



**National Spinal Injuries Centre
Stoke Mandeville Hospital
Five Year Workforce Strategy
2017-2022**

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National Spinal Injuries Centre

Five Year Workforce Strategy – 2017-22

1. Introduction

We are pleased to introduce the National Spinal Injuries Centre's (NSIC) workforce strategy for the next five years. The strategy is designed to build a resilient and sustainable workforce for the long term, and to build on the reputation of the Centre, which has changed the lives of so many. We are clear that our staff are by far our greatest resource, and the key to our future success.

We have developed this strategy in the context of some significant workforce challenges within a number of our existing staff groups, and – looking to the future – in relation to our ability to attract, retain and develop the workforce we need over the longer term. Some of these challenges are well within our ability to overcome. Others, such as skills shortages within particular professions, will require a huge amount of focus, hard work, and innovation on the part of the whole team to overcome.

The strategy has also been developed in the context of our healthcare Trust's Workforce Planning Strategy and plans, our Division's workforce aims, and our work to address issues identified in the annual NHS Staff Survey. Importantly, the strategy is also aligned to the organisation's commitments in relation to values and behaviours that will deliver 'safe and compassionate care, every time'.

September 2017

2. Summary / Overview

The purpose of this Workforce Strategy is to set out our desired future vision for the Centre's workforce, and the main steps that we will take in order to deliver it.

In many respects we are starting from a strong position. The Centre already enjoys an excellent reputation, and is internationally accredited in the field of spinal cord injury rehabilitation for adults, children, and young people, with nine years of CARF accreditation, an internationally recognised quality mark. Furthermore, the Centre already employs very many loyal, committed, highly skilled, and hard-working staff, who receive frequent local and national recognition for their work, often with an enviable length of service.

However, whilst the Centre is in a strong position overall, and is a source of great pride for staff themselves and the wider healthcare Trust, there will be a number of challenges on the way to achieving our vision. There are some significant skills shortages within the labour market, and this includes some especially pressing challenges within the nursing profession, where over 10% of nursing posts across the NHS are vacant. In the past twelve months we have experienced difficulty in recruiting our usual number of medical staff, and we cannot be complacent about our ability to recruit therapists and support staff in the years ahead.

As the care of spinal cord injured patients improves and patients survive for longer, and with the population as a whole ageing, the demographics of our population are changing, resulting in complex co-morbidities and increasing demands on the service. Our historical staff resourcing may not be sufficient to meet these increasing

demands and we will need to be entrepreneurial and responsive to changing service demands.

We will be able to meet these labour market challenges if we are innovative and develop new roles and ways of working, and provide clear career pathways which will enable people to progress, and (wherever possible) enter professional training. The Centre has undertaken some work in this area over recent years, but will need to enhance this aspect of its work to be resilient for the future.

Added to this, the NHS workforce overall is ageing, and the situation is no different within the NSIC. Whilst we will continue to work hard to retain our current staff, inevitably many of our key leaders and staff at all levels will retire in the years ahead. This means that we need to work hard to ensure that we have succession plans in place, and can attract the 'new generation' of the NSIC's workforce.

Like all NHS organisations, we also need to be well led in all respects, and across all staff groups. We are strongly of the view that leadership capacity and skill will be another of the keys to ensuring our long term future. Our workforce strategy therefore commits to supporting leadership development, so that our staff have strong role models, and receive the support, supervision, feedback and appreciation that can make such a difference to the experience of working.

Last, but not least, in a Centre that delivers a great breadth and complexity of services, the task of providing effective rehabilitation for our patients is truly a multi-disciplinary undertaking, and one which is at the centre of everything we do. Whilst many of our staff

are fully ingrained in the 'rehabilitation culture' that underlies our work, there is further work to do to completely embed this across all staff groups, and further work to do to ensure that we work as a fully integrated Multi-Disciplinary Team.

3. Buckinghamshire Healthcare Care Values and Behaviours

The Trust's 'CARE' values were created in 2016 to help the Trust realise its mission of 'safe and compassionate care, every time'.

These values, and the behaviours that embody them, are as relevant in NSIC as in any other area of the Trust, and NSIC's workforce strategy obviously needs to ensure that they are fully embedded in the Centre.



The CARE values framework:

- Collaborate – together as a team
- Aspire – to be the best
- Respect – everyone, valuing each person as an individual
- Enable - people to take responsibility

4. Our Workforce Vision for the National Spinal Injuries Centre

Our workforce vision for the NSIC is:

“A fully engaged workforce, which is second to none in its ability to provide multi-disciplinary rehabilitation, which is resilient and sustainable in the long term, and where outstanding careers are available to both clinical and non-clinical professionals”

To deliver our vision, our Workforce Strategy for the next five years will focus on six key themes:



Raising NSIC’s profile as a Great Place to Work



Positive Leadership of the NSIC



Investing in the Careers of NSIC staff



Continuous Learning and a Great Experience of Work

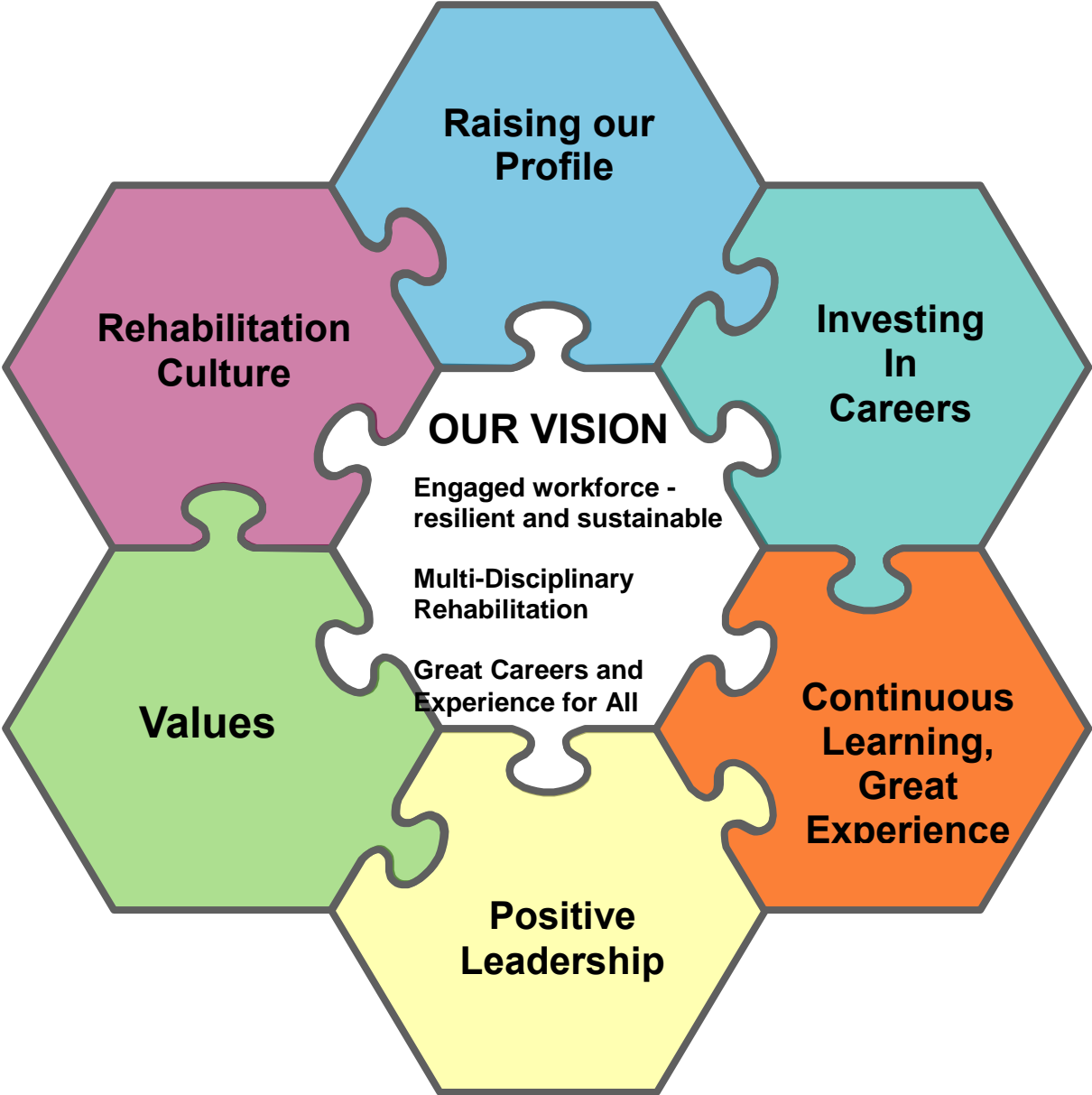


Strengthening NSIC’s Rehabilitation Culture



Living the Trust’s Values within NSIC

NSIC Workforce Strategy 2017-22



5. Raising NSIC's profile as a Great Place to Work

We want people to know about us, know about the careers that we have to offer, and to want to work here.

To achieve this we will:

- Find regular opportunities to celebrate our success and achievements, and share this both within the Centre, and more widely.
- Develop NSIC's website, so that it is professional, and provides easy-to-access, high quality information about career opportunities at the Centre.
- Improve the quality of 'published' material about career opportunities at the Centre, including recruitment prospectuses, job descriptions, realistic job profiles, information about career pathways and development opportunities.
- Ensure that the benefits of working for NSIC, including flexible working options, are promoted strongly in recruitment materials.
- Put in place a work experience programme, available to people of all ages and backgrounds, across all of our staff groups.
- Develop an approach to 'showcasing' the Centre as a great place to work, in partnership with local schools, colleges, training Universities, and community organisations.
- Hold three 'Working at the NSIC Open Days' per year, opening our doors to inspire people who want to meet us to discuss

career opportunities at the Centre. This will be presented by a multidisciplinary team and people who have experienced Spinal Cord Injury.

- Maintain links with people who wish to work here in the future, providing as much guidance as possible in relation to how they may be able to join our future workforce.

6. Positive Leadership of the National Spinal Injuries Centre

We want our leaders at all levels to have the skills to bring out the very best in our staff, reinforcing good practice and supporting and encouraging all staff to demonstrate the skills, values and behaviours that will help us to thrive.

To achieve this the NSIC will:

- Ensure that all staff with line management responsibility attend the Trust's current 'Coaching to Promote Positive Behaviours' training programme or other relevant development programmes, and attain the skills and knowledge required to provide every member of staff with the performance coaching, support, feedback and appreciation they need to give their best.
- Support leadership development within NSIC, by promoting active participation in Trust and external leadership development programmes.
- Develop an approach to talent management and succession planning, based on the Trust's process, so that a pipeline of future leaders is in place and so the skills of staff are developed so that they can fulfil their potential.
- Improve the people management skills of line managers by delivering high quality training on key human resources management topics, including practical sessions on performance management and supporting staff resilience.
- Wherever funding and resources are available, promote opportunities for staff at all levels to develop their specialist

knowledge of spinal cord injury, including by encourage post-graduate training opportunities for all staff groups.

- Ensure that all staff have access to regular and effective management supervision (“1-1s”).
- Develop and enhance coaching and mentoring capacity, and buddying programmes for new and existing staff across all staff groups.
- Provide opportunities for all teams to have access to team-building activities and exercises.
- Work to provide a culture that enables all staff to drive forward positive changes to improve the care of patients and ensures the NSIC is an environment staff wish to continue working within.
- Develop a culture of openness, honesty and learning following incidents.
- Ensure that there is visible senior level presence within all of NSIC’s wards and departments, as often as possible.

7. Investing in the Careers of NSIC Staff

We want all of our staff, whatever their current level or staff group, to have the opportunity to progress their careers with us, and to be challenged, but comfortable in the working environment.

To achieve this we will:

- Be explicit about the career pathways that are available within different functions and staff groups, and the development that is required to progress along pathways, by publishing a “career pathway prospectus” for use as a tool and guide to discussion at personal development planning meetings. This will highlight opportunities to work in both acute-focused and rehabilitation roles.
- Establish opportunities for staff to gain new experience, skills and knowledge by building relationships with other centres and institutions, and providing opportunities for secondments and job swaps.
- Engage positively with ‘widening access’ programmes that may support Band 2 to 4 staff to become registered healthcare professionals.
- Promote and enhance the Practice Development Nursing function to support a positive learning environment for nursing staff, from preceptor-ship and throughout the whole career pathway
- Provide opportunities for staff within all staff groups to ‘rotate’ within specialities within NSIC, and more widely within our healthcare Trust

- Develop new approaches to clinical and non-clinical 'skill-mix' in order to improve our capacity to staff our services, and to provide career development opportunities for staff

8. Continuous Learning and a Great Experience of Work

- Foster a continuous learning environment for staff that recognises and respects individual learning styles, needs and strengths.
- Provide education and learning opportunities that will support staff to become highly skilled in their field and which will support career development, and ensure that these are made available to staff equitably and fairly.
- Provide regular and high quality appraisal and performance management for all staff, in line with Trust procedures.
- Promote actively the facilities and support that is available to safeguard staff health and wellbeing.
- Continue to deliver 'Schwartz Rounds' within the Centre, and ensure that all staff groups are actively encouraged to, and do attend these important supportive, learning and reflective events.
- Take steps to address issues raised by staff through the annual NHS Staff Survey, by developing, maintaining a Staff Survey Action Plan and communicating the Plan, and outcomes to staff.
- Maintain a focus on the factors that cause staff to leave NSIC, and how these can be addressed, through continuous work to improve staff retention and make NSIC a place that people want to stay.

9. Strengthening NSIC's Rehabilitation Culture

We want our whole staff team to understand and help strengthen the culture of rehabilitation in the Centre.

In the early stages of the spinal care pathway, patients need more acute and clinically complex care, and delivering this care is attractive for many staff. However, we believe that in practice, each and every staff member has a role in “the development, to the maximum possible level, of a patient’s function, both mentally and physically, and within their family, social and (where appropriate) workplace groups” (*NHS England*).

To achieve this the NSIC will:

- Support and facilitate high levels of participation in the Goal Planning process within all staff groups.
- Continue to provide Key Worker Training to all staff groups, so that all relevant staff have the skills to co-ordinate a rehabilitation team and empower patients in their rehabilitation journey.
- Promote the importance of participation in the rehabilitation programme, i.e. give patients the opportunity to experience life outside the NSIC during their rehabilitation or make the context relevant to their life roles. This will gain their confidence and may reduce anxiety leading to their discharge. Ensure that clinical staff from all staff groups are encouraged and supported to participate in these activities with patients as part of their rehabilitation journey.
- Promote and provide opportunities for staff to participate in the activities of Back Up or other charities through a recognised ‘Back Up study leave’ scheme.

- Promote opportunities for staff from all staff groups to access inter-disciplinary conferences and events, both nationally and internationally.
- Facilitate rotation opportunities for all staff groups, in order to develop experience and embed the rehabilitation culture and increase skills and understanding of the patient's journey.
- Consider developing and implementing the role of Rehabilitation Assistant across the Centre.

National Spinal Injuries Centre Spinal Cord Injury Care Pathway

Pre-admission



Patient referred to NSIC for assessment by the outreach team



Multi-Disciplinary Team (MDT) discussion prior



Formal yes or no given from NSIC

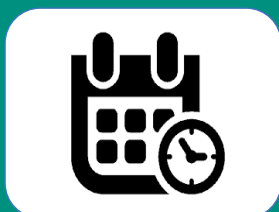


Admission

Patient assessed by NSIC Multi-Disciplinary Team:

- Medical
- Physiotherapy
- Occupational Therapy
- Nursing team
- Speech & Language Therapy
- Case Management
- Clinical Psychology
- Pharmacy

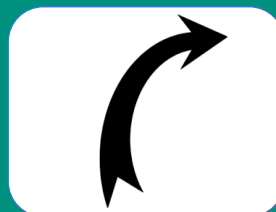
Inpatient stay



Dedicated timetable for



Rehab programme tailored to



Established patient centred goal planning



Patients involved in the decision about their discharge

Moving Forward

The NSIC team work closely with the patient and their family, to ascertain what long term support is needed for the individual's maximum independence

Other agencies involved may include: social services, wheelchair



Safe & compassionate care,

every time

10. Living the Trust's Values within NSIC

We want all of our staff to embody the Trust's CARE Values in all that they do.

To achieve this, the NSIC will:

- Re-launch the Trust's CARE Values champion model, by 'recruiting' and supporting staff who are interested in the role.
- Promote the CARE values training and other resources provided by the Trust within the Centre.
- Establish opportunities for staff to reflect regularly on their own experiences and ways of working e.g. through the appraisal process, and informally.
- Fully embed the CARE approach within all appraisals and personal development reviews which take place within the Centre, in accordance with Trust policy and practice.

NSIC Five Year Workforce Strategy – 2017 – 2022

Once printed off, this is an uncontrolled document. Please check the NSIC pages of the BHT website for the most up to date copy.

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