Five Year People Strategy

2014 – 2019
A message from the Director of Human Resources

As a large acute Trust we face many challenges. In order to meet those challenges and seize opportunities for the future it is essential that we have the right people in the right jobs with the right skill mix at the right time. The purpose of our People Strategy is to support all that we do to attract, recruit, develop, retain, support and reward our staff and teams to meet our future goals and aspirations. Our people strategy has been developed through consultation with our staff and builds on and refreshes the previous HR Strategy 2011 – 2014. The Human Resource Department has a major role in driving the people agenda but it requires each and every one of us to play our part in making UHN M a great and successful place to work.
Vision and Strategic Intent

The Trust’s strategic goals are identified as follows:

1. Delivering quality excellence for patients
2. Deliver our obligations to the taxpayer
3. Achieving excellence in education and training
4. Creating an integrated trust with Stafford

The HR Directorate’s vision is "people for patients ... Empowering, developing, and supporting for effective performance" in order that we can attract and retain the best people to work, learn and research at the University Hospitals of North Midlands NHS Trust.

We want to provide a positive work environment that promotes an open, supportive and fair culture which helps our staff to do their job to the best of their ability and ensure delivery of high quality care. The Trust will need to improve its productivity by over 6% per annum for the next five years. This will definitely mean we will need to transform the way we work through changes to the number, skills and groups of staff.

We will achieve this through ensuring we have sufficient senior skilled people to assess, diagnose, treat and care for patients’ over seven days; greater use of information technology to reduce support costs; more trained staff and greater partnerships with other provider organisations.

In return, we truly need to make improvements to the way we recruit, retain and develop staff and ensure we create an environment where individuals feel actively engaged and ambassadors for our Trust both inside and outside of work because they are listened to, supported and developed. In this way we will secure excellent staff satisfaction, excellent leading-edge patient care, education and research and fulfil our duties to the public so they have a health service from UHN they can be justly proud of.

The shared vision for the Directorate and the Trust is to work in partnership with staff from all areas of the Trust and the wider Health Economy in order to achieve the Trust’s goals and to support delivery of UK leading excellent clinical services. This is achieved by shaping a workforce culture in which every team member is enabled to fulfil their potential, give their best at work and is listened to and valued for their contribution.

We want our staff to work to the very highest standards, to be able to communicate openly in an organisation which respects people’s views, and values individuals and teams. We encourage and recognise high performance in a results-driven environment and will support individual and team development to deliver the organisations goals. We know that excellent staff experience leads to excellent patient experience and improved patient outcomes.
The People Strategy outlines how the Trust will lead and support its staff to achieve its vision and sets out the following six overarching objectives:

**Aim One:** Implement Effective Organisational Development to deliver the Trust’s vision

**Aim Two:** Enable the delivery of effective workforce plans to support the recruitment of the right people, in the right numbers at the right time to deliver safe, high quality patient care

**Aim Three:** Enable Change through innovation, transformation and productivity improvement to secure a stable future

**Aim Four:** Improve Workforce Information and HR Governance to ensure that we have the tools and technology to understand the nature of our workforce and support our decision making

**Aim Five:** Improve and Maintain Learning, Leadership and Development to continually enhance opportunities for staff to progress their careers and further develop their skills to be at the leading edge of healthcare provision

**Aim Six:** Support Improvements in Staff Wellbeing, Reward and Recognition to offer excellent staff experience at work and become an employer of choice

This five year strategy, is supported by the Trust’s workforce plan, and is aligned to both the learning and education strategy and the organisational development strategy. It details the HR contribution, governance and monitoring arrangements and also outlines how HR will be measured and benchmarked to provide evidence and assurance of HR’s contribution to the delivery of the People Strategy over the next five years.

A delivery plan, which is reviewed annually, supports the overall delivery of the People Strategy and gives clear goals, timescales and measures of success. Critical to the success of this strategy are the following:

- Clear and progressive HR policies which enable managers to support individuals to develop and excel and hold people to account, in equal measure
- Building workforce planning capability to ensure the right roles and numbers of staff are deployed effectively to maximise productivity and ensure patient safety
- Education, training and professional development to achieve UK leading clinical services and maximise value for money for the tax payer
- Engagement, involvement and measures to support employee well-being to ensure we have a healthy, well-led, involved and motivated workforce
- Organisational and leadership development to create a high performance culture and align systems and people with the Trust’s strategic priorities
- Translation and implementation of national HR initiatives and legislation
- Provision of productive and efficient HR support services (Employee Relations, Occupational Health, Counselling, Medical Staffing, Recruitment and Workforce Information)
- Provision of specialist advice and support
Values and Behaviours

Respect and Dignity: Our patients are our first priority and we aim to provide consistent, high quality compassionate treatment. We treat our patients as individuals, listening to their particular stories and supporting them in their individual circumstances.

Safety is a Priority: We strive to keep our patients safe from harm and we create an environment to keep our staff safe in their work.

Everyone Counts: Our staff are valued, listened to and supported. Everyone is part of the University Hospital team and we treat everyone as an individual.

Learn from Experience: We reflect when things go right and when they go wrong. This way we can improve where necessary and build on the things we do well.

Working Together: We put our patients first in everything we do, by reaching out to staff, patients, carers, families, communities and health and social care partners. We put the needs of the patient before NHS and other organisational bodies.
We will support the overall delivery of the Trust’s Organisational Development Strategy, particularly focussing on the following areas:

**Culture and Values:** We will establish a ‘living our values’ approach and as part of our staff engagement activity develop a process for assessing our culture and our move towards our desired cultural state.

**Leadership Development:** Review, evaluate and refresh Leadership and Management Programmes ensuring they reflect the Trust’s values and behaviours and strategic direction.

Develop our leaders to help them move towards a clinically-led organisation based on accountability, devolved responsibility and a more commercial outlook, driven by high quality care and value for money for the taxpayer.

Work with the Board to continually develop Executive and Non-Executive Directors.

**Staff Engagement:** Staff engagement is essential to the Trust transforming its services and delivery of our strategy, and Managers will be expected to demonstrate leadership commitment to engaging staff in service delivery and service development. We will work with our leaders to improve staff engagement. We recognise the importance of listening to and acting on what our staff tell us, and want to encourage openness and honesty in communication.

**Talent Management and Succession Planning:** Develop a process to attract, identify and retain talent and identify leaders of the future who can operate in a new organisational environment characterised by innovation and rapid change, working in partnerships to deliver in the public and private sector and undertake transformational leadership.

**Appraisal and Performance Management Framework:** Support the organisation to implement improved Business Planning and quality appraisals which hold people to account, and develop potential.

We will therefore continue with Listening into Action events, forums and briefings to seek views from our employees and provide opportunities for feedback, in addition to working with Communications to improve information sharing and two-way engagement at all levels across the hospital. We will initiate new ways of communicating with staff, using a staff magazine and social networking, to support the delivery of this aim.

We will also seek the views of our staff via the intranet and via staff surveys. We will supplement our annual staff survey with quarterly “in house” surveys to provide us with a ‘pulse check’ and offer more timely feedback from our staff. We aim to be in the top 20% of Acute Trusts for our staff survey outcomes.

**Critical Success Factors**
- Implement Trust-wide values and expected standards of behaviour
- Consistently achieve 95% target of completed appraisals (Trust Target)
- Improve the Staff Engagement score as evidenced in the NHS Staff Survey
- Improve overall Staff Satisfaction (NHS Staff Survey)
- Increase participation rates in leadership development programmes
Enable the delivery of effective workforce plans to support the recruitment of the right people, in the right numbers at the right time to deliver safe, high quality patient care

**Workforce Plan:** The workforce plan sets out how the Trust will meet both current and future workforce needs in line with the Trust Strategy and identified in the Long Term Financial Model and Integrated Business Plan 2014-2018. We will continue to develop the capability of managers at service level to ensure the production of service specific workforce plans which are integrated with business and financial planning processes in order to ensure an adequate supply of suitably qualified staff, mitigate any potential risks of inadequate staffing numbers.

**Recruitment:** Further develop the recruitment and selection skills of managers to include behavioural and value based assessment techniques. Improve recruitment processes and develop our service level agreement to ensure timely, robust systems are in place across the Trust.

Develop innovative solutions to attract new employees making best use of technology and marketing techniques, particularly focussing on those areas where there are “hard to fill” posts. With our partners develop a values based recruitment process.

**Widening Participation:** We will continue to develop our widening participation activity including pre-recruitment and increasing the uptake of apprentices. We will expand and improve the quality of training and development opportunities for support workers and continue to offer as widely as possible, work experience for young people and other talented members of our community.

As a major employer in the area we will continue to play a key role in the economic regeneration of the locality. Working with local partners we will source and secure funding to ensure the growth and sustainability of activities.

**Equality and Diversity:** We will continue to promote equality and diversity within the workforce and value the benefits this brings.

**Critical Success Factors**
- Introduce values-based recruitment techniques
- Increase number of apprentices and opportunities for work experience
- Reduce our agency expenditure to ensure reliance on agency staff is less than 4% of budget
- Align the Trust’s workforce plan with capacity plans
Aim Three

Enable Change through innovation, transformation and productivity improvement to secure a stable future

The Trust needs to reduce its costs and improve its efficiency by 6% per annum and will do this by identifying and delivering workforce changes to enhance efficiency, productivity and business opportunities, and continuing to support quality.

Implement major change programmes arising from the development of clinical networks and strategic alliances and the Trust’s strategic plans. The composition of our workforce will alter and adapt to effect these changes.

Consider opportunities for workforce redesign and transformation following the introduction of new technologies and different ways of working. We will promote effective multidisciplinary team working both within the Trust and within the wider Health Economy to provide optimum care for patients wherever they are being treated.

We will encourage and empower staff to identify different approaches in which we can make improvements to the way we work and deliver services, including making best use of new technologies.

Critical Success Factors

- Provide HR Policies that facilitate innovative workforce change
- Improve productivity and implement skill mix changes to maximise efficiencies
Aim Four

Improve Workforce Information and HR Governance to ensure that we have the tools and technology to understand the nature of our workforce and support our decision making.

Information Systems: Work with colleagues to continue to develop and realise the benefits from computerised systems such as NHS Jobs, ESR, Consultant Job Planning, Medical Rostering and Nurse Rostering in order to support the effective development and utilisation of staff. We will look to increase the accessibility of such systems in order to ensure managers have all relevant information to support their decision making. We will increasingly move to electronic systems to support the Trust’s ‘paperless’ agenda.

HR KPIs: We will continually develop the HR metrics used in Trust wide performance reports (balanced scorecard). In addition we will develop a series of internal HR metrics to enable the Directorate to assess performance, and benchmark HR Services against other Trusts.

Critical Success Factors
- Introduce computerised systems to reduce reliance on paper-based processes and improve efficiency
- Introduce a range of focussed and relevant HR performance metrics to further develop benchmarking of HR performance
Aim Five

Improve and Maintain Learning, Leadership and Development to continually enhance opportunities for staff to progress their careers and further develop their skills to be at the leading edge of healthcare provision

Statutory and Mandatory Training: Continue to promote Statutory and Mandatory training ensuring that processes are user friendly, and training delivery methods are appropriate to the Trust’s busy environment. Development will increasingly focus on the patient experience and the skills staff require to enhance this.

Coaching and Mentoring: Continue to develop the Trust’s pool of coaches and mentors. Promote access to coaching and mentoring to support performance improvement and the demonstration of desired values and behaviours. We will encourage the use of coaching to encourage our workforce leaders to learn from other organisations both in the private and public sector.

Learning and Education Strategy: Implement the Learning and Education Strategy.

We will continue to promote the good reputation of the Health Care Career and Skills Academy, working with partner organisations to explore funding opportunities and ways to deliver learning and development across Staffordshire.

Medical Education: Work with the Medical Director’s office and representatives from the Medical School to reform our current structures, systems and processes for medical education at post graduate and undergraduate level to align with clinical directorates in order to attract and retain medical staff, and deliver world class training and education to the doctors of today and the future.

Create a clinical academy and an Education and Training Institute to encourage innovation, bring together multidisciplinary education and training and make best use of shared resources and infrastructure.

Critical Success Factors
- Increase the Trust’s rate of compliance with statutory and mandatory training requirements (Trust Target)
- Increase the pool of coaches and mentors
- Develop joint working arrangements/infrastructure for Trust-wide training and development activity
- Increase the % of staff who receive job-relevant training, learning or development in the previous 12 months (NHS Staff Survey)
Aim Six

Support Improvements in Staff Wellbeing, Reward and Recognition to offer excellent staff experience at work and become an employer of choice

**Health and Wellbeing:** We will continue to develop a range of wellbeing initiatives building on the success of the Trust’s wellbeing weeks. We will continue to work with Occupational Health and Counselling Services as well as managers to improve attendance rates and raise awareness of achieving staff wellbeing.

The Trust has achieved the Staffordshire Workplace Health Award, bronze status for its wellbeing work to date and aims to achieve both silver and gold level. We have also signed up to the National Organisational Audit of the Implementation of NICE Public Health Guidance for the Workplace.

We will explore the introduction of early interventions to support staff who are off sick and to reduce absence levels.

**Reward and Recognition:** We will develop our approach to the reward and recognition of staff, within the framework of National Terms and Conditions. This includes increasing staff satisfaction through:

- Pay progression arrangements which reward high performance
- Long Service Awards
- Annual Award Events
- Employee and Team of the Month Schemes

We will work with staff and staff representatives to further consider opportunities to recognise and reward staff who innovate, and go above and beyond their roles to deliver excellence and support the Trust’s values. We will encourage and recognise those staff who are motivated to achieve and deliver results.

**Critical Success Factors**

- Achieve and sustain Trust attendance targets (Trust target)
- Achieve gold level Workplace Health Award
- Improve the % of staff who recommend the hospital as a place to work (NHS Staff Survey)
- On a phased basis, achieve 50% of Staff Survey key findings scoring ‘above average’ by 2015
The Human Resources Department Contribution and Measuring Success

The Divisional HR teams will work with managers to influence and contribute to service strategy ensuring that the workforce agenda is appropriately considered. Line managers are accountable for the effective management of their staff and teams and will be held to account for the delivery of effective HR performance in their areas of responsibility.

The HR function has corporate responsibility for the delivery of effective systems, processes and practices, as outlined in this strategy. The directorate’s business plan sets out what the HR director and team will deliver each year. They are held to account by the Trust Executive Committee and Board. The HR team also need to ensure they engage with relevant stakeholders, internally and externally to ensure workforce issues are addressed. The HR department will strive to deliver a leading edge specialist HR service throughout the Trust, learning from other organisations (including those in the private sector) to develop innovative strategic and operational HR practices.

We will encourage our team to continually develop to ensure a progressive, professional and competent approach to the delivery of HR and we will work with our education and training team to develop our services as a centre of excellence not only to colleagues in the Trust but also to partners in Staffordshire and Cheshire.

**Measuring our Success:** Success in terms of the Trust’s HR performance is measured in the following ways:

- Benchmarking – comparison with other Acute Trusts provides an opportunity to assess performance and share good practice across the region and against similar NHS organisations
- Key performance indicators reported in Board Reports and reviewed at performance reviews provide an indication of the Trust’s HR performance at Divisional level.
- Staff Survey and Pulse Checks outcomes
- Employee Relations and relationships with other stakeholders
- Quality Assurance Visits
- Exit interviews

We will measure the HR Directorate’s contribution through:

- Complaints and compliments received by the HR Department
- Occupational Health/Staff Counselling KPIs such as turnaround times from referral to appointment, measured via the SLA
- Recruitment performance against Trust policy
- Completion times for handling grievance and disciplinary issues
- An annual customer feedback survey will be introduced to identify and address areas for improvement
- Accuracy of data on the Electronic Staff Record System
- Evaluation of training and development interventions
- Cost of HR per employee

HR staff are pivotal in delivering people management solutions by developing policies and procedures and by providing advice and guidance, as well as the provision of recruitment, training and development services and supporting managers in effective case management.