North Central London **NHS**

Strategic Health Authority

NHS

Beverley Bustin

Benvenuto !!!!

Formez

Control & Evaluation Systems

The relationship between HR and service delivery.

a) The Human Resources (HR) function can add value through its policies and practices

b) HR policies and practices have a direct effect on the sort of workforce we develop

c) The sort of workforce we have directly impacts on the quality of service we deliver

d) The quality of services we deliver benefits patients and people who use our services
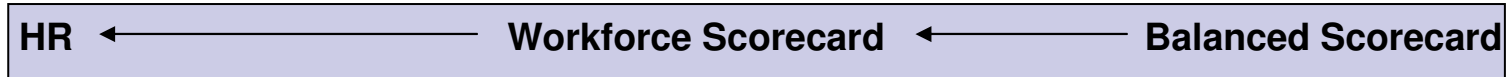
Workforce Reform

High "customer"/patient satisfaction

High Performance by staff

Good implementation by line managers

Excellent HR policy & Practice

Excellent HR Staff

Excellent leadership of HR Function

Formez

North Central London **NHS**
Strategic Health Authority

The "Balanced Scorecard"

The "balanced scorecard" allows for workforce planning, control and measurement to be integrated with service delivery and the HR function.

- Management systems as well as measurement
- Provides feedback on both internal processes and external outcomes

Formez

North Central London **NHS**
Strategic Health Authority

Balanced Scorecard

HR	←	Workforce Scorecard	←	Balanced Scorecard

		Customer Success What specific customer outcomes must be delivered?	**Financial Success** What specific financial commitments must be met?
	Leadership & Workforce Behaviours Are the leadership team & workforce consistently behaving in way that will lead to achieving our strategic objectives?	**Workforce Success** Has the workforce accomplished the key strategic objectives for businesses?	**Operational Success** What specific internal operational processes must be optimised?
HR Systems • Align • Integrate • Differentiate	**Workforce mindset & culture** Does the workforce understand our strategy and do we have the culture we need to support strategy execution?	**Workforce Competencies** Does the workforce, especially in the key positions, have the skills it needs to execute our strategy?	
HR Workforce • Competencies • Strategic Partners • Change agents • Employee representation • Administration expertise	**HR Practices** • Work design • staffing levels • Development strategy • Performance Management • Rewards • Communication		

Formez

North Central London NHS
Strategic Health Authority

Balanced Scorecard (NHS)

Customer Success What specific customer outcomes must be delivered?	**Financial Success** What specific financial commitments must be met?
Workforce Success Has the workforce accomplished the key strategic objectives for businesses?	**Operational Success** What specific internal operational processes must be optimised?

Workforce Scorecard

Leadership & Workforce Behaviours Are the leadership team & workforce consistently behaving in way that will lead to achieving our strategic objectives?	**Workforce Success** Has the workforce accomplished the key strategic objectives for the organisation?
Workforce mindset & culture Does the workforce understand our strategy and do we have the culture we need to support strategy execution?	**Workforce Competencies** Does the workforce, especially in the key positions, have the skills it needs to execute our strategy?

Formez

North Central London **NHS**
Strategic Health Authority

HR Scorecard

HR Systems	Workforce Mindset & Culture
• Align • Integrate • Differentiate	Does the workforce understand the strategy and do we have the culture we need?
HR Workforce • Competencies • Strategic Partners • Change agents • Employee representation • Administration expertise	**HR Practices** • Work design • staffing levels • Development strategy • Performance Management • Rewards • Communication

Measurement and Evaluation Tools

- **Knowledge & Skills Framework**
  (Appraisal and Performance Management)

- **Bradford Factor**
  (Absence Management)

- **Skills Escalator**
  (Competence & Development)

- **Improving working lives**
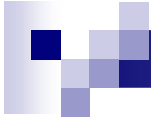 (Staff attitude survey)

Critical Elements

- Greater co operation nationally
- How to implement a common approach to national occupational standards and competencies for leadership & management development
- A national qualification framework
- The financial resources to support implementation
- Time!

The Vision

The 10 High- Impact Changes

1. Support and lead effective change management
2. Effective recruitment, good induction and supportive management
3. Develop shared service models and effective use of IT
4. Manage temporary staffing costs as a major source of efficiency
5. Promoting staff health and managing sickness absence
6. Job and service re-design
7. Appraisal policy development and implementation
8. Staff involvement, partnership working and good employee relations
9. Championing good people management practices
10. Effective training and development

Formez

North Central London **NHS**
Strategic Health Authority

Any questions ?

Formez

North Central London **NHS**
Strategic Health Authority