People Strategy
2014-2019

TRUST PAYSPEND

VACANCY RATE
7.91%

SUBSTANTIVE
89.7%

BANK
4.3%

AGENCY
6%

SICKNESS RATE
OVERALL 3.54%

SHORT-TERM SICKNESS RATE
1.4%

LONG-TERM SICKNESS RATE
2.14%

PEOPLE PERFORMANCE

TURNOVER RATE
12.12%

LEAVERS WITHIN 12 MONTHS OF SERVICE
26.35%

OUR COMMUNITY HEALTH

CHILDREN IN POVERTY
13.7%

TEENAGE PREGNANCY UNDER 18
17.4 PER 1000

4.72 PER 1000
HOSPITAL STAYS FOR ALCOHOL-RELATED HARM

5.1%
PEOPLE DIAGNOSED WITH DIABETES

ADULTS SMOKING
17.7%

LONG-TERM UNEMPLOYMENT
5.4 PER 1000

OUR CULTURE

STAFF FRIENDS & FAMILY TEST
74.6%

INPATIENT FRIENDS & FAMILY TEST - NET PROMOTER SCORE
80.61

STAFF ENGAGEMENT SCORE
75.2%

STAFF BULLYING & HARASSMENT SCORE
27%

DEVELOPING OUR PEOPLE

MANAGERS & SUPERVISORS ATTENDING TRAINING
214

STATUTORY & MANDATORY TRAINING COMPLIANCE 100% COMPLIANT
52.43%

LISTER
70.3%

MVCC
63.6%

HCH
78.7%

QEII
61.5%

OVERALL STAFF WHO LIVE WITHIN 10 MILES OF WORKBASE
67.9%

67525
VOLUNTEER HOURS WORKED PER YEAR

129
NUMBER OF APPRENTICESHIP PLACEMENTS

20
NUMBER OF WORK EXPERIENCE PLACEMENTS

MAKING A DIFFERENCE TO OUR COMMUNITIES

FOUNDATION TRUST MEMBERSHIP
10835

**People Strategy
2014 - 2019**

foreword & introduction

Foreword

Our vision is to be *Amongst the Best* in everything we do. But what does that really mean? Strictly, in measurement terms it means benchmarking all of the key hospital activities against other, similar Trusts. We aim to be in the top 25%, not in just one area such as our Emergency Department; not in just a few select services, such as Renal, Maternity and Cancer Services; but in absolutely everything we do.

That's how we measure it, but what does it mean in reality? I think we will have achieved our vision when we are providing the services that our community wants us to provide; to an excellent level of quality; and in a place and at a time that suits our patients. It means being easy to deal with, where appointments don't get cancelled and records don't go missing; an organisation that others want to partner with, and a place where people want to work – whether they are a newly-qualified nurse, a business leader or a world-leading specialist. I think this is a vision well-worth working for. We've made great progress but there remains a lot to do and we will only achieve it through our people. It's a cliché I know, but sometimes clichés are spot on. People are our greatest asset, our key strength and the guarantee of superb patient care.

But, we don't have to rely on clichés. There is a proven link between well-trained, engaged and committed people and a high standard of medical outcomes and patient care. It is therefore essential that we have a clear, ambitious and forward-looking People Strategy that sets out exactly what we aim to do and how we intend to do it. The strategy builds on our success in delivering the *Our Changing Hospitals* programme and reinforces and extends our commitment to the ARC programme. It, rightly, puts great importance on continuing to live the values and to demonstrate them in everything we do, day in and day out.

The strategy describes how we will ensure that our people are supported as we rise to greater and greater challenges. In it you will find out how we intend to recruit, train and lead our people to achieve exceptional patient care; and you will learn how we ensure safe staffing levels and manage our workforce.

Finally, I'm delighted that the strategy recognises our role in the local community, both as a provider of health services and also as a major employer.

Many of you have been directly involved in developing the strategy. Thank you for your input. It has been produced in a highly inclusive, professional way and I believe it describes an ambitious, stretching but very achievable set of strategic aims that will provide the workforce needed to make us *Amongst the Best*.

Ian Morfett
Chairman

Introduction

This strategy has been written by our own people for our patients - it aims to capture the essence of what we need to do to enable us to become even better than we are today. It is also the first workforce strategy in the organisation for a long time and I hope it resonates with and inspires you and that you can immediately recognise how you can personally contribute.

The strategy talks extensively about creating a culture where our people feel engaged, valued, developed and supported – this is the minimum I think we should expect. Our people, patients and colleagues should want to recommend our organisation to their loved ones, both as a place to receive care and as a place to work – a place where staff feel connected and involved.

We will continue the work we have already begun so that our values feel increasingly real and embedded. This will mean ensuring that our systems and processes are consistent with our values and that our people are accountable for adhering to them. The strategy also outlines my ambition to rapidly take forward work on customer experience alongside the need to create a culture where everything we do is efficient, effective and most importantly designed around the patient. This will take time to reap results but is a vital part of our evolution as we become even more patient-focused.

Of course, this strategy also talks about the basics and the need to improve the experiences of our workforce and our patients. We will continue to work to reduce our vacancies, to improve our sickness rates, to ensure safe staffing levels at all times and to ensure everyone has access to the training they need. We will also renew our focus on providing our managers with the skills and confidence they need to lead their teams. We have already done a lot of good work in this area but should not underestimate the importance of this as it is an essential foundation for our longer-term ambitions.

Lastly, we need to make sure that we take our place at the heart of our community. As one of the largest local employers we need to continue to take up the challenge of making a contribution to our local community over and beyond that received by patients in need of our care. The opportunity to employ locally, to improve access to employment and to inspire our young people is too good an opportunity to miss. This strategy outlines a clear roadmap and ambition to take on this challenge with the energy and desire it deserves.

This strategy is ultimately only of value if it is taken forward with enthusiasm and determination by our people – and I hope everyone who reads it will take up the challenge to do so.

Thomas Simons
Executive Director of Workforce & Organisational Development

Our vision is *to be amongst the best*

our culture

Ambition 1: We want to be known as an organisation where our people feel engaged, valued and supported, and are empowered to deliver excellent patient care and services that they are proud of.

We want to be seen as a centre of excellence, both for our patients and for our people. To achieve this we will work together as a team to improve customer service and staff engagement, so that we can become a more efficient organisation that's ready for the future.

To improve our Trust's culture we will:

Strive to further embed our Trust vision, values and goals and put them at the heart of everything we do. We will do this by:

- Further developing the ARC staff engagement programme so that it remains relevant and meaningful to all our people as our new organisation takes shape, and includes and involves those who work for partner organisations
- Ensuring that our goals and ambitions are clear, linked to our values and shared with and understood by all our staff
- Adopting an inclusive and supportive leadership and management style at all levels, with a strong focus on coaching, enabling and encouraging participation
- Realising our aim to be a leading organisation for promoting equality and diversity, which recognises the contribution of all our staff, and is supportive, fair and free from discrimination

Develop a culture that encourages and welcomes openness and constructive challenge and where people are held to account fairly by:

- Improving our communication structures so that they encourage and support the sharing of ideas, information and feedback across the Trust, encouraging a structured staff briefing and cascade approach
- Ensuring all our staff understand how to and feel able to raise issues of concern, and are confident that their concern will be listened to, investigated appropriately and acted upon where needed
- Reducing levels of bullying and harassment in our Trust. We will do this by addressing the underlying causes, having a clear, robust and accessible policy in place to support victims of bullying, and providing ready access to informal methods of resolving bullying, harassment and conflict
- Listening to and being honest with our staff, using national and internal staff survey results to develop visible action plans where we need to improve
- Achieving highly developed partnership working and building stronger links with our Trade Union and Staff-side colleagues, ensuring that all disciplines and staff groups are fairly represented

Ensure that we deliver the best possible patient care and experience by becoming a truly customer-focussed organisation. We will do this by:

- Developing a Trust-wide values-based customer care training programme, building on the work we have already begun
- Implementing a clear and practical customer-service charter for all our staff that builds on our Customer Care pledges
- Using LEAN and other methods to improve our systems and ways of working, ensuring they are designed around patient outcomes and experience

Support the health and wellbeing of our people, enabling them to improve their lives inside and outside work by:

- Fully implementing the Trust's Health & Wellbeing Strategy objectives
- Encouraging work-life balance and flexible working that supports the needs of the individual, the team and the Trust

Develop a reputation as a centre for excellence and innovation by:

- Increasing engagement and involvement in research by expanding research activity into new specialties and taking active steps to bring new research projects into the Trust
- Providing more opportunities for our staff to get involved in research, including secondments and student nurse placements

Recognise and celebrate our individual, team and Trust successes, within and outside the organisation by:

- Further embedding and promoting our annual staff awards ceremony, so that it is seen as a standard for excellence
- Introducing a monthly staff recognition scheme and encouraging divisions and departments to set up their own schemes, providing a toolkit to support them
- Actively seeking opportunities to participate in external award and recognition events to celebrate the work of our teams
- Sharing and publicising our successes within and outside the Trust

To help us achieve this ambition we expect our people to:

- Understand & demonstrate the Trust's visions, values and behaviours
- Be open and honest with us – freely communicating ideas and information, raising issues of concern and helping us to address and reduce bullying, harassment and conflict
- Ensure they understand what we mean by excellent customer service and make it part of their everyday role
- Actively participate in service development and new ways of working that improve the patient experience
- Take pride in their work and their achievements

And we also expect our leaders and line managers to:

- Demonstrate strong, visible and inspirational leadership, including the role-modelling of our values and behaviours
- Be prepared to share their skills and knowledge and to develop a listening and coaching culture
- Act as advocates for service development and new ways of working

how we'll measure our success...

Target (top 20% acute NHS Trusts) **76.4%**

75.2%
Staff survey engagement score

Target (top 20% acute NHS Trusts) **21%**

27%
Staff survey bullying and harrassment score

74.6%
Staff Friends and Family Test
Target 76.2% (top 20% acute NHS Trusts)

Target **71**

80.61
Inpatient Friends and Family Test

people performance

Ambition 2: We want to ensure that we have the people we need and are clear about the standards we expect. This will enable and support the delivery of safe, consistent and high-quality patient care.

To make sure we have the workforce we need we will recruit and retain high calibre staff. We'll also find the right balance of permanent and temporary staff, so we can reduce unnecessary costs and improve quality.

To make sure we have the staff we need we will:

Attract, recruit and retain the people that we need by:

- Creating a strong, identifiable Trust brand that can be used across all media to attract high calibre staff to the organisation
- Working more closely with the divisions to identify specialties and services with particular staffing challenges and to develop innovative recruitment and retention strategies in response
- Embedding the concept of values-based recruitment into every stage of the recruitment and selection process
- Expanding and refining our cohort recruitment programme to further reduce our time-to-hire
- Introducing commissioning recruitment plans where recruitment is informed by clinical activity and staff turnover rates and is planned across the year, rather than on a role-by-role basis
- Formulating a clear process for understanding the reasons that staff leave the Trust and addressing these reasons in order to improve our retention and turnover rates

Ensure our people are clear about their roles and what we expect from them by:

- Providing an inspirational and motivating induction for all new staff so that they know what is expected of them and that they feel valued by the organisation
- Developing clear guidelines for managers to ensure that all new staff receive local orientation and clear information about the expectations of their role
- Embedding a robust appraisal system which clearly supports our Trust values and objectives and rewards good performance
- Providing clearer support, structure and reward for clinical leadership positions

Ensure our Human Resources processes and procedures are accessible, transparent, effective and fair by:

- Ensuring that our employee relations procedures and processes enable the quick and effective resolution of cases, limit the unnecessary impact on the organisation or the individual and are applied consistently across the Trust
- Providing visible, accessible and pro-active HR advice to our managers and our staff in a variety of formats and media
- Ensuring that our absence management policy effectively supports the reduction of sickness absence, while also providing support for the individual

Ensure the workforce meets the needs of the organisation by:

- Using our clinical activity to inform our staffing establishments and pay budgets, so that we have the right balance of permanent and temporary staffing and enabling more effective pay spend
- Implementing a robust and fully integrated rostering system that reports permanent and temporary staffing in 'real time', enabling us to quickly address staffing shortages
- Identifying and implementing ways for corporate and non-clinical staff to support clinical areas at times of pressure or increased activity, creating internal capacity with minimal cost
- Developing clinical services to ensure the successful implementation of a seven-day service within the timeframes outlined in 'NHS Services, Seven Days a Week'

Provide the organisation with timely and accurate information that supports the effective management of individual and organisational workforce performance by:

- Embedding a straightforward on-line recruitment system, providing managers with timely and relevant recruitment information
- Providing accurate, timely and meaningful divisional workforce data that can be used to improve individual and divisional performance
- Providing the Trust Board with a set of workforce productivity measures to inform business decision-making and cost reduction
- Introducing electronic job planning for medical and dental consultants in order to standardise job planning across the Trust, allowing greater transparency and consistency across all divisions

To help us achieve this ambition we expect our people to:

- Adhere to the standards of performance expected of them
- Fully engage and participate in the annual appraisal process
- Challenge themselves and those around them to ensure that their behaviours and ways of working support the delivery of safe, consistent and high-quality patient care

And we also expect our leaders and line managers to:

- Proactively manage the appraisal process for their teams and use it as an opportunity for individual development
- Reinforce and encourage positive behaviours and good performance
- Challenge and manage poor performance, employee relations cases and absence management within their teams
- Highlight and take action to address staff shortages

how we'll measure our success...

Target **5%**

7.91%

Vacancy rate

Short term sickness **1.4%**
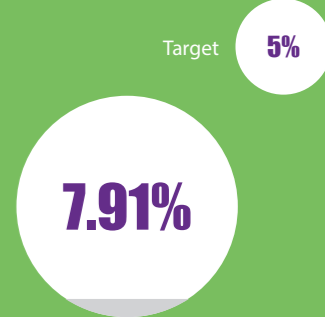
3.54%

Sickness rate
Target 3.5% (3% by 2016/17)

Turover rate
Target 10% **12.12%**

26.35%

Turnover within first 12 months of service
Target 15%

Targets

Agency 2%
Bank 3%
Substantive 95%

Agency 6%
Bank 4.3%
Substantive 89.7%
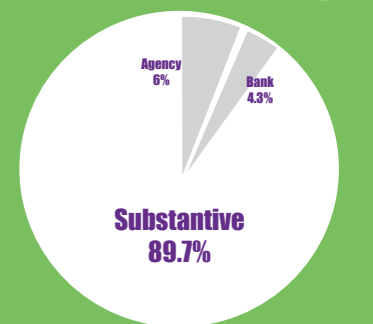
Trust pay spend

developing our people

Ambition 3: We want to develop our people so that everyone has the skills and knowledge they need to deliver high-quality patient care and so that we can build our workforce for the future.

To make sure we truly succeed as an organisation we will provide everyone, including our leaders and line managers, with the training they need to do their jobs well. We will also keep looking forward, by expanding our apprenticeship programmes and by developing our leaders and managers of the future.

To make sure we have the confident, capable workforce we need we will:

Equip our people with the skills, knowledge, attitudes and behaviours that enable them to deliver, or to support the delivery of, high-quality patient care. We will do this by:

- Providing a statutory and mandatory training framework, that ensures staff and patient safety as well as organisational compliance
- Improving the training provision for our Band 1 – 4 staff, including the development and expansion of our apprenticeship programme and the introduction of an innovative values-based training programme
- Improving IT capability across our workforce so that our clinical and non-clinical IT systems are used as effectively as possible
- Developing innovative and creative methods of learning, including the use of new technologies, to reflect individuals' requirements and to improve the efficiency and quality of their learning experience
- Using patient experience feedback and adverse incidents as a tool for learning and improvement
- Equipping our leaders, managers and supervisors with the skills and confidence they need to manage their teams effectively
- Creating a toolbox of training solutions that managers can use with their teams, to support the delivery of timely and informal training in the workplace

Identify and develop talent and leaders of the future in order to maximise the potential of all staff and to improve organisational performance. We will do this by:

- Developing a clear and robust talent management and succession planning process which supports both service need and individual development
- Increasing opportunities for all groups who are currently under-represented at senior levels within the Trust through our talent management process
- Introducing more structured succession planning for consultant roles and clinical leadership roles linked to the Trust talent management programme
- Reviewing the content of our management and leadership programmes to ensure that they support the Trust's operational needs and include appropriate and relevant skills and knowledge

Develop a Trust-wide, integrated and collaborative approach to education to ensure that all staff can easily access the training and development they need. We will do this by:

- Establishing a 'Centre of Excellence' for education, to be led by a Trust-wide multi-disciplinary Education Board, which will provide coordinated and accessible education and training to all staff groups
- Ensuring equal access to learning opportunities and resources for all of our people
- Providing training in a way that suits both the learner and the needs of the organisation

To help us achieve this ambition we expect our people to:

- Take responsibility for ensuring their statutory and mandatory training is up-to-date
- Take responsibility for their professional and career development, including identifying and addressing their training needs

And we also expect our leaders and line managers to:

- Proactively manage statutory and mandatory training within their teams
- Identify and support the development and the future ambitions and aspirations of their teams

how we'll measure our success...

Target **90%**

52.43%

Statutory and mandatory training 100% compliant

Target **150**

129

Number of apprentices

Target **300**

214

Numbers of managers and supervisors attending training

making a difference to our communities

Ambition 4: We want to transform the way we work with our local communities, making a positive difference to them and making them proud of our hospitals and services.

We will engage and contribute to our local communities both to build our reputation and to further our understanding of our patients' needs. We will also improve the employment and career opportunities we offer, so that we are seen as a local employer of choice.

To make sure our local communities value us we will:

Support our local communities by offering more opportunities for a fulfilling, meaningful and lasting career by:

- Using our recruitment and retention plans and our talent management programmes to ensure that our workforce becomes more representative of our local communities
- Holding large-scale local annual recruitment events to highlight the range of work and career opportunities available within the Trust and within the wider NHS
- Offering more employment opportunities to groups within our local communities who find it difficult to find employment
- Advertising locally, wherever possible, to ensure people from our communities are aware of the employment opportunities we offer
- Improving the variety, accessibility, scale and learning for young people who wish to gain work experience at the Trust, including a high-profile 'work experience' week each year
- Arranging a programme of school visits to the Trust so that young people can connect to the hospital and explore what contribution they could make to the organisation or wider health of our community
- Redefining and developing our volunteer workforce, raising their profile and their role within the organisation
- Ensuring that our volunteers' roles and responsibilities are clearly defined and support the Trust's needs and requirements, while also offering benefits and development opportunities to the volunteers themselves
- Ensuring that our staff understand the importance of the volunteer role, and that they make our volunteers feel that they are valued, supported and make a positive contribution to our Trust

We will get better at reaching out to our communities, so that local people who use our services feel that they will be well looked-after, listened to and involved. We will do this by:

- Identifying community leaders and activists within our workforce so that their knowledge and networks can provide us with valuable local community intelligence, information and feedback
- Further developing and improving our involvement programme for patients, Foundation Trust members and communities, and giving our staff the opportunity to actively participate
- Building relationships with other local employers, to create opportunities for secondments, job shadowing and sharing best practice
- Increasing our staff presence and involvement at the Annual General Meeting

To help us achieve this ambition we expect our people to:

- Participate in and support recruitment events, work experience and school visits
- Support the role of our volunteers and make them feel they are truly part of the team
- Take pride in the fact that they are representatives of our Trust within their communities

how we'll measure our success...

Target **73000**

67525

Number of volunteer hours

Target **70%**

67.9%

Staff who live within 10 miles of workbase

10,835

Foundation Trust Membership - Total
Target 11500 by March 2016

20

Work experience placements
Target 100

key milestones

2014 / 2015	2015 / 2016	2016 / 2017	2017 / 2019
1: Our culture			
Launch new large-scale initiatives to address bullying and harassment	Re-launch ARC programme post-consolidation	Continue to monitor and evaluate reporting of issues of concern	Staff engagement in top 20% of acute NHS Trusts
Monitor and evaluate reporting issues of concern	Achieve the required standards for Equality Delivery System objectives	Achieve all Health at Work pledges	Rates of bullying and harassment amongst the lowers of acute NHS Trusts
Sign up to Public Health Responsibility Deal Health at Work pledges	Health & Wellbeing Strategy fully implemented	Increased levels of re-search activity across the Trust	To be among top-scoring acute NHS Trusts for staff and patient FFT
Launch Trust-wide values-based customer care training programme	Increased staff involvement in research activity	Increased levels of recognition at external awards	
Introduce customer service charter	Launch monthly recognition scheme		
2: People performance			
Embed on-line recruitment process	Introduce exit interview process	Roll out use of non-clinical staff in clinical areas at times of increased activity	
Expand cohort recruitment	Develop and introduce Trust brand	Successful implementation of 7-day working	
Introduce recruitment commissioning process	Align pay budgets to demand and activity	Sickness rate below 3%	
Introduce values-based recruitment	Launch new induction programme	Electronic rostering rolled out for all staff	
Introduce annual workforce plans to support recruitment comissioning process	Trial use of non-clinical staff in clinical areas at times of increased activity		
Begin work to support implementation of 7-day working	Vacancy rate below 5%		
	Agency rate below 3%		

2014 / 2015	2015 / 2016	2016 / 2017	2017 / 2019
3: Developing our people			
Expand apprenticeship programme	Re-launch leadership and management training programme	Launch toolbox of training solutions for managers to use with their teams	Talent management programme begins to have impact on organisation
Expand IT systems training capacity	Increase non-classroom based statutory and mandatory training	Establish multi-disciplinary 'Centre of Excellence'	
	Develop and implement talent management programme		
	Improve support and succession planning for more senior clinical roles		
4: Making a difference to our communities			
Identify community leaders and activists among our workforce	Begin development of community engagement programme	Further raise profile of volunteers within Trust	Increase in workforce employed from local communities
Improve staff engagement and involvement at Trust AGM	Introduce large-scale annual recruitment event		Trust seen as central to local business community
Increase in workforce employed from local communities	Re-define and re-develop Trust volunteer roles		Trust AGM among the best-attended in the country
	Build stronger relationships with other local employers		

acknowledgements

Alison Bexfield
Alison Porch
Alison Rose
Angela Thompson
Anita Holme
Ann Lewington
Anthony Gotts
Bev Skipp
Bob Niven
Caroline Struthers
Caroline Woodhams
Carolyn Fowler
Catherine Lemon
Cathy Platt
Chris Nixon
Claire Short
Dagmar Louw
Damien Provencal
David Brewer
Denise Edwards
Dianne Brett

Dorothy Bean
Dyan Crowther
Edith Elekolusi
Ella Stracey
Fariba Oak
Fiona Sandy
Hayley Waterman
Ian Morfett
Isobel Day
Jane McCue
Janet Jackson
Jean Stiles
Jo Carter
Jo Emery
John Fitzmaurice
John Quirke
John Watson
Jon Baker
Jude Archer
Julia Seez
Julian Nicholls

Karen Cameron
Karen Mead
Karen Stainton
Ken West
Kerry Eldridge
Linda Struthers
Lindsay Freeston
Liz Lees
Mariejke Maciejewski
Maxine Payne
Megan Cope
Michael Chilvers
Nick Carver
Omolade Fasade
Pat Cotton
Paul Traynor
Philippa Davies
Rhonda Watters
Richard Chege
Rob Sattin
Sandeep Bachra

Sarah Brierley
Stephen Posey
Stuart Gavurin
Sue Hawkins
Sue Michael
Sue Thaw
Takura Chiketa
Tim Walker
Trisha Quashie-Boney
Wendy Parry
Yvette Storey

All those who attended
the Autumn 2013 ARC
session and gave us their
views on our Future vision
– all 700 of you!

Documents used in the development of this strategy:

- NHS Constitution
- Trust Strategic objectives
- Trust Francis report action plan
- How to ensure the right people, with the right skills, are in the right place at the right time - A guide to nursing, midwifery and care staffing capacity and capability
- NHS Services, Seven Days a Week Forum - Summary of Initial Findings
- Nursing & Midwifery Ambitions
- Patient & Carer Ambitions
- Health & Wellbeing Strategy
- National annual staff survey results
- Ideas & feedback from staff across the organisation
- Current workforce data and future projections

Where our data came from:

Our community health: Public Health England Hertfordshire Health Profile 2014
Our culture: NHS national staff survey results 2013, Inpatient Friends & Family Test results August 2014, NHS England Staff Friends & Family Test results Q1 2014
People performance: Trust workforce information August 2014, Trust finance ledger August 2014
Developing our people: Trust workforce information August 2014
Making a difference to our communities: Trust workforce information August 2014, Trust business development team information August 2014

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our trust values

p
i We put our patients first
v We strive for excellence & continuous improvement
o We value everybody
t We are open and honest

We work as a team