

Gloucestershire Hospitals



NHS Foundation Trust



**Workforce  
Strategy**

2016

# what is a workforce strategy?

Our workforce strategy is encompassed by the following statement - that every member of staff is:

*Committed to being the best that we can be every day; for our patients, for our colleagues and for ourselves*

## 1. Foreword

**The NHS is experiencing a period of change like no other in its history. The political, economic, social and technological context within which we operate is evolving rapidly, presenting with it a series of challenges but also significant opportunities.**

The challenges have been articulated fully in a range of other documents concerning the NHS and so will not be repeated here, save for saying that they reinforce the argument for positive action.

Our Board, in consultation with staff at all levels, has agreed a vision for the future where we wish to deliver;

### Best Care for Everyone

With any vision statement it is possible to pick out individual words and question their place however we have been very deliberate in our choices. This is not a vision that aspires to be 'good' or 'good enough' or even 'to improve'. It sets out very clearly that this is about being the 'best' and a willingness to be assessed against our delivery of that vision. It doesn't talk about money, buildings or equipment, all of which are going to be hugely important in the delivery of the vision. It talks, deliberately so, about 'best care'. Adding that this is 'for everyone' means that everybody who reads this statement, whether a patient, carer, relative or staff member should have no doubt where our priorities lie.

To deliver this vision requires a strategic perspective on a range of issues; clinical direction, sound financial management, support for innovation, research and maximisation of our estate, to name but a few. However to translate all of these strategies into delivery of the vision will require our most important component 'Our Staff', and this has been true within the NHS since its inception. Our staff truly do make the difference to our patients and therefore our aspirations for 'Our Staff', the people who will ultimately deliver the vision of best care for everyone, must be equally high.

We will need to attract and retain extraordinary people who could easily find work in other organisations.

We will need to reward them appropriately, recognising that 'reward' takes many different forms and is not simply financial. We will help them develop their careers and provide them with challenging and stimulating roles (roles which may change in the context of an increasingly dynamic

landscape). We need to continually engage with them about what is happening in our trust and to hear and respond to their voice, especially when they speak out about things that need to improve. We will in particular engage with them about how they can maintain their physical and mental wellbeing. We need to be clear that morale, and improving morale, is a key focus for all of us as we strive to achieve our vision. We will seek to lead and follow with clarity of purpose and will encourage leadership behaviours and values at all levels, not linking leadership to titles and status. In return, we will require all of our people to be 'committed to being the best that we can be every day, for our patients, for our colleagues and for ourselves'.

This creates a set of mutual expectations and responsibilities and we must be prepared to challenge ourselves and each other if we fall short of these. We will set these out for staff as an 'Employee Proposition' which clearly states for existing staff and potential new recruits, what they can expect from our trust and what is required from them in return.

In brief, this is about cultural change and the values that will sustain and develop our organisation, and indeed our local health economy, going forward. Above all, our objective is to ensure that the Trust attracts and retains a high performing workforce capable of delivering the Trust operational and clinical strategies.

Given our current financial challenges, it would be quite easy to set aside our aspirations for our staff on the basis that this is 'the wrong time'. However, it is precisely the right time to do this as our staff are pivotal to our delivery of quality, safe services and as such also pivotal to our financial recovery.

The following pages set out the evolving priorities of the 'Workforce Strategy', and how these overarching themes are broken down and woven into a more granular perspective, including an assessment of current status and future plans. Every year an in-year action plan will be published and shared with staff as actions truly do speak louder than words. This strategy is intended to be a living document that will change over time to take account of our progress and development and changes (both internal and external). We look forward to working with you on its delivery.

**Peter Lachecki, Trust Chair**



Delivering  
Best Care for  
Everyone

Delivering an  
Excellent Employee  
Experience

## 2. Our Workforce Strategy

### 2.1 Workforce

**Delivering the right sized, right skilled workforce, as well as achieving a balance between our substantive workforce and our flexible workforce, both for now and in the future, across the full range of professional disciplines is becoming ever more challenging.**

There are issues of supply in different professions, particularly for clinical staff and as a consequence, the procurement of our workforce becomes a much more strategic issue requiring comprehensive planning, creative solutions and our ability to differentiate ourselves as an employer. We have therefore established three strategic aims with regards to workforce:

- 1. To embed workforce planning within operational and strategic planning to enable appropriate short, medium and long term actions to take place which ensure that our workforce supply is secure, commensurate with need and representative of best value.
- 2. To develop a compelling employment proposition that enables us to attract and retain the highest quality staff in all areas and to deliver the best possible service to our internal customers.
- 3. To develop a Temporary Staffing function which enables our Trust to access a highly skilled and engaged flexible workforce who provide excellent levels of care at an appropriate cost.

Underpinning each of these strategic aims (as with those that follow, below) is an assessment of current progress and future plans. The workforce assessment is found in Appendix 1.

### 2.2 Education, Learning and Development

**This is a vital component of any 'workforce strategy' given that the delivery of 'best care' relies on the skills, ability and motivation of our staff.**

We believe staff at all levels and in all roles place great value on their career and personal development, so the wide range of education,

training and development opportunities we provide allows us to demonstrate the value that we place on our staff and to differentiate ourselves from others. Establishing our trust as a 'learning' organisation will require identification and publicising of all of those activities that constitute development, greater transparency of educational spend and a balance between a perceived focus on mandatory training and 'development'. Healthcare education is facing unprecedented changes due to the fast-changing political landscape: We will ensure we are at the heart of every opportunity to help shape and design new ways of educating our healthcare workforce and in the commissioning of education and development within the South West region; through that, we will be better able to provide the best education for our staff – now and in the future.

Our strategic Education, Learning and Development aims are:

- 1. To influence patient experience and outcomes as a result of our education, teaching and training
- 2. To position ourselves within the heart of the changing NHS landscape in order to influence future direction locally and nationally.
- 3. To become known and renowned for the quality of our education and development.

An assessment of current progress and future plans is provided in Appendix 2.



## 2.3 Leadership

**This is a priority for our Trust and is a major challenge right across the NHS. We must aspire to lead well at every level and this includes being willing to be led and to be part of a team.**

It requires us to define in simple terms, what good leadership looks like in practice. It compels us to create a compulsory core curriculum for team leaders and managers as well as creating a shared leadership language and experience for clinical and non-clinical leaders. It requires a strategic approach to succession planning and talent management, recognising where these coalesce and where they diverge. It also requires us to embed assessment about leadership capabilities, particularly around 'care and compassion', firmly in the appointment and promotion processes for leaders at all levels. The main strategic aims are:

- 1. To maximise the capability of our leaders at all levels through the provision of relevant leadership development aligned to our leadership behaviours framework;
- 2. To embed talent management and succession planning at all levels, aligning with performance management systems
- 3. To extend the use of coaching and mentoring internally, ensuring greater linkage with organisational outcomes.

An assessment of current progress and future plans is provided in Appendix 3.



## 2.4 Reward and retention

**There are a number of benefits associated with working in the NHS, not least the opportunity to make a difference to our patients and to work with extraordinary colleagues.**

Many of the more tangible benefits need to be enveloped in a localised 'Total Reward' approach (which has gathered some traction with the development of Reward Statements for NHS staff; itemising, in particular, pension benefits). There are further opportunities to identify local benefits (including access to healthcare, flexible working, learning and development opportunities) as well as building on the joint work with Staff Side colleagues, reviewing the links between reward, performance and culture. The main strategic aims are:

- 1. To develop a Total Reward Strategy distinguishing our trust as a place to work which attracts and retains high calibre staff.
- 2. To develop performance/behaviour/values linked to non-monetary rewards ensuring those who consistently perform well and role model our values feel appropriately rewarded.

An assessment of current progress and future plans is provided in Appendix 4.

## 2.5 Employee Engagement and Cultural Change

**The building blocks for improved employee engagement were put in place some years ago and whilst results in the annual staff survey have continuously improved, we recognise that this is a journey which will bring significant reward to our patients and our staff in equal measure if progress is not only maintained but undergoes a step-change.**

With the launch of our new vision, 'Best Care for Everyone', our Trust has demonstrated that the voice of our stakeholders is heard and responded to; morale is a key priority for us. It marks the next phase of our transformation and creates the opportunity to include staff from all sectors of the Trust, regardless of level. Key to our success will be the empowerment of staff through devolved leadership and responsibility, creating a more responsive, agile and accountable organisation, one able to adapt to its economic environment and be recognised for the delivery of exceptional

services within Gloucestershire and beyond, with an engaged, motivated workforce at its heart. Key to this will be a leadership group prepared to engage and consult at the earliest opportunity, actively prepared to explain decisions, with an open and transparent approach to information and a real desire to act as role models by eliminating defensive behaviours at all levels.

The main strategic aims are:

- 1. To develop an identity and culture within our Trust which delivers best care for everyone through the engagement of leaders and the wider workforce in a series of transformational activities.
- 2. To develop the concept of devolved leadership and engagement through the divisional structure;
- 3. To develop the employee voice from 'Ward to Board' including the opportunity to raise issues of concern safely, confident they will be responded to.

An assessment of current progress and future plans is provided in Appendix 5.

## 2.6 HR Operations

**Exceptional employee relations sit at the heart of any Workforce Strategy.**

Managing employee relations effectively does not simply mean responding to issues such as grievances, disputes and disciplinaries, but forging a climate and creating systems where people are engaged, empowered to challenge when necessary, and where lessons are learned. It involves timely management of issues whether on conduct or performance and a sense of equity created through our policies and their implementation, establishing clear frameworks on how all staff can expect to treat others and be treated. It further involves proactive, partnership working with staff and their representatives on a range of issues over and above statutory requirements and similarly a partnership with line managers to help them lead and manage their staff effectively. It is also key that both our staff and line managers are able to access expert central support and guidance in as timely and consistent a fashion as possible. The main strategic aims are:

- 1. To provide proactive and strategic 'Business Partnership' arrangements to clinical and corporate divisions to support the delivery of Best Care for Everyone.

- 2. To provide proactive and responsive Employee Relations services which enable effective performance management, resulting in improved patient care, service delivery and staff experience.
- 3. To significantly improve medical engagement.

An assessment of current progress and future plans is provided in Appendix 6.



## 2.7 Staff Health and Wellbeing

**The health and wellbeing of our staff is an integral part of our employee proposition. The Five Year Forward View proposed by NHS England Chief Executive Simon Stevens points to the responsibilities of organisations to be 'exemplars' in their communities in terms of staff health and wellbeing.**

If organisations expect their healthcare professionals to have meaningful conversations with patients and the public generally about proactively maintaining their health, it must be from a position of strength, having addressed the same issues with their own staff already. This places a mutual responsibility on the Trust and on our employees. The link between improved health for staff and improved health for patients has been made by a number of august commentators and include Lord Darzi, Dame Carol Black and Professor Steve Boorman. There is clearly a financial argument for reducing sickness absence which when combined with opportunities for greater consistency of care resulting from increased attendance, is quite compelling. But, the most compelling argument for doing this is that we have a genuine interest in the health and wellbeing of our staff and not one based on expediency. This includes being as concerned with mental and emotional wellbeing as physical health and has to be reflected in tangible actions.

A staff health and wellbeing strategy has already been accepted by the Board and includes the following strategic aims;

- 1. Every employee will be supported to improve their health and wellbeing and



encouraged to act as role models to their colleagues and the broader community

- 2. De-stigmatise issues surrounding mental health by providing training which helps staff identify issues in themselves and others, signposting to appropriate services and support
- 3. Ensure our staff are able to access appropriate clinical care which will enable them to remain in work or return to their duties at the earliest opportunity.

An assessment of current progress and future plans is provided in Appendix 7.

## 2.8 Equality and Diversity

**As a trust we believe that the experience of our patients is significantly enhanced by the richness and diversity of our staff.**

The NHS and our trust must be a meritocracy providing equal access to employment, development and promotion, irrespective of background and should seek to identify and break down any barriers that prevent this from happening. It is crucial that we consider equality and diversity in everything that we do and not consider it to be a 'standalone' activity. This involves a proactive approach to monitoring, supporting and educating our staff. We know that in common with other organisations that we need to improve our performance with regard to our staff from black and minority ethnic (BME) backgrounds and those who regard themselves as disabled or have a long term condition. The steps required to make improvements in these areas will ensure that the experience of all of our staff is improved. Our main strategic aims are;

- 1. Embed equality and diversity as part of our Trust 'DNA' extending the opportunity to hear from staff about their real experience of working in our Trust.
- 2. Introduce and track performance against the Workforce Race Equality Standard (WRES), taking appropriate actions to improve performance.
- 3. Improve the experience and contribution of staff with a disability or long term condition.



An assessment of current progress and future plans is provided in Appendix 8.

## 2.9 Spiritual Care

**Any good workforce strategy or employee proposition will consider the many dimensions associated with delivering person centred care.**

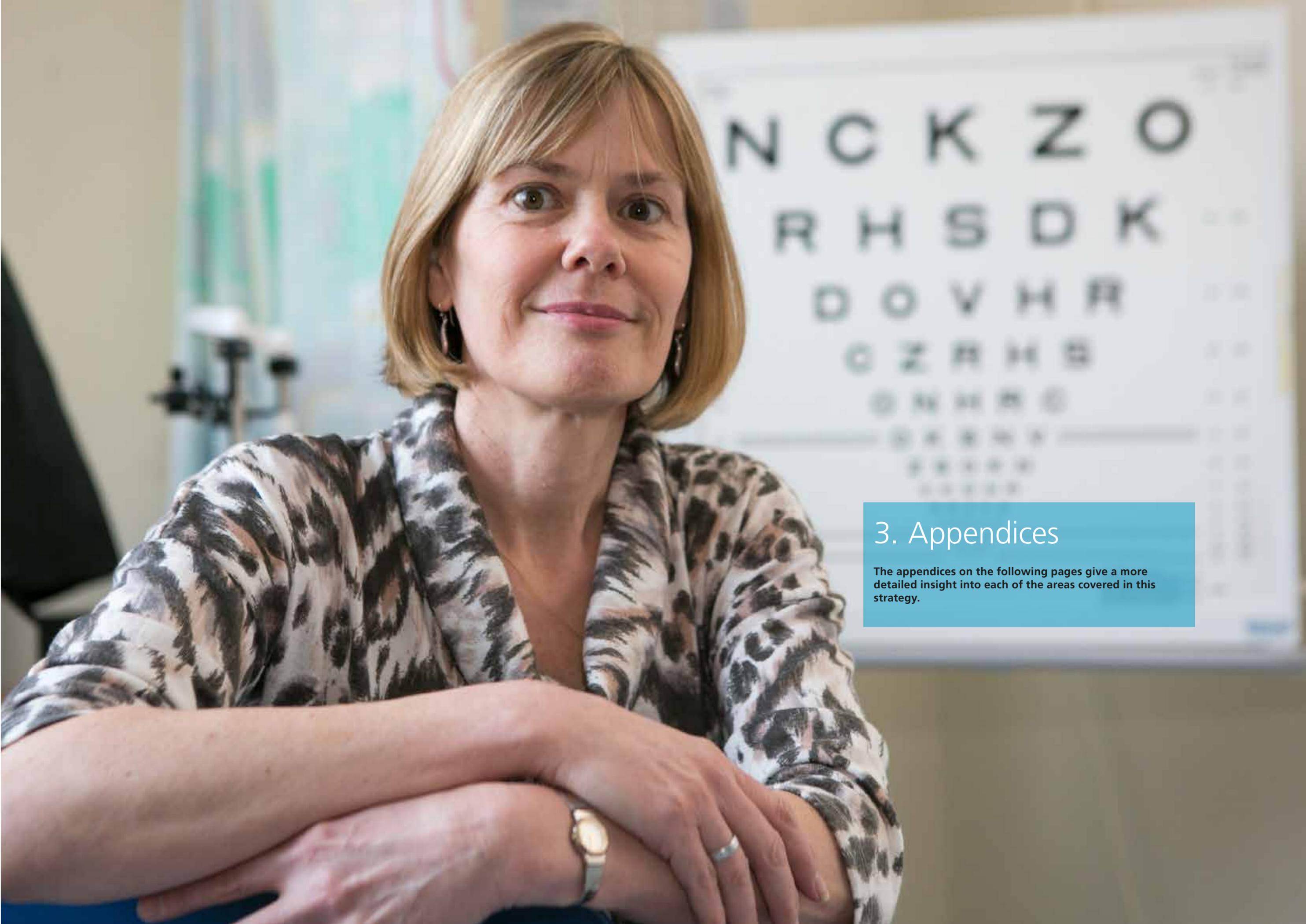
Care of staff, patients, relatives and carers is fundamental to everything we do as an organisation and to achieving best care for everyone. The provision of spiritual care in the Trust underpins each of these principles by seeing every individual in a totally person centred way. Through their involvement at every level of the organisation, the spiritual care team are able to support the Trust values and vision and support people in their religious requirements, spiritual needs or pastoral concerns. In addition to providing teaching and training for staff in a broad range of subjects, chaplains also provide staff support and a confidential listening

service as part of our care for staff. Key objectives which support the wider Trust are set each year and current areas for development are highlighted in an appendix. The strategic objectives are;

- 1. Develop and deliver the Trust Equalities Agenda and support the person centred care of staff.
- 2. Develop integrated End of Life Care programmes and activities to support patient care.
- 3. Develop integrated Dementia Care and Frail Elderly programmes and activities to support patient care.

An assessment of current progress and future plans is provided in Appendix 9.





### 3. Appendices

The appendices on the following pages give a more detailed insight into each of the areas covered in this strategy.

# 1. Workforce

The Workforce function encompasses Workforce Planning and Information, Workforce Resourcing (Permanent) and Workforce Resourcing (Temporary).

<b>Strategic Aim 1 - Workforce Planning and Projects:</b> To embed workforce planning within operational and strategic planning which ensures that our workforce supply is secure, commensurate with need and representative of best value.	<b>Strategic Aim 2 - Workforce Resourcing (Permanent):</b> To develop a compelling employment proposition that enables us to attract and retain the highest quality staff and to deliver the best possible service to our internal customers.	<b>Strategic Aim 3 - Workforce Resourcing (Temporary):</b> To develop a Temporary Staffing function which enables our Trust to access a highly skilled and engaged flexible workforce who provide excellent levels of care at an appropriate cost.
<b>We have:</b> <ul style="list-style-type: none"> <li>→ Implemented a Trust-wide approach to Workforce Planning, including a network of Trust Workforce Planning Champions.</li> <li>→ Developed our Workforce Intelligence offering, providing a wide range of reports and dashboards on a regular basis.</li> </ul>	<b>We have:</b> <ul style="list-style-type: none"> <li>→ Set up the Recruitment Strategy Group.</li> <li>→ Developed a Nurse Resourcing Strategy based on a full review of nursing establishment, supply and demand.</li> </ul>	<b>We have:</b> <ul style="list-style-type: none"> <li>→ Harmonised the team to create a unified Temporary Staffing Service for our Trust.</li> <li>→ Recruited additional staff onto our Trust bank (Nursing and Medical staff).</li> </ul>
<b>We will:</b> <ul style="list-style-type: none"> <li>→ Use the intelligence gathered to inform Trust-wide planning, addressing specific issues and opportunities, and create new career pathways to support the development of our future workforce.</li> <li>→ Support and initiate the development of CIP and workforce-related savings projects.</li> <li>→ Engage fully with partners and colleagues in the local and regional health community to support the delivery of the STP and the development of strategic workforce plans.</li> </ul>	<b>We will:</b> <ul style="list-style-type: none"> <li>→ Adopt a high quality, commercial, values-based approach to recruitment, supported by the development of a Trust recruitment brand and proposition.</li> <li>→ Maximise our ability to attract and retain high quality staff through a full understanding of the workforce supply issues and market.</li> <li>→ Review all processes in order to streamline and publish KPIs for the function.</li> <li>→ Continually monitor and understand the reasons why staff join, stay and leave our Trust, using this feedback to improve our attraction and retention.</li> </ul>	<b>We will:</b> <ul style="list-style-type: none"> <li>→ Ensure our internal bank is fully aligned to demand and fit for purpose.</li> <li>→ Working collaboratively with colleagues in procurement, continue to explore new models and ways of working such as neutral and master vendor.</li> <li>→ Significantly reduce expenditure on medical locums, and an elimination of (nurse) agency in all but highly exceptional circumstances, in compliance with NHSI regulations.</li> </ul>

# 2. Education, learning & development

We are developing as a learning organisation with a clear set of attitudes, values and practices which enable continuous improvement, successful career development and a commitment to being patient, service and solution-focused at all times.

<b>Strategic Aim 1: Influence patient experience and outcomes as a result of our education, training and teaching</b>	<b>Strategic Aim 2: Position ourselves within the heart of the changing NHS landscape in order to influence future direction locally and nationally</b>	<b>Strategic Aim 3: Become known and renowned for the quality of our education and development</b>
<b>We have:</b> <ul style="list-style-type: none"> <li>→ Ensured our value of compassionate care is woven into our education and development programmes and that all our work contributes to better patient care</li> <li>→ Developed education and training that is delivered in 'real-time' at the work place, including skilled Lecturer Practitioners and an exciting new Simulation Faculty.</li> </ul>	<b>We have:</b> <ul style="list-style-type: none"> <li>→ Played an active part in regional and national work streams to help shape the future direction of healthcare education</li> <li>→ Developed positive partnerships with our Higher and Further Education colleagues and our excellent Library services to enrich and improve our many learning opportunities</li> </ul>	<b>We have:</b> <ul style="list-style-type: none"> <li>→ Won many awards for the quality of our education - including apprenticeships, leadership development, simulation, eLearning &amp; coaching and been invited to present at national conferences and seminars to share examples of our successes.</li> <li>→ Developed excellent accredited programmes both as an approved centre and working in close partnerships with external providers.</li> </ul>
<b>We will:</b> <ul style="list-style-type: none"> <li>→ Provide high quality opportunities to learn and develop – both at the point of care and on dedicated programmes. These will be far more than mandatory training and always patient-centred, targeted at providing 'best care for everyone'.</li> <li>→ Develop annual training plans that respond to the wide-ranging organisational and healthcare priorities and to make the most of all funding opportunities available to increase the opportunities for our staff</li> </ul>	<b>We will:</b> <ul style="list-style-type: none"> <li>→ Ensure we contribute to strategy and policy development for the benefit of our patients and colleagues and in the context of the Five Year Forward View</li> <li>→ Establish strong partnerships nationally and locally to contribute to the design and reshaping of healthcare education, particularly during the unprecedented reforms to healthcare education and the establishment of new roles</li> </ul>	<b>We will:</b> <ul style="list-style-type: none"> <li>→ Continue to build on our reputation as an excellent provider of healthcare education and development</li> <li>→ Provide as many opportunities as possible to support the careers and personal/professional development of our hard-working staff</li> </ul>

## 3. Leadership

We are committed to appointing and developing the best leaders possible and ensuring they are engaged and challenged accordingly.

Strategic Aim 1: To maximise the capability of our leaders at all levels through the provision of relevant leadership development aligned to our leadership behaviours framework.	Strategic Aim 2: To embed talent management at all levels, aligning with performance management systems.	Strategic Aim 3: To extend the use of coaching and mentoring internally, ensuring greater linkage with organisational outcomes.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Developed a leadership behaviours framework for all staff and a suite of internal leadership development programmes, including bespoke support for our clinical leadership model.</li> <li>→ Established a Leadership Welcome Day for all those new to a supervisory/managerial role to provide support and development at that crucial time in their careers.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Undertaken a review of talented individuals at senior levels.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Developed an in-house faculty of ILM level 7 accredited Executive Coaches to support the performance potential of our leaders.</li> <li>→ Developed an internal training module to aid the dissemination of coaching as a leadership approach.</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Ensure that we are recruiting high calibre leaders by making our leadership behaviours a key part of both internal and external recruitment.</li> <li>→ Support the model of collective and system wide leadership with everyone taking responsibility for the success of our Trust.</li> <li>→ Collaborate with colleagues across the healthcare community to agree shared values and behaviours and to develop programmes which support distributed leadership across the wider system in support of the STP.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Further develop our Talent Pool through Executive ratification of entrants and next steps.</li> <li>→ Cascade talent management deeper into the organisation and work closely with our defined cohort of talented leaders to further develop and enhance capability.</li> <li>→ Through targeted intervention, continue to build the capability of our leaders and managers in managing performance across our organisation.</li> <li>→ Audit our leadership capability with regular, comprehensive succession planning exercises, recognising our strengths and our gaps, taking action to address as appropriate.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Via our Coaching Steering Group, further develop and clearly define our internal coaching service in order to fully support our leaders to continually enhance their performance and disseminate a coaching style culture.</li> <li>→ Further develop and refresh our existing mentoring system to ensure greater accessibility.</li> </ul>

## 4. Reward & retention

Reward in the NHS is all encompassing, however is too frequently linked simply with pay. It is vital that we identify and build on all of the elements of a Reward package that attracts, retains and makes staff feel valued, as well as giving of their best.

Strategic Aim 1: To develop a Total Reward Strategy which distinguishes our trust as a place to work which attracts and retains high calibre staff.	Strategic Aim 2: To develop performance/behaviour/values linked to non-monetary rewards, ensuring those who consistently perform well and role model our values feel appropriately rewarded.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Launched and publicised the Total Reward Statement which provides detail on pensions</li> <li>→ Re-energised the list of local benefits available to staff, centralising them on one site.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Launched a Reward Strategy Group to ensure fair consideration of Reward decisions and oversight of strategy.</li> <li>→ Assisted by Staff Side colleagues, implemented the national pay award for 2013/14 with links to performance, behaviour and attendance.</li> <li>→ Improved 'tangible' reward mechanisms such as the Staff Awards Ceremony.</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Increase staff numbers accessing and understanding their Total Reward Statements by increased publicity and meaningful content.</li> <li>→ Quantify and evaluate other benefits such as childcare, salary sacrifice, access to development etc, incorporating into future statements.</li> <li>→ Talk to staff about what they value and crucially, 'what attracts them and retains them', publicising in our recruitment materials.</li> <li>→ Using the staff survey questions on Reward as a launch point, hold regular Reward 'focus groups' on themed issues such as 'recognition'.</li> <li>→ Use all of the above to develop and publish a local Reward strategy which clearly sets out our offering in terms of monetary and non-monetary reward.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Develop localised awards and encourage managers to recognise staff on a more frequent basis.</li> <li>→ Revise appraisal systems to focus more on quality and 'how' things are done, linking with access to development and research.</li> <li>→ Develop an annual workplan for the Reward Strategy Group.</li> </ul>

## 5. Employee engagement & cultural change

We see employee engagement as the key to improving both patient and staff experience and as the responsibility of all leaders.

Strategic Aim 1: To develop an identity and culture within our Trust which delivers best care for everyone through the engagement of leaders and the wider workforce in a series of transformational activities.	Strategic Aim 2 To develop the concept of devolved leadership and engagement through the Divisional structure.	Strategic Aim 3: To develop the employee voice from 'Ward to Board' including the opportunity for staff to raise concerns securely confident they will be responded to.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Consulted widely with internal and external stakeholders to develop and launch a new, inspiring vision for our Trust.</li> <li>→ Launched a series of transformational activities with process and enabling work streams designed to drive change across the organisation.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Established divisional engagement groups working together on the results of the staff survey to make improvements for our staff and our patients and providing opportunities for our staff to have their say.</li> <li>→ Asked divisional management teams to identify and work on their localised engagement plans, including their 'top 3' issues.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Ensured key messages from the Trust Board are disseminated to our staff via the Divisional Engagement Groups and enabled a process for staff to pose questions direct to our Trust Board.</li> <li>→ Implemented our Raising Concerns policy (co-authored with staff side) and piloted Speak in Confidence (an anonymised email system for staff to raise concerns).</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Seek to act inclusively to engage and involve our staff in our Trust's cultural development by testing progress with them at regular intervals.</li> <li>→ Develop the accessibility and visibility of our leaders across the organisation to increase understanding of Trust deliverables and performance.</li> <li>→ Actively foster a culture of openness and transparency where leaders explain their decisions and eliminate defensiveness.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Engage with our clinical leaders on the tools and support they need to be effective.</li> <li>→ Regularly explore with our divisional engagement groups action that can be taken to foster a culture where everyone is committed to being the best they can be.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Simplify the trust response to the staff survey with 3 key actions agreed and sponsored by the Board following input from staff.</li> <li>→ Appoint a Raising Concerns Guardian and build on the Speak in Confidence system by tendering for a new system and encouraging staff to use it by demonstrating outcomes/lessons learned.</li> </ul>

## 6. HR Operations

We are committed to providing high standard strategic, responsive and customer focused services relevant to maximising effective patient care, service delivery and positive staff experience.

Strategic Aim 1: To provide proactive and strategic 'Business Partnership' arrangements to clinical and corporate divisions to support the delivery of Best Care for Everyone.	Strategic Aim 2: To provide proactive and responsive Employee Relations services which enable effective performance management, resulting in improved patient care, service delivery and staff experience.	Strategic Aim 3: To significantly improve medical engagement.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Established a HR Business Partner model.</li> <li>→ Started the integration of the HR Business Function into Divisions/Service Lines.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Established the HR Advisory Centre and HR Admin Support Team.</li> <li>→ Established a Health Professions Governance Committee and implemented HR metric reporting.</li> <li>→ Continued to provide transactional and transformational HR services.</li> <li>→ Improved sickness absence management.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Worked in partnership with external and internal stakeholders e.g. HESW, NHSE, MOD, Trade Unions to move the dial on collaboration.</li> <li>→ Successfully become lead employer for GP and Public Health trainees.</li> <li>→ Established the Medical Revalidation team and processes.</li> <li>→ Established e-job plans and e-leave for Consultants and Junior Doctors.</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Fully embed HR Business Partner model into Divisions, working as strategic partners and critical friends to senior colleagues.</li> <li>→ Actively support and influence divisions with CIP achievement, and the development of People-related projects and transformation programmes.</li> <li>→ Work to ensure that Divisions are making short, medium and long term plans in relation to workforce supply and development.</li> <li>→ Support divisional colleagues in engaging and consulting with staff at the earliest opportunity on key issues adopting the principle of 'no decision about me, without me'.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Streamline processes for managing formal casework and significantly improve</li> <li>→ Develop processes for effective and equitable performance management.</li> <li>→ Ensure timely, consistent and accurate advice for all users of the service</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Support the medical engagement agenda, by increasing opportunities for management/medical staff meetings</li> <li>→ Jointly appoint a Guardian of Safe Working and help establish/support the junior doctor forum.</li> <li>→ Establish an annual collaborative programme of work between medical staff representatives and trust management, mirroring the current joint working with Staff Side</li> </ul>

## 7. Staff Health & Wellbeing

A healthy workforce both physically and mentally, where staff are engaged on solutions and ideas to help them maintain and improve their health, will have a significant impact on patient outcomes and staff morale

Strategic Aim 1: Every employee will be supported to improve their health and wellbeing and encouraged to act as role models to their colleagues and the broader community.	Strategic Aim 2: De-stigmatise issues surrounding mental health by providing training which helps staff identify issues in themselves and others, signposting to appropriate services and support.	Strategic Aim 3: Ensure our staff are able to access appropriate clinical care which will enable them to remain in work or return to their duties at the earliest opportunity.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Co-authored a staff health and wellbeing strategy with Staff Side.</li> <li>→ Signed up to the Public Health Responsibility Deal and developed an action plan against a range of pledges.</li> <li>→ Formed a Staff Health and Wellbeing Group, reporting in to the Trust Health and Wellbeing Group</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Developed stress risk assessments and built into the trust annual R.A programme.</li> <li>→ Piloted 'Resilience Training' and rolled out Identification of Mental Health Issues training to managers.</li> <li>→ Signed a public commitment to support the 'Time to Talk' campaign with an associated action plan.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Contracted occupational health services providing advice/interventions for staff and managers.</li> <li>→ An internal Staff Support Service which provides counselling and signposting to staff in need.</li> <li>→ Implemented a policy for ensuring that staff are referred for and can access clinical care internally as quickly as possible</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Promote and publicise the 'It's Better for You' campaign, ensuring staff are aware of all opportunities to manage their health.</li> <li>→ Develop an annual work plan, reporting on progress directly to the Health &amp; Wellbeing Group, using a range of quantitative and qualitative metrics.</li> <li>→ Sign up to the Workplace Wellbeing Charter and achieve the standards for accreditation.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Continue the development of Resilience Training to ensure it trains staff at an earlier point in the cycle.</li> <li>→ Review all processes in order to streamline and publish KPIs for the function.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Use our data on staff sickness to target appropriate interventions</li> </ul>

## 8. Equality & Diversity

A diverse and engaged workforce where every employee is valued for the contributions they bring to improving person-centred care, as well as bringing solutions and ideas, will have a significant impact on patient outcomes and staff morale.

Strategic Aim 1: Embed equality and diversity as part of our Trust 'DNA' extending the opportunity to hear from staff about their real experience of working in our Trust	Strategic Aim 2: Introduce and track performance against the Workforce Race Equality Standard (WRES), taking appropriate actions to improve performance.	Strategic Aim 3: Improve the experience and contribution of staff with a disability or long term condition.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ A Trust Equality and Diversity Steering Group.</li> <li>→ Supported the introduction of Personal, Fair and Diverse (PFD) champions.</li> <li>→ Launched Equality and Diversity e-learning.</li> <li>→ Redesigned our 'equality impact assessment' procedure.</li> <li>→ Launched new Equality, Diversity and Inclusion Training as part of Management Essentials Programme.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Implemented EDS 1 and 2.</li> <li>→ Assessed and published our performance against the WRES for two years.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Reviewed our performance annually against equality and diversity indicators on the staff survey on disability and used to set objectives.</li> <li>→ Sponsored a project to understand and improve the experience of disabled ('differently abled') staff.</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Seek to recruit more PFD champions as a bridge to the Steering Committee.</li> <li>→ Develop and publish a calendar of activities to support this agenda.</li> <li>→ Support the EDS framework with a full Trust Equality Policy.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Attend the national WRES Conference to gain insights on how to improve our performance.</li> <li>→ Support the EDS framework with a full Trust Equality Policy..</li> <li>→ Ask current BME leaders to act both as role models and conduits for BME staff at all levels to the Steering Group.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Create opportunities for staff with disabilities to stay in work and make as productive a contribution as possible by working with external agencies to understand and use the resources available to us.</li> <li>→ Create opportunities for individuals with learning disabilities to be employed in our trust by working with external agencies with expertise in this area.</li> <li>→ Prepare for the implementation of the Workforce Disability Equality Standards in 2017 (to add to the WRES)</li> </ul>

# 9. Department of Spiritual Care

The Department of Spiritual Care serves our Trust through its shared core values, engagement at every level of the organisation and its role in offering spiritual, religious and pastoral support to all. This is supported by a philosophy of compassion, care, acceptance and availability.

Strategic Aim 1: Develop and deliver the Trust Equalities Agenda and support the person centred care of staff.	Strategic Aim 2: Develop integrated End of Life Care (EoLC) programmes and activities to support patient care	Strategic Aim 3: Develop integrated Dementia Care and Frail Elderly programmes and activities to support patient care.
<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Delivered Equality, Diversity and Inclusion Training for various staff groups.</li> <li>→ Provided specialist advice and liaison services in respect of religion and belief in the workplace.</li> <li>→ Enabled staff to reflect on and develop coping strategies to manage stress encountered through the day to day demands of their work.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Joined existing networks and groups promoting EoLC in the Trust and helped to establish new activity.</li> <li>→ Become the lead for EoLC Champions in the Trust, revived the group and established a new rolling programme with a fresh focus.</li> <li>→ Delivered a range of teaching, training and specialist workshops on EoLC to a wide range of staff.</li> </ul>	<p><b>We have:</b></p> <ul style="list-style-type: none"> <li>→ Reviewed and refocused the provision of 'Reminiscence Services' on dementia and frail elderly wards, including the provision of seasonal events to mark significant dates and occasions.</li> <li>→ Joined the Dementia Champions Group and made contact with a variety of staff to improve service delivery.</li> <li>→ Begun to develop new spiritual care dementia resources and packs for use by the chaplaincy team.</li> </ul>
<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Further develop and support the delivery of the Trust Equality agenda with ongoing training sessions.</li> <li>→ Support the development of Equality (PFD) Champions and their role in the Trust.</li> <li>→ Continue to offer a flexible, inclusive and accepting approach to all staff through 24/7 availability and the offering of our skills as spiritual and religious healthcare specialists.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Further develop and support the Trust wide EoLC champions group with relevant teaching input and support.</li> <li>→ Develop the knowledge, skills and delivery of specialist spiritual care by the chaplains and chaplaincy volunteers within EoLC.</li> <li>→ Actively participate in new 'Living Well to the Very End' Care Project with The Point of Care Foundation.</li> </ul>	<p><b>We will:</b></p> <ul style="list-style-type: none"> <li>→ Continue to network with key staff and groups to improve and promote the spiritual care of patients with dementia and the frail elderly.</li> <li>→ Engage and participate in a new Trust Listening and Learning Project for the Frail Elderly in conjunction with Age UK.</li> </ul>

“Choose a job you love, and you will never have to work a day in your life.”

Confucius



