

STRATEGY 2019-2024

A skilled and sustainable workforce

for a healthier Scotland



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Contents



INTRODUCTION FROM OUR CHAIR AND CHIEF EXECUTIVE

EDUCATION IS AN EMPOWERING FORCE IN SOCIETY, SUPPORTING POSITIVE CHANGE AND PARTICIPATION IN HEALTH AND CARE SERVICES.

NHS Education for Scotland (NES) started life as the national NHS board for education, training and workforce development. This remains at the core of what we do, however, over the last five years our role has grown to meet the increasingly challenging workforce pressures faced by health and social care. During the life of this strategy we will build on this experience. We will extend our work with partners in areas such as attraction, recruitment and retention, improving the employment experience, and organisational and leadership development.

NES will also continue to transform the use of digital technology, placing the user at the centre and adopting cloud technologies which provide access anywhere from any device at any time. We are recognised as a leader in this area and, at the request of Scottish Government, we have established the NES Digital Service (NDS) to develop a national digital platform. This aligns with the digital solutions we are already delivering to support workforce and business services and the work we are leading to join up workforce supply side data and provide analysis to inform workforce planning.

In this strategy, we have aligned our strategic ambitions under five key areas of focus which represent our contribution to ensuring a skilled and sustainable workforce to deliver service transformation and health and social care integration. We believe that this strategy will make an important contribution to high quality workforce and digital support for local, regional and national health and care services. Through our leadership commitment and collaborative working we will build on our past successes to help develop health and social care services fit for the future.



Caroline Lamb
Chief Executive



David Garbutt
Chair



VISION AND MISSION

In developing this strategy, we used intelligence from regions as they built their plans with national boards, territorial boards and health and social care organisations. Maintaining a sustainable workforce is an increasing challenge and, as the people and workforce organisation for NHS Scotland, we have refocused our vision and mission on improving the training and employment journey.

OUR VISION

A skilled and sustainable workforce for a healthier Scotland



OUR MISSION

Enabling excellence in health and care through education, workforce development and support





STRATEGIC INTENT: 2019-24

HAVING THE RIGHT NUMBERS OF SKILLED, TRAINED AND SUPPORTED STAFF, IN THE RIGHT PLACE, AT THE RIGHT TIME, AND IN THE RIGHT ROLES, IS ESSENTIAL TO PROVIDING HIGH QUALITY HEALTH AND CARE SERVICES WHICH ADDRESS HEALTH INEQUALITIES AND ENCOURAGE AND SUPPORT PEOPLE TO TAKE MORE RESPONSIBILITY FOR THEIR OWN HEALTH AND WELL-BEING.

NES's ambition, as the people and workforce organisation for NHS Scotland, is for health and care services where people can easily access and process the information they need where and when they need it, where people are confident using technology and where staff are supported by systems that create time for care. We want to see a workplace where learners are valued and supported to develop their practice and their careers through excellent educational resources.

We will aim to ensure that health and care careers are progressive, flexible and full of possibilities to help us attract and retain the workforce we need and to improve employment choices for people at all stages of their careers, including those who have taken a break and want to return to work.

We will also aim to ensure that we have the right number of undergraduates in the healthcare disciplines in Scotland, and that they have the best possible experience.

We will work with partners to ensure that undergraduate and postgraduate curricula are relevant to the changing needs of NHS Scotland, and that we retain as many graduates as possible to progress to post-qualification roles.

NES will continue to respond to changing circumstances and opportunities and our work will increasingly be informed by data analysis, evidence and impact assessment. We will provide high quality advice to all potential employees in relation to, recruitment, progression and retention. We will also retain a focus on improving our organisation and our performance, ensuring that we are an exemplar in employment practices and achieve the NHS Scotland Staff Governance Standard.

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The NES Contribution to High Quality Health and Care



This strategy sets out the following five key areas of focus for 2019-24

1

A HIGH-QUALITY LEARNING AND EMPLOYMENT ENVIRONMENT

Much of the education and training in health and care takes place in the workplace. The quality of the employment experience impacts on learning and our ability to recruit and retain the people we need. NES will work with partners to ensure that health and care is a great sector to work and learn in, ensuring positive employment experiences, and an increased focus on the health and well-being of staff.

NES will improve the lead employer arrangements for doctors in training, extend these to dentists in training and consider their application to other staff groups. We will also work with partners to develop single employment policies and make these accessible.

NES will provide educational infrastructure for training and practice education, ensuring that learners are well supported in the workplace. We will work with our service and educational partners to ensure effective quality management and educational governance.

To monitor the effectiveness of our work, NES will extend mechanisms for gathering information from trainees and join this up with employee experience tools. We will provide resources to support revalidation, meaningful career conversations and appraisal and will make it easy to link personal development plans with learning resources and individual educational portfolios.

NES will bring the most modern technology to national business systems, creating time for staff to focus on frontline services. This work will include the implementation of national rostering which improve the transparency and equity of rota creation and the deployment of staff.



2

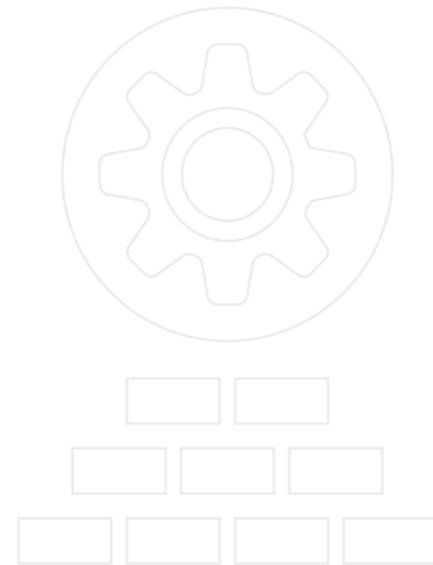
NATIONAL INFRASTRUCTURE TO IMPROVE ATTRACTION, RECRUITMENT, TRAINING AND RETENTION

Key to a sustainable workforce is being able to attract, recruit and retain staff, supporting them to develop their skills. NES will promote careers in health and care, ensuring that information and advice is easily available. We will work with partners to widen access to all careers, including undergraduate programmes in healthcare. We will also focus on increasing opportunities for youth employment.

NES will work with the Scottish Funding Council (SFC) to ensure that their outcome agreements with higher and further education meet the needs of health and care. We will review the education and training capacity for healthcare disciplines across Scotland to ensure it meets future workforce requirements. We will increasingly direct the placements that we support to those areas where we need to increase recruitment to ensure a sustainable workforce supply.

We will provide post-graduate training in line with Scottish Government and regulatory requirements, we will manage progression through these programmes, and we will work with partners to ensure that programmes are flexible and support trainees to develop the competencies that the service needs.

NES will ensure clear routes of entry and progression for all roles to help staff and trainees achieve their potential. We will provide return to practice programmes and other initiatives to aid succession planning. We will work with partners to support the development and retention of support workers in health and care.



3

EDUCATION AND TRAINING FOR A SKILLED, ADAPTABLE AND COMPASSIONATE WORKFORCE

NES will provide learning and development opportunities for all groups of staff in health and care. This will include structured programmes of learning, continuing professional development (CPD), practitioner role development and educational frameworks for all staff groups. Our educational services and resources will support service re-design, team working, career development and a better skill mix. To help reduce the pressure on general practice we will deliver multi-disciplinary development for the whole primary care team.

NES will provide resources to develop a skilled and confident workforce that is equipped to listen, understand, and establish caring and compassionate relationships. We will provide access to high quality organisational, leadership and management development that will maximise the positive impact of individual and team contributions to health and social services.

This will enable the identification and engagement of people with the right values and behaviours to operate across boundaries and to support service transformation, particularly in relation to collaborative and multidisciplinary environments.

To maintain high standards of patient safety NES will work with others to scale-up simulation skills training and we will support clinical skills and human factors education. We will also assist partners to develop a culture of continuous improvement in everyday practice through quality improvement education.

NES will complete the roll out of digital learning resources through TURAS (our workforce support platform), providing a single source of training services, learning resources and information that can be accessed by anyone, anywhere from any device at any time. This will also enable sharing and reduce duplication of learning resources across health and care.



4

A NATIONAL DIGITAL PLATFORM, ANALYSIS, INTELLIGENCE AND MODELLING

A key deliverable of the Digital Health and Care Strategy is a national digital platform which enables citizens and the workforce to easily access and understand the information they need, where and when they need it. NES has been requested by Scottish Government to lead development of the national digital platform to replace the current model of multiple systems which has led to duplication and placed limitations on our use of data. The National Digital Platform will be developed with clinicians and the people who use services, to safely and securely deliver data to better support care, to allow for innovation and service development and to support research and the efficient use of services. The platform will be built, tested and rolled out through the development of products that improve the quality of patient care; and will connect to existing infrastructure to minimise disruption.

We will also lead on the work to bring the most modern of technologies to our business and administrative requirements, ensuring seamless integration with TURAS, our workforce support platform, and we will continue to develop applications within TURAS that support the delivery of a skilled and sustainable workforce.

NES will achieve accreditation as a national statistics provider and fully develop a workforce data platform. This will enable scenario planning and improve the quality of workforce data to support decision-makers. We will also support educational research to inform workforce planning.

NES will develop digital and IT staff across NHS Scotland to equip them with the skills to host, manage, develop, deploy and procure cloud-based applications to improve the health and care experience. We will also focus on the digital capabilities and confidence of the workforce, ensuring they are able to take advantage of digital technologies to improve their own practice and the care they provide.



5

A HIGH PERFORMING ORGANISATION (NES)

Over the next five years NES will aim for excellence in governance and will focus on continuous improvement to ensure we deliver against the challenges outlined within this strategy. We will enhance our training, organisational development, and improvement capacity to support the development of staff within and beyond NES. We will retain a strong focus on staff governance, development, health and wellbeing to ensure our staff have a positive and flexible employment experience.

NES will maintain a culture of collaborative working, innovation, continuous improvement and shared responsibility supported by organisational development, learning and performance improvement. To embed agile working practices, we will continue to develop a digital organisation, using technology, communication tools and workplace design to improve. We will provide corporate services which deliver effective accountability and governance and meet our responsibilities to become a sustainable and energy-efficient organisation.





CROSS-CUTTING PRINCIPLES

THESE FIVE KEY AREAS OF FOCUS ARE UNDERPINNED BY SIX CROSS-CUTTING PRINCIPLES THAT WE WILL USE WHEN WE DEVELOP OUR PLANS:

PROMOTING EQUALITY AND DIVERSITY, AND TACKLING HEALTH INEQUALITIES

WORKING IN PARTNERSHIP WITH STAKEHOLDERS AND DEMONSTRATING LEADERSHIP

ENHANCING DIGITAL ACCESS TO LEARNING, SERVICES AND INFORMATION

SYSTEMATICALLY PLANNING OUR ACTIVITIES, MEASURING THEIR IMPACT AND LEARNING FROM INSIGHTS

CONTINUOUSLY IMPROVING QUALITY, AND LEADING AND HARNESSING INNOVATION

CLEAR ACCOUNTABILITY FOR OUR DECISIONS, ROOTED IN EFFECTIVE GOVERNANCE





KEY OUTCOMES

The framework below summarises the key areas of focus, together with the outcomes that we aim to achieve over the life of the strategy. This will guide our operational planning each year which will identify specific activities and associated performance targets to achieve the outcomes under each key areas of focus.

CROSS CUTTING PRINCIPLES



1. A HIGH-QUALITY LEARNING AND EMPLOYMENT ENVIRONMENT

▶ More consistent, modern and flexible employment experiences	▶ High quality training programmes and placement learning
▶ Meaningful career conversations, appraisal and educational portfolios	▶ Excellent support for workplace learning and development
▶ Improved promotion of career opportunities in health and care and easy access to information	▶ More accessible and flexible resources for remote and rural learners
▶ Improved employee and trainee feedback, engagement, and health and well-being	▶ Best value national administrative systems which enable flexible working and release time
▶ Improved opportunities to access learning	

2. NATIONAL INFRASTRUCTURE TO IMPROVE ATTRACTION, RECRUITMENT, TRAINING AND RETENTION

▶ Improved promotion of career opportunities in health and care and easy access to information	▶ Greater awareness of career opportunities in health and care for young people and school leavers
▶ Higher education outcome agreements that meet the needs of health and care	▶ Widened access to higher education and improved recruitment in key areas
▶ Sufficient education and training capacity to meet future workforce needs	▶ High take up and fill rates in post-graduate training programmes
▶ Effective support for staff returning to work or retraining	▶ Initiatives to support succession planning

3. EDUCATION AND TRAINING FOR A SKILLED, ADAPTABLE AND COMPASSIONATE WORKFORCE

▶ Learner-centred professional development ensures practitioners keep up to date	▶ Enhanced roles to support an improved skill mix and service redesign
▶ Coherent approach to developing and sharing learning resources	▶ Improved development for support workers and allied health professionals
▶ Clear career progression routes for all roles	▶ A caring and compassionate workforce
▶ People developed with the right values and behaviours to operate across boundaries	▶ Access to leadership and management development at all levels
▶ A culture of continuous improvement embedded in everyday practice	▶ Excellence in clinical practice based on evidence and safe models of care
▶ Well-developed multi-disciplinary teams	



4. A NATIONAL DIGITAL PLATFORM, ANALYSIS, INTELLIGENCE AND MODELLING

▶ A national digital platform with a coherent architecture	▶ The ability to rapidly introduce and scale up new technologies based on consistent standards
▶ Products developed on the national platform that improve patient care and experience	▶ Business, administrative and workforce systems that create time for care and improve the employment experience
▶ Improved access to information, data analytics and intelligence	▶ Improved capability and capacity in our specialist digital workforce
▶ A workforce with up to date skills to deliver digitally enabled services	



5. A HIGHER PERFORMING ORGANISATION (NES)

▶ A positive and flexible employment experience for NES staff	▶ Improved training, organisational development and quality improvement capacity and capability
▶ A culture of innovation, improvement and shared responsibility	▶ Effective accountability and governance and a sustainable NES
▶ A digitally enabled NES	



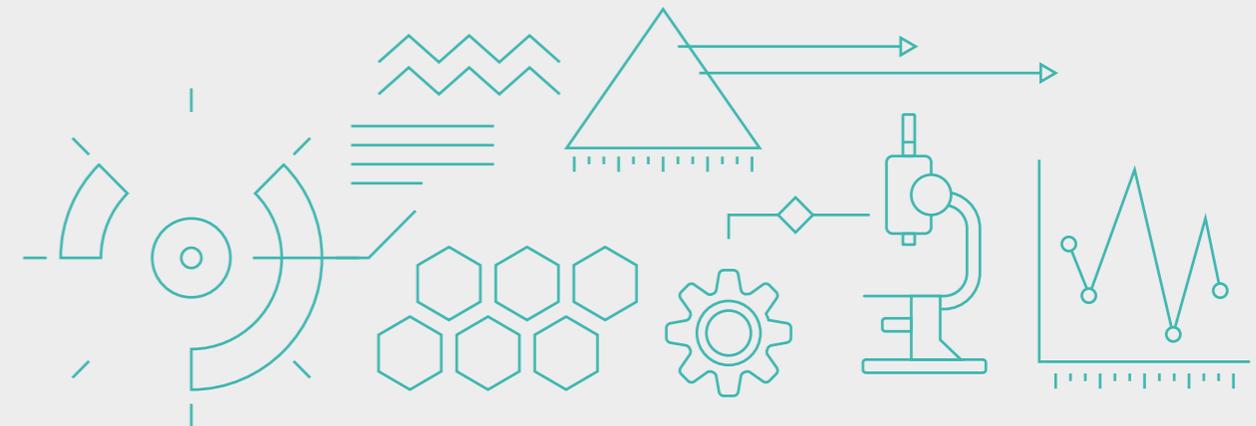
MEASURING PERFORMANCE AND MANAGING RISK

TO SUPPORT IMPROVEMENT, NES WILL MEASURE PERFORMANCE AGAINST THE DETAILED ACTIVITIES AND TARGETS WITHIN OUR ANNUAL OPERATIONAL PLAN WITH REPORTING TO THE NES BOARD ON A QUARTERLY BASIS.

Alongside this strategy, NES will use our corporate risk strategy to manage risks through regular review and reporting to the NES Board.

The NES Board will determine and oversee the communications and key messages to support this strategy, helping to develop our profile with stakeholders and engaging them in our work.

Our risk appetite reflects the need to be ambitious and we will exercise risk control at strategic and operational levels.





RESOURCING OUR STRATEGY

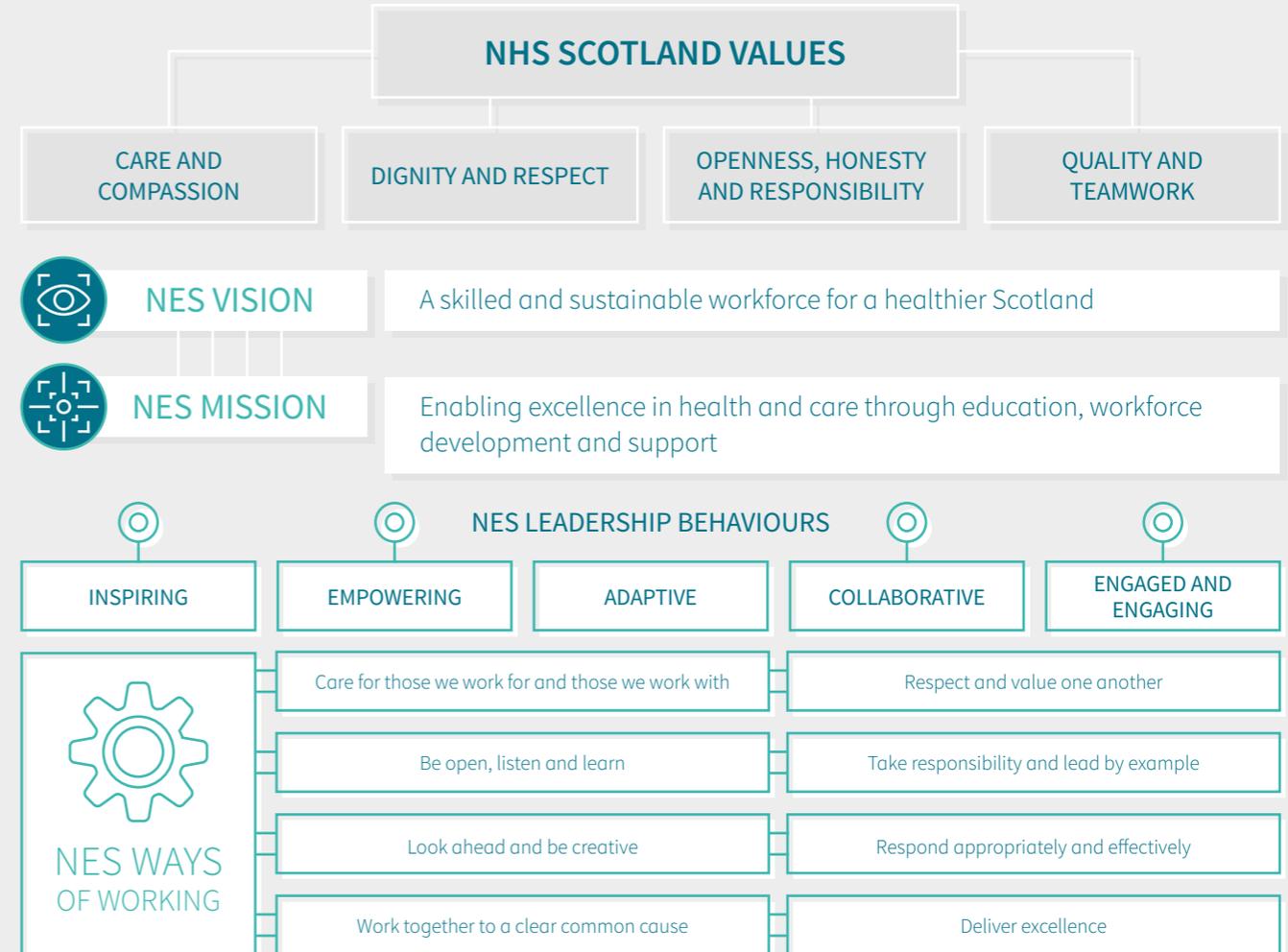
The strategic intent set out in this document is ambitious. It will require investment to fully deliver against the outcomes that we have articulated.

We will work with Scottish Government to develop a financial plan that underpins the delivery of this strategy, and which articulates the benefits to be realised from investment in the workforce.



OUR WAY

We are committed to the values we share with all NHS Scotland organisations. NES's 'Our Way' describes the ways of working which support these values. It guides how we behave, the decisions we make and the way we treat people.





HOW DO I FIND OUT MORE?

THE NES WEBSITE IS YOUR 24-HOUR WINDOW TO NES

www.nes.scot.nhs.uk

You will be able to find detailed information on our work throughout the site.

If you would like further information or have a question in relation the the NES Strategy please email: nes.planning@nes.scot.nhs.uk or write to:

NES Planning

NHS Education for Scotland

Westport 102

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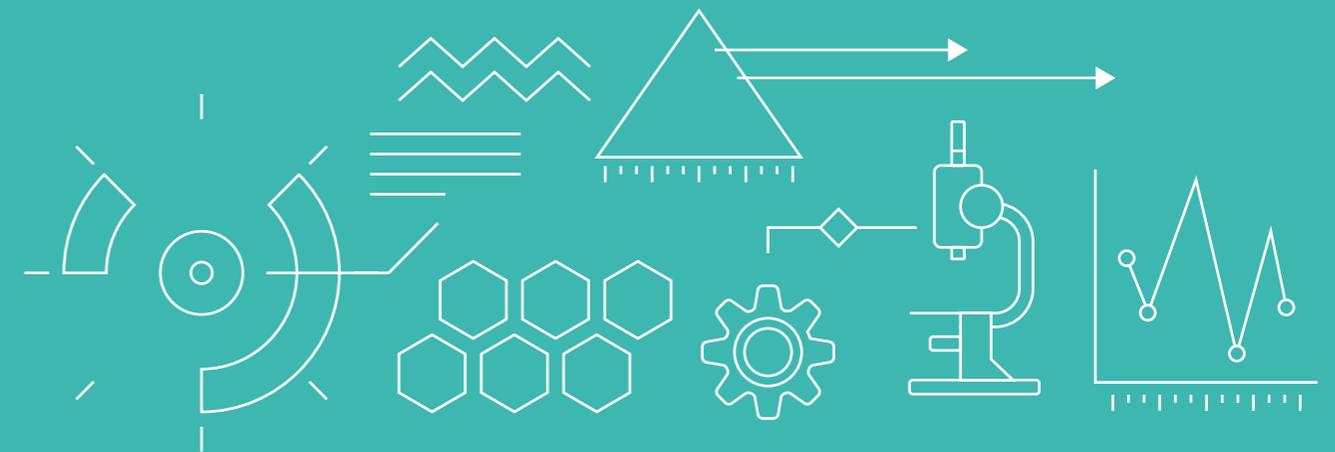
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ALTERNATIVE FORMATS

This resource may be made available, in full or summary form, in alternative formats and community languages.

Please contact us on **0131 656 3200** or e-mail: altformats@nes.scot.nhs.uk to discuss how we can best meet your requirements.





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