

# Everyone Matters:

## *Views, experiences and perceptions of working across sectors*

Dr Nancy El-Farargy

Wednesday 25 February 2015

NHS Education for Scotland @NHS\_Education

The benefits of boundary spanning for health and social care  
'the gathering', @gatherscotland, #g2015, 25-26 February 2015, SECC, Glasgow

[Reduced Summary]

# NHS Education for Scotland

We are a national special health board working in partnership with our stakeholders to provide education, training and workforce development for those who work in and with NHSScotland.

Our vision is

Quality  
Education for a  
Healthier  
Scotland

Our mission is

Education that  
enables excellence  
in health and care  
for the people of  
Scotland

Our values are

Care and compassion  
Dignity and respect  
Openness and  
responsibility  
Quality and teamwork

# Quality Education for a Healthier Scotland

We are committed to Scotland's health service values and we aim to ensure that staff are supported through education.

We cater for the NHSScotland workforce, which currently consists of approximately 160,000 members.

We have approximately over 12 years of supporting the workforce.



# Doing it Once for Scotland



# Our Strategic Framework

*“Education is a strong force for positive change, supporting improved outcomes for people through a well-developed workforce, with the right skills, knowledge and behaviours to provide new models of care across traditional public service boundaries...*

*This framework represents our contribution to public service reform and more integrated health and social care by ensuring frontline staff are equipped to deliver the best possible care.”*

Lindsay Burley, Chair

Malcolm Wright, Chief Executive



NHS Education for Scotland, (2014). A refreshed strategic framework for 2014-19. Quality Education for a Healthier Scotland. Edinburgh: NHS Education for Scotland. Available online: <http://www.nes.scot.nhs.uk/media/2559910/strategicframework2014-2019-web.pdf> [Accessed February 2015].

# Our Strategic Themes

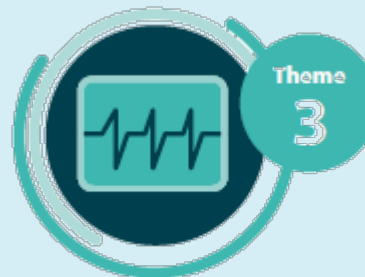
Our framework is centred on five broad strategic themes.



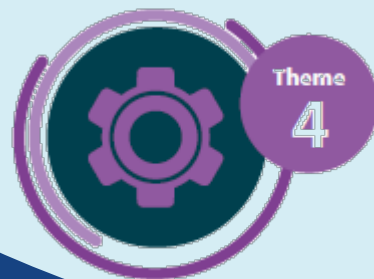
**An excellent workforce**  
Consistent evidence-based excellence in education for improved health and care.



**Improved quality**  
Education for improving quality to enhance patient safety and people's experiences of services.



**New models of care**  
Education for models of care to support the *2020 Vision*.



**Enhanced educational infrastructure**  
Innovative educational support infrastructure covering people. Technology and content.



**An improved organisation**  
Enhancing the capacity and capability of our staff to give their best and achieve their potential.

# Scottish Government National Outcomes

	WEALTHIER & FAIRER	SMARTER	HEALTHIER	SAFER & STRONGER	GREENER	
NATIONAL OUTCOMES	We live in a Scotland that is the most attractive place for doing business in Europe					NATIONAL OUTCOMES
	We realise our full economic potential with more and better employment opportunities for our people					
	We are better educated, more skilled and more successful, renowned for our research and innovation					
	Our young people are successful learners, confident individuals, effective contributors and responsible citizens					
	Our children have the best start in life and are ready to succeed					
	We live longer, healthier lives					
	We have tackled the significant inequalities in Scottish society					
	We have improved the life chances for children, young people and families at risk					
	We live our lives safe from crime, disorder and danger					
	We live in well-designed, sustainable places where we are able to access the amenities and services we need					
	We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others					
	We value and enjoy our built and natural environment and protect it and enhance it for future generations					
	We take pride in a strong, fair and inclusive national identity					
	We reduce the local and global environmental impact of our consumption and production					
	Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it					
Our public services are high quality, continually improving, efficient and responsive to local people's needs						

- “We are better educated, more skilled and more successful, renowned for our research and innovation.
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
- We live longer healthier lives.
- Our public services are high quality, continually improving, efficient and responsive to local people’s needs.”

Scottish Government, (2011). The National Performance Framework (NPF). Scottish Government. Available online: <http://www.gov.scot/Resource/Doc/933/0124202.pdf> [Accessed February 2015].

# Public Service Reform

“Our public services are high quality, continually improving, efficient and responsive to local people’s needs.”

Person-centred

Values-Driven

Assets-Based

Prevention

Partnership

People

Performance

Scottish Government, (2015). Public Service Reform. Scottish Government. Available online:  
<http://www.gov.scot/Topics/Government/PublicServiceReform> [Accessed February 2015].



# Everyone Matters: 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.**

Scottish Government, (2013). Everyone Matters: 2020 Workforce Vision. Scottish Government. NHSScotland. Available online:  
<http://www.gov.scot/Resource/0042/00424225.pdf> [Accessed February 2015].

# 2020 Workforce Vision: Five Priorities

1. Healthy organisational culture



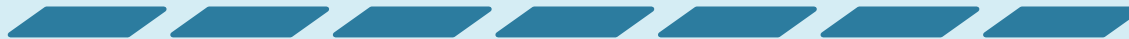
2. Sustainable workforce



3. Capable workforce



4. Integrated workforce



5. Effective leadership and management



2020 Workforce Vision

2020 Vision for Health and  
Social Care

Scottish Government, (2014). Everyone Matters: 2020 Workforce Vision. Implementation plan 2015-2016. Edinburgh: Scottish Government. Available online: <http://www.gov.scot/Resource/0046/00462059.pdf> [Accessed February 2015].

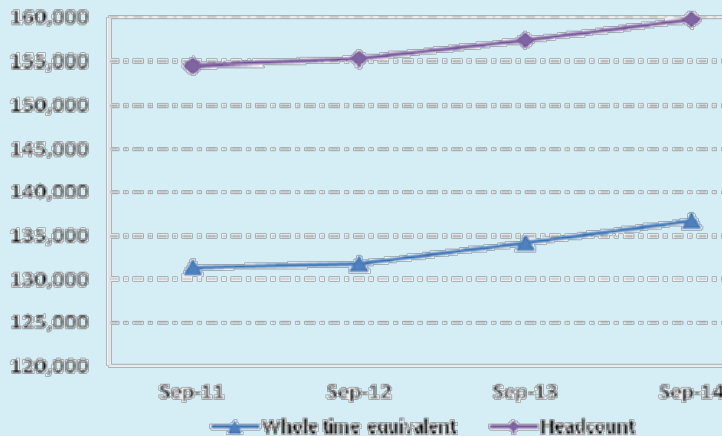
# Public Bodies (Joint Working) (Scotland) Act 2014

- The Public Bodies (Joint Working) (Scotland) Act 2014 provides a framework to support improvements in the quality and consistency of health and social care services through the integration of health and social care in Scotland.
  - Greater integration and partnership working.
  - Increased focus on wellbeing and prevention.
  - Greater self control of care.

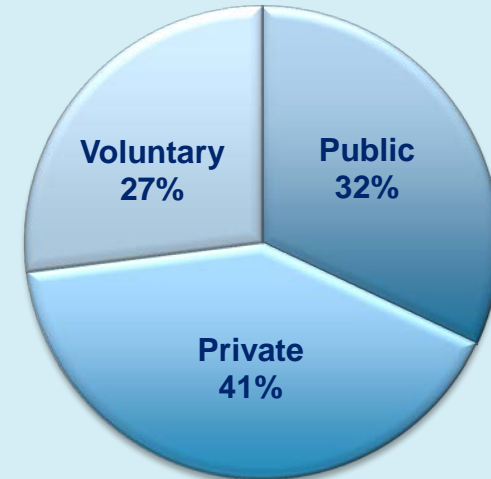
*We need to develop the health and social care workforce with partners across health and social care, including the third and independent sectors.*

# Health and Social Care Integration

## NHS Scotland Workforce: 159,748



## Scottish Social Services Workforce: 189,670



National Services Scotland, (2014). NHSScotland Workforce Information. Quarterly update of staff in post, Vacancies and Turnover at 30 September 2014. National Statistics. Edinburgh: Information Services Division, NSS. Available online: <https://isdscotland.scot.nhs.uk/Health-Topics/Workforce/Publications/2014-12-02/2014-12-02-workforce-Summary.pdf?47762697936> [Accessed February 2015].

Scottish Social Services Council, (2014). An Official Statistics Publication for Scotland. Scottish Social Services Sector: Report on 2013 Workforce Data. Dundee: Scottish Social Services Council. Available online: <http://data.sssc.uk.com/images/WDR/WDR2013.pdf> [Accessed February 2015].

# NES Engagement Matrix

	POLICY & STRATEGY DEVELOPMENT	PLANNING & COMMISSIONING	SERVICE DELIVERY	CAPACITY BUILDING	LEARNING EXCHANGE
LEVEL 1 INFORM			1		1
LEVEL 2 CONSULT	5	4	2		3
LEVEL 3 INVOLVE	1	1	4	4	5
LEVEL 4 COLLABORATE	7	6	8	5	13
LEVEL 5 EMPOWER	2	1	1		

Approximately 74 types of engagements – of varying breadth, quality and collaboration – with approximately 40 third sector organisations have been documented<sup>1</sup>.

EI-Faragy, N. (2013). NES Engagement with the Third Sector and Voluntary Organisations. Enhancing health and care through partnerships and collaboration. Edinburgh: NHS Education for Scotland. Available online: <http://www.nes.scot.nhs.uk/media/2593202/nes-engagement-with-the-third-sector.pdf> [Accessed February 2015].

<sup>1</sup> The number of organisations currently stand at approximately 90 (Nov 14).

## Example Case Studies

- Strong partnership with Alzheimer Scotland to deliver training, education and workforce development in relation to Scotland's National Dementia Strategy.
- Scottish Council for Voluntary Organisations (SCVO) – supporting engagement and joint working with the third sector:
  - [Get Involved](#) – MILO resource
  - Awareness raising
  - Educational and learning opportunities

# Engagement and Collaborative Working

## Emergent Actions:

- Strategic engagement processes.
- NES promotion, learning exchange and awareness raising.
- Internal and external communications.
- NES-wide accessible database.
- Partnership working and shadowing.
- Continuation of existing and successful partnerships.

## Actions Progressed:

- Engagement with SCVO.
- Discussion of the use of the MILO resource ([Get Involved](#)) with our contractor groups .
- Sharing the learning from the AHP Career Fellowship Scheme.
- NES Educational Governance.
- Discussion with the NES Educational Leadership Group.

El-Faragy, N. & Lam, S. (2014). NES Board Paper: NES Engagement with the Third Sector and Voluntary Organisations. Edinburgh: NHS Education for Scotland. Available online: <http://www.nes.scot.nhs.uk/media/2615122/Item8aEngagementWithTheThirdSector240414.pdf> [Accessed February 2015].

# What are your Views, Experiences and Perceptions of Cross-Sector Working?

## Working Across Sectors: Views, Experiences and Perceptions

**Greater integration of public services in Scotland is a key driver of the Public Service Reform agenda.**

The focus is on stronger organisational relationships that deliver better services for patients and the public; with prevention, self-management, and community based approaches at the core. This requires the full engagement of the statutory health sector, the social care sector and the voluntary sector in the planning, design and delivery of public services.

This questionnaire aims to explore your views, experiences and perceptions of working across various sectors. It also aims to review practical examples and educational provision in the area.

Your input is very much appreciated, and completion of the survey will take approximately 10 - 15 minutes.

For further information, you may contact [Dr Nancy El-Faragy](#)

NES Privacy and Data Protection

- Gain an understanding of the views and perceptions of those in the service.
- In line with the principles of the 2020 workforce vision.



# What Would Support you in Working across and with Different Sectors?

**Commitment to wider partnership needs to be at all levels - sometimes statutory sector leads can fail to recognise the importance of real engagement at all stages of planning.**  
[Nurse, NHSScotland Territorial Board]

## **A culture:**

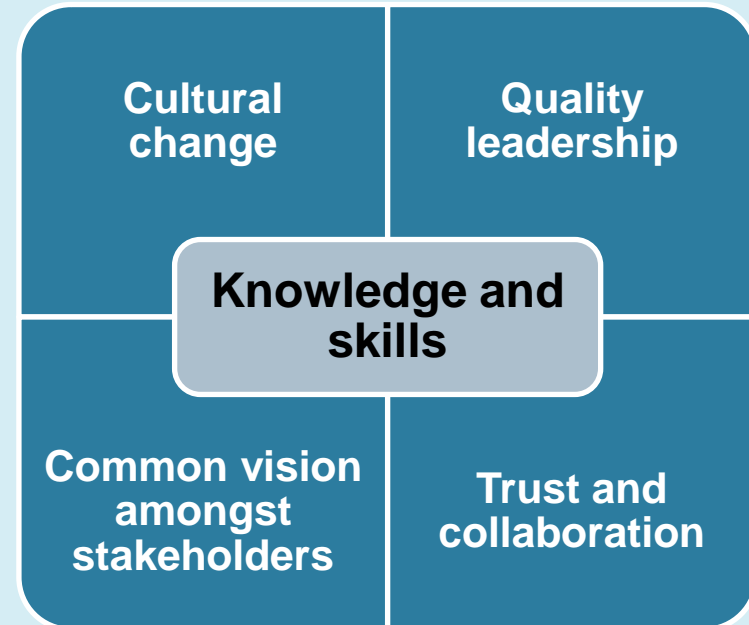
- **with shared expressed vision and values, targets and objectives, outcomes to be achieved.**
- **which values difference rather than seeing it as a barrier.**
- **where there is more trust and openness...**  
[Project Lead, NHSScotland Special Health Board]

# Working in Partnership



# Quality at Scale

- The workforce is critical to delivering the vision for health and social care in 2020 and beyond:
  - Quality of care
  - Health of the population
  - Value and financial sustainability
- Identify high impact actions
- Aims to improve quality at scale – ripple effect



Integrated ways of working into practice.

# Developing the Right Conditions

- **The focus is on developing the right conditions for an integrated workforce.**
  - **Planning for populations**
  - **Planning resources**
  - **Embedding all staff – across sectors – in the processes of service planning, investment and provision**
  - **Strong leadership**

Thank You

## Everyone Matters:

*Views, experiences and perceptions of working  
across sectors*

Dr Nancy El-Farargy

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