



The Prince & Princess
of Wales Hospice

Workforce Development Strategy 2024-27:

Developing the People and Workforce



Executive Summary

Introduction

The Prince & Princess of Wales Hospice (PPWH) has developed a new Clinical Strategy in line with Glasgow City and East Renfrewshire Health and social care (HSCP) strategies. This strategy was developed in partnership with patients, families, carers, staff, volunteers and partner organisations. Our Clinical Strategy 2023-2025 encompasses our mission statement, and the overarching aims of our services as we move forward.

The PPWH serves a population of 285,755 who live in Glasgow City and East Renfrewshire (HSCP). The (PPWH) Is committed to providing exceptional care and support to patients, families, and communities. Our workforce plays a pivotal role in achieving this mission. This strategy outlines our approach to developing and nurturing our staff and volunteers.

Our Vision

Our vision is to bring 21st century Hospice care to the people of Glasgow providing high- quality person-centred care for all those affected by life-limiting conditions and living within the South of Glasgow and East Renfrewshire. We want our hospice building to be a hub for our surrounding community to help dispel the stigma that often surrounds palliative and end of life care and to empower communities to respond helpfully to death, dying and bereavement where they live and work.

To do this we need to maintain and build on the capacity and resilience of our workforce so we can support, deliver and create a skilled, compassionate, and resilient workforce that delivers high-quality palliative care in a way that upholds our core values.

Our core values

Our current and future workforce are our greatest strength. We need to support our employees at every stage of their career journey, nurturing their development and together finding flexible ways of working that fit

with their lives and our services.

The successful delivery of our clinical and corporate objectives is supported by two key strategies: the Workforce Development Strategy and, in turn, our Staff Wellbeing and Resilience Strategy. Implementing these strategies will help us stay true to our core values, which are:

- Care and Compassion for Patients and families
- Feeling valued as part of the hospice community
- Fairness and Integrity
- Dignity and respect
- Striving for excellence

We have a diverse range of people working with us. We want to ensure that people can be the best version of themselves at work, and so the senior management team recognised that a distinct Wellbeing and Resilience Strategy was required to and is synergistic with the Education and Workforce Development Strategy. The Education and Workforce Development Strategy which then emerged was guided by feedback from staff and the recognition of the significant amount of internal change due to service redesign, improvement, and the implementation of our far-reaching Digital Strategy.

As a result, 4 priority areas were identified:

- Recruit and retain a diverse range of professions to support a flexible, sustainable service.
- Promote a culture of continuous learning and development.
- Cultivate leadership capacity and development programs.
- Digital Transformation.

The action plan developed from these priority areas will be under constant review to ensure that the rate of change is manageable for those delivering care and services across the hospice community.



Recruit, retain a diverse staff group

How we deliver our services is changing and it is important that we are adaptable and react to the demands of our patients, employees, stakeholders, and partners. This will require different models of service delivery, reshaping of roles, increased flexibility in the way that we work and development of new skills and competencies.

We know that there are professions where there is a national shortage and have seen how this has influenced our ability to provide our services. To retain our position as national leaders in palliative care we need to consider new ways to attract the best people to PPWH. We need modern recruitment methods and innovative attraction techniques, be it through Scotland, the UK or the World. We need to ensure that we continue to have the right people, with the right skills in the right place at the right time now and in the future.

What we currently provide and intend to build upon for the future:

- Advertisement through NHS and social care platforms as well as our own social media
- Attendance at job fairs
- Open recruitment evenings
- A streamlined application process
- Advertise our many staff benefits
- Regular celebration events of successes and best practice within the team
- A staff open forum
- Keep staff well informed through twice yearly Staff Forums which are supplemented by the weekly "Keeping in Touch" newsletter.
- A development programme in place for band 7 and band 4 staff

Types of activities we aim to develop:

- A recruitment and marketing arm within our Communications Strategy, including enhancement of brand, online presence and social media opportunities.
- Our talent pools by ensuring that our succession planning provides strength and depth of internal candidates for vacancies.
- A variety of workstreams leading from our new Wellbeing & Resilience Strategy supporting staff.
- A refreshed workforce analysis review in line with the Health and Care (Staffing) (Scotland) Act 2019
- Marketing opportunities for roles within the hospices more widely with a greater emphasis on staff benefits
- Streamline recruitment and onboarding processes further.
- Improve our Induction programmes.
- A more diverse range of professional and volunteering roles to complement our existing workforce.

How we will monitor and measure success:

- Reporting of staff vacancies, staff surveys, retention figures and absence figures.
- Exit interview feedback reports.
- Evaluation of our onboarding and induction processes.

Continuous Learning and Development

To meet the future population demands PPWH requires to have a breadth of experience within its workforce – we need the best people with the right skills to deliver rapidly evolving services to our patients, families, carers, and other stakeholders.

To do this we will provide learning and development opportunities to allow our staff to acquire new skills and greater knowledge in a structured way. We will ensure that all staff across the organisation can access learning that meets their needs and supports their personal development.

What we currently provide and intend to build upon for the future:

- We offer Mandatory and Statutory Training (MAST): We deliver a two tier, three-year rolling MAST program for our business and support, and clinical teams. This has been informed by the core topics required by NHS GG&C and Core and Mandatory Training topics in the Skills for Care framework. This programme has been well supported and evaluated.
- We offer specialist placement opportunities for healthcare staff, with robust evaluation of placements carried out to inform further improvements.
- We offer placement opportunities for interns on Project Search. We are contributing to preparing people with significant disabilities for success in integrated successful employment. We are the first hospice across Scotland to engage with this initiative.
- We have a well-established Research Framework and steering group which is populated by our own staff involved in research and representatives from local Universities and research leads from partner organisations.
- We support research projects which are led by our research group in partnerships with local and national Universities.
- We have an Honorary contract with Dr Lisa McCann from the University of Strathclyde which supports joint research and funding opportunities
- We have 3 nurses who have received additional education on research methods to support research opportunities.
- We support the Whole School approach roll out to engage the whole

school community to care for people across all ages who have been bereaved as we believe palliative care and bereavement support is everyone's business. Engagement with School nurses has led to further training being delivered to them at the undergraduate stage.

- We facilitate an accessible education hub for young adults on our caseload.
- We deliver oral and poster presentations at annual palliative care and associated conferences.
- We offer Namaste Care Online Training: Namaste Care is a multi-component palliative care intervention for people with advanced and end stage dementia living in residential or institutional care settings. Namaste Care Online Training – the only training of its type currently available within the UK – is a two-day training program which prioritises comfort connection, meaningful activity and connection with people living and dying with dementia. It also highlights that entry into a Namaste Care Program signifies declining health and should prompt further engagement with future care planning conversations.
- We developed a new compassion focused communication skills workshop: ENGAGE – with compassion. ENGAGE – with compassion is an intermediate communication skills workshop underpinned by the principles of appreciative inquiry and compassionate leadership. This new workshop highlights key knowledge, attitudes, and skills of compassionate communication and includes positive practice storytelling, listening circle practice, appreciative feedback and peer-coaching in using the research informed ENGAGE model of communication.
- We have a community Engagement role which reaches out into our communities across our catchment area and beyond, providing bereavement support and dispelling myths.
- We work collaboratively with other organisations to develop the workforce e.g. reciprocal training with the 5 other Greater Glasgow and Clyde hospices, Ayrshire Hospice, Enable Scotland and NHS GGC.
- We collaborate with specialist palliative care providers across NHS GGC to deliver a range of training to support the health and social care partnership and NHS Acute workforce.
- We utilise online learning facilities to support learning and development across our communities.

- We deliver the End-of-Life Aid Skills for Everyone (EASE) Public Education Course to our wider community. The End-of-Life Aid Skills for Everyone (EASE) Course aims to enable people to be more comfortable and confident supporting family and community members with issues they face during dying, death and bereavement

Types of activities we aim to develop:

- Increase the proportion of staff completing our MAST training
- Perform a 2 staged learning needs analysis (LNA) with phase 1 focusing on the clinical staff to be followed by a consultation process leading to the development of an LNA for all support and business staff. These LNA will inform our future training and development calendar.
- Further develop the capacity of our income generation teams based on the results of their external audit
- Scope ways to develop volunteer capacity to support social prescribing including the development of a new volunteer role entitled community engagement worker.
- Develop the volunteers and staff providing the Living Well Hub and new befriending service changing current practice to enable wider community outreach.
- Develop further volunteering roles to form part of our Family support services.

How we will monitor and measure success

- Evaluation and attendance rates of MAST training.
- Present the LNA findings and monitor actions generated from results.
- Monitor the improvements plans from income generation audits.
- Continually review the diversity of roles and training provided to volunteers to support new and existing roles.
- Present reports on new services to Clinical Governance Committee as part of the continuous improvement programme.
- The feedback received from patients, families and carers will be reported via our Clinical Governance Committee.



Developing Leadership/ Management and Talent

At these times of extraordinary change, it is vital for our leaders to be inspiring, resilient and have the skills to empower and motivate their people to want and to be the best for our patients, services, and each other. We need to help shape the leaders of the future to drive forward our organisation and strengthen and enhance existing partnerships to strive to be a world class public service. Despite the pressure on services in the here and now, there is a need to continually ensure that staff are prepared for future roles and build capability and capacity in the workforce to respond to this. Key to this is how we support the workforce to transform the delivery of services and drive forward initiatives that will develop the leadership skills of our current and future leaders. There is therefore a need to implement development programmes, particularly for our clinical teams to support career pathways within the hospice and continuously improve staff retention.

What we currently provide and intend to build upon for the future:

- Since its inception in 2016 the Inspiring Leadership Programme (ILP) for Palliative Care has grown to meet the needs of not only registered nurses but wider range of multidisciplinary staff. The use of technology and online facilitation has also enabled the programme to be accessible for staff from all over Scotland. It continues to be led by a team of experienced facilitators from NHS GGC, Strathcarron, Accord and Prince & Princess of Wales Hospices with the help of an external consultation.
- A partnership with Glasgow's Chamber of Commerce which has afforded several members of the Senior Management Team and leads for other services the opportunity to attend 'Glasgow's Rising Stars Leadership Development Programme.
- A partnership with the Leadership Factory which has given an opportunity to attend a Leadership Programme for women in Leadership roles within Hospices.
- In partnership with Kelvin college the delivery of "soft skills" training sessions to support people management and leadership across all teams.
- Access to additional training provided through the colleges to support our staff to develop in line with their personal develop needs and organisational aspirations.
- Senior clinical team members having access to a monthly Action Learning Set Support Group. This has been in existence since 2018 with support from an external supervision who is also a Master NLP Practitioner
- Deliver regular continued professional development sessions and bespoke education to all staff around changes in practice or areas of interest through
 - Lunch and Learn sessions
 - Band 7 Action Learning and Support: We facilitate a Band 7 Action Learning and Support Program with external facilitation to incorporate an action learning culture; building on the ethos of the Scottish Government Document "Everyone Matters: 2020 Workforce Vision" (Scottish Government 2013).
 - Managers Masterclass: we facilitate a Managers Masters Class whose agenda is led by the needs identified by the line managers

and organisational demand to support all managers within the organisation. This is continuously evaluated and improvements made in line with feedback.

- We support our senior management team through external opportunities to learn and develop their leadership skills and networks, drawing on experts in their fields to provide mentoring and coaching opportunities.

Types of activities we aim to develop:

- Develop, deliver, and evaluate Development Programmes for band 4, 5 and 6 clinical staff
- Implementation of the NHS Succession Planning toolkit to support continuity of service and staff development Succession planning – Talent Management Toolkit (leadershipacademy.nhs.uk)
- Develop a thriving coaching culture which supports others to reflect on their practice and consider how their approach might differ/improve.
- Enroll and support staff to attend existing external leadership programs expanding this to include the “BOLD” Social Leadership program for a wider range of staff who might not currently consider themselves to be leaders.
- Continue to provide and improve a Managers Masterclass to support all line managers in their compassionate delivery of leadership, recruitment, and collaboration.
- Improve our personal development reviews to allow a greater focus on the support and creation of continuous development opportunities
- Develop service improvement and redesign skills throughout the organisation.

How do we monitor and measure success:

- An annual leadership report.
- Monitoring report focusing on staff development
- Development and implementation of Coaching Policy.
- Qualitative as well as quantitative review of our personal development process.



Digital Transformation

The Prince & Princess of Wales Hospice (PPWH) is committed to leveraging digital technologies to enhance our services, improve operational efficiency, and better serve our community. Our Digital & Data Strategy, established in December 2021, outlines key work streams that will drive our digital transformation over the next three years. These work streams are designed to ensure we remain at the forefront of digital innovation while addressing the evolving needs of our workforce and stakeholders.

What we currently provide and aim to build on for the future

- A safe effective electronic patient record system. This platform however is no longer being supported and will be phased out therefore we will transition to NHS GGC Trakcare platform.
- SharePoint Adoption: SharePoint has been introduced and will be promoted for document management and collaboration. Training has been provided to staff to ensure effective use of SharePoint, enhancing productivity and collaboration across the organization.
- A new Digital & Data Team: A dedicated Digital & Data team has been created comprising experts in data analysis, digital marketing, and IT. This team will be responsible for the holistic management of our data, platforms and staff support and training.
- Online training and education opportunities in collaboration with NHS GGC, Hospice UK
- Higher education providers and other hospices.

Types of activities we aim to develop:

Reporting & Marketing capacity

- **Identify Baseline KPIs across the hospice:** Establishing clear, measurable Key Performance Indicators (KPIs) across PPWH. Understanding these measurements is crucial for tracking our progress, success, and staff previously unaccustomed to developing and monitoring these will be supported to do so. This ability will be much more efficiently delivered using digital means and the ability to collate data in this way will require staff development.
- **Business Intelligence (BI):** Ensuring data is visualised, digestible and accessible is key to enhancing PPWH's data-driven decision-making. This is vital for making key decisions which impact not just our work force but it's training, and ongoing funding.

Data, Digital & ICT

- Hardware Upgrade: Upgrading ICT equipment across PPWH including the migration from Desktop to mobile tablets, migration from Desk phones to WiFi enabled Mobile calling. Each element of these upgrades

involves significant learning and development for staff so requires to be implemented within a phased gradual plan.

New Platforms & Maintenance & Expansion

- **Electronic Patient Record System (EPRS):** A new EPRS will be procured and installed at PPWH, with the goal of integrating directly relevant NHS systems. This requires significant development and training to ensure patient safety and staff engagement with the transition process.
- **Further development and training in the use of Sharepoint.**- new training material will be developed and stored on Sharepoint as part of the induction and learning and development of staff.
- **Microsoft Teams:** Microsoft Teams will be fully utilised for communication and collaboration. Integrating Teams with other tools will streamline workflows and improve team coordination. This involves the workforce using this platform differently and training will be provided to enhance staff productivity and collaboration.

To support these changes we aim to develop

- **Ongoing Cyber Awareness:**
Face to face workshops that cover how staff can maintain cyber security vigilance, balancing the need for security and business as usual.
- **New Phone System:**
Face to face workshops that cover how staff can learn and use the Mobile Phone system PPWH has adopted.
- **New HR System:**
Face to face workshops that cover how staff can learn and use the Bright HR system PPWH has adopted.
- **Copilot artificial intelligence (AI) Training:**
Face to face workshops that cover the Dos and Don'ts of AI in the workplace. Specifically, this will cover Microsoft Copilot.

The full implementation program can be viewed as part of the digital strategy but has been outlined here to recognise the significant impact

these essential changes will have on the staff's ability to manage additional change and learning. The outcome of these improvements will position the organization in a much better place looking to the future and support all arms of the business, most importantly patient safety.

How we will monitor and measure success:

- Feedback from staff surveys, the Staff Open Forum and wider staff forums.
- Specific digital reports which form part of the digital strategy evaluation.

This is the PPWH Education and Workforce Strategy, and we believe the four key priority areas of focus will help us achieve our vision of bringing 21st century hospice care to the people of Glasgow.

References

"Everyone Matters: 2020 Workforce Vision" (Scottish Government 2013).
<https://www.gov.scot/publications/everyone-matters-2020-workforce-vision/> [accessed 04/06/2024]

Health and Care (Staffing) (Scotland) Act 2019 <https://www.legislation.gov.uk/asp/2019/6/contents/enacted> [accessed 04/06/2024]

Succession planning – Talent Management Toolkit (leadershipacademy.nhs.uk)

<https://tmtoolkit.leadershipacademy.nhs.uk/identifying-managing-and-retaining-talent/succession-planning/> [accessed 04/06/2024]

