



People Strategy 2018 - 2020

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At University Hospitals of North Midlands NHS Trust we know that investing in, supporting and developing our staff has a direct impact on the quality of care that we deliver. Our employees are as important as our patients and the population that we serve.

Our People Strategy plays a critical role in developing our culture and supporting all that we do to attract, recruit, develop, retain, support and reward our staff and teams to meet our future goals and aspirations. It has been developed through consultation with our staff and builds on and refreshes previous human resource strategies. The Human Resource Directorate has a major role in driving the people agenda, however it requires each and every one of us to play our part in making University Hospitals of North Midlands a great and successful place to work.

We love our values



**PROUD
TO
CARE**

Vision and Strategic Intent

The Trust's strategic goals are identified as follows:

1. Provide safe, effective, caring and responsive services
2. Achieve NHS constitutional patient access standards
3. Achieve excellence in employment, education, development and research
4. Ensure efficient use of resources
5. Lead strategic change within Staffordshire and beyond

Our staff play a vital role in delivering the above objectives and 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.

Our goal is 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 and efficiency, and respond to service and technological change over 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, developing new and redesigned roles, greater use of information technology to reduce support costs, more trained staff and greater partnerships with other provider organisations.

In return, we need to continuously improve 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, leading-edge patient care, education and research and fulfil our duties to the public so they have a health service they can be 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 System in order to achieve the Trust's goals and to support delivery of 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 to create an environment where our staff work to the very highest standards, are 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 five inter-related objectives:

Aim One: Developing the organisation to deliver the Trust's vision and values

Aim Two: Planning the workforce 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: Transforming HR to improve efficiency and governance

Aim Four: Improving Learning and Education 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 Five: Enhancing Staff Experience through improvements to Staff Wellbeing, Reward and Recognition

This People 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 Human Resources' contribution to the delivery of the People Strategy.

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 innovative HR policies which underpin the organisation's strategic goals
- Developing workforce plans that deliver the business strategy, ensuring that we have 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
- 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)



Values and Promises

Our Vision is underpinned by our Values and Promises, which were co-created by our staff, patients and carers. Our values define the standards of our Trust and all the individuals working here and are at the heart of everything that we do:..



We are a Team – I will be considerate, help others to achieve our goals and support others to make positive changes

We are Appreciative – I will acknowledge and thank people for their efforts and contributions

We are Inclusive – I will be open and honest, welcome people's views and opinions and involve people in decisions that affect them



We are Supportive – I will be empathetic and reassuring. I will support and encourage people when they need it

We are Respectful – I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable

We are Friendly – I will be welcoming and approachable. I will make eye contact, say hello and introduce myself



We Communicate Well – I will explain clearly, share relevant and timely information and keep people updated

We are Organised – I will plan ahead, manage my time well and be prompt in what I do

We Speak Up – I will contribute to ensuring healthy and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values



We Listen – I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear

We Learn – I will share best practice, celebrate good performance and support others to use their skills, learn and grow

We Take Responsibility – I will have a positive attitude, act and encourage people to take the initiative and make improvements



The People Strategy – Key Aims

Aim One

Developing the organisation to deliver the Trust's vision and values

We will support the overall delivery of the Trust's Organisational Development Strategy, particularly focussing on the following areas:

Culture and Values:

We will promote the Trust's vision, values and behaviours so that they become integral to our organisation and embedded in all processes.

We will continue to develop our 'proud to care' culture with a focus on compassion, staff recognition, service and financial improvement.

Equality, Diversity and Inclusion:

We will promote equality and diversity within the workforce across all our practice and value the benefits this brings.

Leadership Development:

Our Leadership and Talent Frameworks drive the core leadership skills and behaviours we see as critical for the continued growth and success of the Trust.

We aim to ensure managers make their best contribution to the Trust by providing them with the skills needed to deal with key management situations confidently and consistently. We will recognise leaders at all levels in the organisation and deliver innovative leadership and management development programmes which enhance capability, support career progression and reflect the Trust's values, behaviours and strategic direction.

We will work with the Board to continually develop our senior leaders to effectively deliver the Trust Vision.

Service Improvement and Design:

We will develop our leaders to meet the

standards of a high-performing organisation which is clinically focussed, continuously improving and based on accountability and devolved responsibility driven by high quality care and value for money.

Staff Engagement:

Staff engagement is essential to the Trust transforming its services and delivery of our strategy, and we will work with our leaders to ensure that opportunities are in place for employees at all levels to influence the delivery and development of our services.

We recognise the importance of listening to and acting on what our staff tell us, and want to encourage openness and honesty in communication. We will therefore continue to seek views from our employees and provide opportunities for them to feedback to us, through a variety of mechanisms in addition to our staff survey tools.

Talent Management and Succession Planning:

We will create a talent and succession process which ensures people's potential is maximised, in roles which are rewarding and where high performance is 'the norm' and recognised accordingly. We will provide opportunities where career pathways, development, aspirations and capabilities are aligned to create an agile workforce which is being prepared for UHNM roles for now and the future.

Performance Development Reviews and Performance Management Framework:

We strive to offer opportunities for promotion and career progression through our appraisal system and talent management processes. We will support the organisation to implement strategic business planning and quality appraisals which hold people to account, drive high performance and maximise potential.

Critical Success Factors:

- 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
- Improvement in all data on protected characteristics
- Reduce the percentage of staff saying they have personally experienced discrimination at work to better-than-average compared to other acute trusts
- Reduce the percentage of staff saying they have experienced harassment, bullying or abuse from colleagues or that they have a lack of equal opportunities for career progression or promotion, as evidenced by staff surveys

Aim Two

Planning the workforce 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 the Trust's Integrated Business Plan. 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 and to mitigate any potential risks of inadequate staffing numbers.

Recruitment:

We will ensure the Trust's recruitment and selection processes are effective, streamlined, timely, and that they support the Trust's values.

We will continue to evolve our attraction strategy by developing innovative and competitive solutions to attract new employees making best use of technology and marketing techniques, and particularly focussing on those areas where there are "hard to fill" posts.

Widening Participation:

Widening participation enshrines the public duty to provide equal opportunity for all and will ensure the NHS workforce of the future reflects the populations it serves more closely, as well as increasing the pool of people available to be recruited into the NHS.

To achieve this we will continue to provide a range of opportunities that will attract future generations of Trust employees, including increasing the uptake of apprentices. We will expand and improve the quality of training and development opportunities for support workers and continue to offer work experience, as widely as possible, 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 and work in partnership with schools, colleges and Universities to promote the Trust as an attractive place to work and develop careers.

We will also maximise our links with the Armed Forces and reservists to share good practice as we recognise the knowledge and breadth of experience these colleagues can bring to the workplace. Additionally, by providing a pathway for the Armed Forces community to access opportunities available in the NHS, we help them to develop their careers, and fulfil their potential.

Critical Success Factors:

- Increase number of apprentices and opportunities for work experience
- Reduce our agency and bank expenditure

- Align the Trust's workforce plan with capacity plans
- Reduction in vacancies

Aim Three

Transforming HR to improve efficiency and governance

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

We will 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. Opportunities for workforce redesign and transformation following the introduction of new technologies and different ways of working will be considered.

We will promote effective multidisciplinary team working both within the Trust and within the wider Health System 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.

Working with colleagues, we will continue to develop and realise the benefits from digital systems such as the national Employee Staff Record (ESR) , TRAC Recruitment Management System, Consultant Job Planning, Medical Rostering and Nurse Rostering in order to support the effective development and utilisation of staff. We will 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.

We will continually develop the range of workforce intelligence reports as well as develop internal HR metrics to assess both Trust wide and HR Directorate performance, and use benchmarking to assess HR Services against other Trusts.

Critical Success Factors:

- Provide HR Polices that facilitate innovative workforce change
- Improve productivity and implement skill mix changes to maximise efficiencies
- Support opportunities across the Trust to streamline, reduce costs or implement efficiencies
- Introduce computerised systems and manager "self-service" to reduce reliance on paper-based processes and improve efficiency
- Assess HR performance and the HR function against external benchmarking data

Aim Four

Improve Learning and Education 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:

Build on the Trust's approach to coaching and mentoring and continue to promote access to coaching and mentoring to support performance improvement and the demonstration of desired

values. Through our coaches, we will encourage our workforce leaders to learn from other organisations both in the private and public sector.

Learning and Education Strategy:

We will ensure that our learning and education opportunities meet the needs of the organisation and the wider Health System and that delivery of our training and development activities is flexible, adaptable and reflective of the world that we live in.

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

Medical Education:

We will work with the Medical Director's office and representatives from the Medical School to ensure our structures, systems and processes for medical education at post graduate and undergraduate level 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.

We will create a virtual Academy to encourage innovation, and service improvement bringing together multidisciplinary teams and making best use of shared resources and infrastructure.

Critical Success Factors:

- Consistently achieve the 95% target for compliance with statutory and mandatory training requirements (Trust Target)
- Increase the pool of coaches and mentors
- Continually develop joint working arrangements/infrastructure for Trust and system-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 Five

Enhancing Staff Experience through improvements to Staff Wellbeing, Reward and Recognition

Research shows good staff wellbeing, motivation and engagement can generate better outcomes for our patients as well as improving organisational performance and our aim is to ensure we have engaged and committed colleagues at every point of the healthcare journey.

Staff Experience:

We will continue to encourage openness in our workplace by promoting our Speaking Up processes as a means for staff to raise concerns. We will ensure there are opportunities to engage and listen to our staff and will involve them in our decision making processes.

Health, Wellbeing and Resilience:

We will continue to develop a range of wellbeing initiatives to support individuals and to protect their emotional and physical wellbeing. We will continue to work with Occupational Health and Counselling Services as well as managers to improve attendance rates and make a positive difference to the wellbeing of our workforce.

We will continue to develop early interventions to support staff who are off sick and to reduce absence levels.

We will promote flexible working and dependent friendly approaches that support a healthy work life balance and will also support an excellent patient experience.

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 Awards and Recognition 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 and behaviours. We will encourage and recognise those staff who are motivated to achieve and deliver results.

We will work towards becoming an employer of choice by clearly defining the employment package, the career pathways and opportunities for progression.

Critical Success Factors:

- Achieve and sustain Trust attendance targets (Trust target)
- Improve the % of staff who recommend the hospital as a place to work (NHS Staff Survey)
- By 2020, achieve improvement in the percentage of Staff Survey key findings scoring 'above average'



Human Resources

The Human Resources Directorate - 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. 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. 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 engage with relevant stakeholders, internally and externally to ensure workforce issues are addressed. The HR Directorate 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 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 are reported in Board Reports and reviewed at performance reviews. These 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 Directorate
- 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
- Customer and HR staff engagement feedback
- Accuracy of data on the Electronic Staff Record System
- Evaluation of training and development interventions
- Cost of HR per employee

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