative and meet the challenges of Making the Connections	All NHS Organisations	Q2 2007
Develop cross-organisational/cross-regional collaborative working arrangements and networks at all levels to promote the effective use of resources and shared best practice	Regional workforces groups to be established including Trust/LHB/HR, clinical, general management and staff organisations	WAG/HRD	Q2 2006

Strategy	Action	Lead	Delivery Date
Develop equality and human rights strategies to mainstream the promotion of diversity into all elements of organisational activity, ensuring compliance with legal requirements and best practice	Develop mechanisms for effective equality impact assessment utilising the skills and experience of the NHS Centre for Equality and Human Rights and other specialist bodies	All NHS organisations/ NHS Centre for Equality and Human Rights	Q3 2006
	Undertake regular equality audits and develop action plans to address areas for improvement	All NHS organisations	Q1 2007
	Implement robust monitoring systems including the patient ethnicity monitoring project to audit the implementation of these plans and their impact upon service delivery and staff experience	All NHS Organisations/ CEHR	Q2 2006
	All NHS organisations to develop monitoring mechanisms to capture patient language choice data and corresponding data on the language skills of staff, to develop strategies to enable the language skills of the workforce to reflect the language needs of the service users	All NHS Organisations	Q3 2006
	Review current commissioning arrangements to facilitate recruitment of Welsh speakers to training programmes to meet the needs of the service as determined by the monitoring processes	WAG	Q1 2007
	Develop and review specific equality schemes e.g. Race Equality Scheme (RES), Disability Equality Scheme, Age Discrimination, Gender Equality	All NHS organisations/ CEHR	Q2 2006

Strategy	Action	Lead	Delivery Date
Implement flexible employment policies in all NHS organisations	Leading-edge policies to be developed to enable staff to balance work and personal commitments to help reduce absenteeism and improve retention. The development of effective, supportive childcare and dependents policies and facilities	Employment Practices Sub Group	Q3 2006
Review NHS recruitment and retention strategies and action plans	Develop innovative recruitment and employment models to attract and retain under-represented groups such as the economically inactive and disadvantaged and minimise the use of agency staff	NHS organisations Employment Practices Sub Group	Q1 2007
NHS organisations will implement agreed policies to support and manage staff to optimise levels of attendance within a safe and healthy working environment	Develop support mechanisms and options to work in different ways for staff with a disability and for older staff as they make adjustments towards retirement to help extend working life and avoid premature retirement or resignation	WAG/HRD/ NLIAH & WDECU	Q2 2006
	All NHS organisations to adopt the recommendations of the Attendance Management group to achieve absence levels not exceeding 4.2%	Monitor centrally WAG/WPF/ EPSG/HRD Task Group already established	Q2 2006
	Develop organisational strategies based on the Health and Safety Executive guidance to prevent and manage stress and to provide support where stress occurs	WAG Group Healthy Workforce Sub Group	Q3 2006
	Ensure that staff access mandatory training and development to maximise their capacity to deal with and minimise health and safety related incidents	All NHS Organisations	Q3 2006

Strategy	Action	Lead	Delivery Date
	Adoption of occupational health standards as determined by the Healthy Workforce Sub-Group of WPF	WAG/HWSG	Q3 2006
	Implement the occupational health smart card initially for doctors in training	Healthy Workforce Sub group	Q3 2006
	Develop appropriate policies and procedures to implement forthcoming legislation relating to smoking and strive towards the provision of a smoke-free working environment for staff and patients	WAG Task & Finish Group	Q2 2008
	Develop local health promotion strategies embracing the Corporate Health Standard	All NHS Organisations	Q1 2007
Develop a leadership strategy to include a development process which will deliver innovation, clinical and non-clinical leadership including succession plans, HR capability for change and modernisation of services and employment practices	Create mechanisms to promote and support the development of innovative models of clinical leadership, and the establishment of champions to support clinical networks	NLIAH/HRDs	Q2 2006s
	A broad-based leadership strategy, underpinned by the Leadership Qualities Framework (LQF), to be created. This will support the delivery of core leadership programmes for all levels of managerial activity. Incorporate the work of Skills For Health to develop core people management and leadership competencies linked to KSF and the Management and Leadership National Occupational Standards. Work with educational establishments to facilitate the incorporation of leadership development into basic/post basic training programmes	NLIAH/HRDs	Q3 2007

Strategy	Action	Lead	Delivery Date
	Use HR capacity audit tool to refocus HR effort on change rather than transactions and to ensure that workforce strategies align with organisational priorities	HRDs/NLIAH WAG HRD monitor	Q3 2006
	Commission the All Wales Human Resources Director's network to develop a methodology for research, audit and evaluation of HR best practice	All HRDs	Q1 2007
	Develop a portfolio of core HR/OD skills for first line and other managers, ensuring these become core components in the development of competency based job descriptions and KSF profiles for these staff	All HRDs/ NLIAH	Q1 2007
	Work with Chartered Institute of Personnel and Development, NHS Partners and Healthcare People Management Association to develop a range of pathways for entry to HR/OD profession	All HRDs/ NLIAH	Q3 2006
	Provision of multi-disciplinary training to improve team-working and the development of effective communication skills	NLIAH	Q3 2006

Strategy	Action	Lead	Delivery Date
Develop robust individual and organisational performance management processes aligned to service objectives and accountability frameworks to ensure delivery of 'Designed to Work'	In conjunction with Regional Offices establish regular reviews of progress towards achievement of the Designed to Work action plan including metrics and annual board level progress reviews	WAG HRD/ HRDs/Trust and LHB boards	Q2 2006 ongoing
	Review all HR/OD and performance management processes and policies to ensure these incorporate and are underpinned by the KSF. Incorporate leadership and people management indicators into performance management frameworks for clinical, professional and managerial staff	NLIAH	Q2 2007
	Evaluate introduction of the accountability framework for chief executives and assess options for extension across organisations	NLIAH	Q3 2006
	Development of people management metrics to enable appropriate benchmarking and measurement of progress and performance to be undertaken across the service and across sectors	WAG HRD/ Regional Offices	Q2 2006
Review Designed to Work Strategy in the light of <i>Designed for Life</i> development and other WAG strategies	Evaluate progress and future need for next phase of <i>Designed for Life</i>	WAG HRD	Q3 2007

Glossary

D4WL	Designed for Working Lives
D4L	<i>Designed for Life</i>
D2W	Designed to Work
EPSG	Employment Practices Sub-group
HRDs	Human Resource Directors
HWSG	Healthy Workforce Sub-group
LHB	Local Health Boards
NLIAH	National Leadership & Innovation Agency for Healthcare
NWWSG	New Ways of Working Sub-group
Q1,Q2,Q3,Q4	Quarter ended (<i>covered in Action Plan</i>)
ROs	Regional Offices
TADs	Training and Development Specialists Group
WAG HRD	Welsh Assembly Government, Human Resource Department
WDECu	Workforce Development & Education Contracting Unit
WPF	Wales Partnership Forum

Deanery The Welsh Assembly Government continues to foster a close relationship with the Postgraduate Deanery. The Deanery delivers postgraduate medical and dental education and training which is managed by a Service Level Agreement at the Welsh Assembly Government.

Regular communication between the Deanery and the Welsh Assembly occur to discuss and identify priority areas and to ensure that appropriate education and training is provided to meet the needs of NHS Wales and the regulation of professional requirements of doctors in Wales, these will then be reflected in the Deanery, Business Plan and Service Level Agreement.

Designed for Working Lives With a working title of Designed for Working Lives, the development of this Welsh model has been fully supported by the Welsh Partnership Forum and also supports Key Theme 3 of the Workforce and HR Strategy by ensuring that NHS Wales is an employer of choice through the development and implementation of innovative employment practices and initiatives, which develop and strengthen partnership working.

Welsh Partnership Forum believes that all staff have the right to be fully informed and involved at the earliest possible stage in matters relating to their working lives, and that all staff contributions are to be recognised and respected. The Welsh Partnership Forum functions are supported by a number of sub-groups:

Employment Practices Sub-group of the *Partnership Forum* dealing with all matters relating to employment practice. The Employment Practices Sub-group has undertaken the role of monitoring and evaluating the Action Plans from the 2005 Staff Survey which was commissioned and produced by the Welsh Partnership Forum. It was this Sub-group that also undertook a visit to Bristol Royal Infirmary to investigate the feasibility of introducing a modified version of Improving Working Lives standard to Wales, with the explicit purpose of providing a structure for the recommendations of the Staff Survey to be taken forward.

Healthy Workforce Sub-group of the *Partnership Forum* dealing with all matters relating to occupational health and safety.

New Ways of Working Sub-group of the *Partnership Forum* dealing with benefits realisation and service modernisation.