



# **EVERYONE MATTERS: 2020 WORKFORCE VISION**

# MANY VOICES: ONE VISION

Scotland's Health Service aims to provide safe, effective and person-centred care. Our vision is that by 2020 everyone is able to live longer, healthier lives at home or in a homely setting<sup>1</sup>.

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## **Our 2020 Workforce Vision**

**We will respond to the needs of the people we care for, adapt to new, improved ways of working, and work seamlessly with colleagues and partner organisations. We will continue to modernise the way we work and embrace technology. We will do this in a way that lives up to our core values.**

**Together, we will create a great place to work and deliver a high quality healthcare service which is among the best in the world.**

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“The majority of the 2020 workforce already work here or are in training. The workforce vision will affect all of us.”

# FOREWORD

We are proud of the work we do in Scotland and our passion, drive and enthusiasm to deliver a world class health service. Scotland's Health Service will continue to be a publicly funded and publicly delivered healthcare service free to all our citizens. Our Vision for Healthcare<sup>1</sup> and our Healthcare Quality Strategy<sup>2</sup> put people at the heart of everything we do and we are committed to delivering the high quality healthcare that the people of Scotland expect and deserve.

Our health service is facing many challenges: growing demand, health inequalities, increasing public expectations, an ageing workforce, recruitment challenges and budget pressures.

**“We will deliver the high quality healthcare that the people of Scotland expect and deserve.”**

The 2020 Workforce Vision has been developed in recognition of the vital role of the workforce in responding to these challenges. It has been informed by 10,000 people<sup>3</sup> including NHS staff, trades unions, professional organisations and partners in the delivery of healthcare. It makes a commitment to valuing the workforce and treating people well. A commitment to innovation and making better use of technology. And a commitment to working with other healthcare providers to deliver improved and integrated services.

Everyone who is involved in the delivery of healthcare in Scotland is asked to play their part in making this Vision a reality and to live the values that are shared across Scotland's Health Service to guide the way they work and the decisions they take.

**Alex Neil  
Cabinet Secretary  
for Health and Wellbeing**

# OUR VALUES

Over 150,000 people work for Scotland's Health Service and the majority of the 2020 workforce already work here or are in training. We know from evidence<sup>4</sup> that staff who are valued and treated well improve patient care and overall performance. The 2020 Workforce Vision sets out a commitment to valuing the workforce and treating people well.

Together, we will put people at the centre of everything we do and work to a common set of values which guide the work we do, the decisions we take and the way we treat each other.

The values that are shared across Scotland's Health Service are:

- care and compassion
- dignity and respect
- openness, honesty and responsibility
- quality and teamwork.

Embedding these values in everything we do will help to make our vision a reality. In practice, we need to:

- demonstrate our values in the way we work and treat each other
- use our values to guide the decisions we take
- identify and deal with behaviours that don't live up to our expectations
- be responsible for the way we work and not just the work we do.

# DELIVERING BETTER HEALTHCARE

Our work will increasingly focus on preventing and detecting health problems and keeping people well in their own homes and in the community. And when hospital treatment is required it will be provided to the highest standard of quality and safety. There will be changes to the way we work, the work we do, where we work and the people we work with. Some of the changes include:

- ensuring healthcare is available where and when it is needed
- providing wider and more equitable access to healthcare
- working seamlessly with colleagues in NHSScotland and partners who provide care
- making more and better use of technology and facilities to increase access to services and improve efficiency

**“Our work will increasingly focus on preventing and detecting health problems.”**

- strengthening workforce planning to ensure the right people, in the right numbers, are in the right place, at the right time
- putting new and extended roles into practice
- providing a safe environment for innovation and improvement
- using a continuous improvement approach to deliver better ways of working.

**“We will deliver seamless healthcare; working with partners in social care, the voluntary sector, independent providers and carers.”**

# EVERYONE CAN HELP

Everyone can help by living our shared values of: care and compassion; dignity and respect; openness, honesty and responsibility; quality and teamwork.

Everyone who works for Scotland's Health Service is an essential and equal member of the team and needs to be valued, treated well and empowered to work to the best of their ability. This will help to improve patient care and overall performance. This will be done by ensuring that everyone:

- is managed fairly and consistently
- is provided with a working environment which promotes their health and well-being

- is supported to make the best use of new technology
- has fair and appropriate access to learning and development opportunities
- has time for learning and is supported to develop their skills, knowledge and competence
- has a meaningful appraisal that helps to improve performance and encourages behaviours that reflect our core values
- has the skills needed, including professional, technical and people skills
- has the tools, equipment and resources needed to work effectively.

**“People who are valued and treated well improve patient care and overall performance.”**

# MAKING SURE IT HAPPENS

We need to make sure the 2020 Workforce Vision becomes a reality. Some of the things that will help to make this happen include:

- putting the Staff Governance Standard<sup>5</sup> into practice in all that we do and encouraging our partners to share these principles
- ensuring that everyone is clear about the values and behaviours expected of them and that our values are put into practice
- empowering teams and individuals to innovate and make things better
- nurturing and developing team-working and professionalism
- employing people who demonstrate our core values by improving recruitment practices
- recognising the achievements and efforts of individuals and teams
- valuing and developing management skills and competencies and having managers who lead by example
- developing leadership skills and competencies at all levels
- recognising and supporting the role of carers in the delivery of healthcare
- creating a culture of organisational learning
- valuing on-the-job learning and recognising the workplace as a major source of learning
- building on our ground-breaking partnership with trades unions and professional organisations.\*

\*Research carried out by Nottingham University Business School<sup>6</sup> describes NHSScotland's approach to employee relations as

**“...probably the most ambitious and important contemporary innovation in British public sector industrial relations.”**

# WHAT WILL HAPPEN NEXT?

Together we will deliver the 2020 Workforce Vision through increasing collaboration and integration. We will do this through ongoing engagement with staff and partner organisations and an implementation framework including:

- annual implementation plans
- national, regional, and local delivery arrangements
- priorities for action
- monitoring and reporting arrangements.

For more information, references (1-6) and links see:

**[www.workforcevision.scot.nhs.uk](http://www.workforcevision.scot.nhs.uk)**  
or call **0131 244 2478**



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