

Outstanding
Our journey continues...

People Strategy @North Staffs Combined Healthcare NHS Trust

Our strategy for 2020 and beyond

"Our promise to support our People"



Our People Strategy: Our promise to support our People

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Foreword

The NHS People Plan (2020) highlights 4 national priority areas deemed as crucial to supporting transformation across the NHS. These priorities focus on how we support each other and foster a culture of inclusion and belonging as well as growing our workforce and working differently to deliver patient care.

Our People Strategy for 2020 and beyond articulates how we will deliver on these national priorities by improving the working experience of our people in the Trust and wider across the health and social care system through our 4 People Promises:

- **Inclusive Culture:**
 - ◇ **“We will create an inclusive and empowering culture”**
- **Health and Wellbeing:**
 - ◇ **“We will support your health and wellbeing”**
- **Engagement:**
 - ◇ **“We will listen to you”**
- **Sustainable Workforce:**
 - ◇ **“We will support you to be excellent”**

Our people are crucial to the delivery of excellent, high quality, safe, person-centred care. The NHS has a huge national challenge of attracting applicants and filling vacancies especially with particular specialist/clinical roles and at executive level.

We need to deliver high quality care today, but we also need plan for tomorrow to ensure we are still able to deliver this high quality care to the people in our local communities and their changing demographics.

The changing landscape of health and social care and the development of Integrated Care Systems, will require our people to work in different ways, working more collaboratively and develop more effective partnerships with other partners in our STP/future ICS.

We know happy staff means happy patients and developing an inclusive culture where everyone feels valued and is treated as equals results in more efficient, more effective and higher quality care. This has a positive impact on employer brand, attraction and retention of high quality staff, increased staff health and wellbeing, motivation, morale and engagement.

Involving people in change and seeking their ideas and feedback is crucial to service improvement and developing new ways of working. Our people need to feel valued and supported.

We take a broad approach to inclusion at the Trust, recognising equality groups both within the protected characteristics groups listed in the Equality Act 2020, but also recognise other groups outside of this protected set. We additionally recognise intersectionality, i.e. that people do not sit in discrete ‘boxes’, but have a number of different identities in one (e.g. older gay trans woman, young black straight man etc.). Notwithstanding the above, key areas of focus for us are in developing greater equality and inclusion in relation to race, sexuality, gender and gender identity and disability.

This strategy has been developed through various engagement activities with our workforce and written taking into account the demands and aspirations of the national NHS People Plan and developments towards creating an ICS.

To successfully deliver our People strategy, there needs to be extensive ongoing engagement and involvement of our staff to ensure initiatives and developments have most impact, creating an inclusive culture where staff are supported and developed to be the best they can be. We want our staff to feel empowered to make these contributions and create positive change. Seeking the views of a diverse range of staff (including staff from protected characteristics groups) is essential to ensuring that all our colleagues are having high quality employment experiences. Our leaders are pivotal in creating this environment and culture within our teams.

Directorate Leads

Shajeda Ahmed
Executive Director of People, OD and Inclusion



Kerry Smith
Associate Director of People



Jane Rook
Associate Director of OD, Education and Inclusion



Our vision, values and strategic themes

Our vision

Our vision is “To be Outstanding” – in all we do and how we do it.

To be Outstanding
In ALL we do and HOW we do it

We are on a continuing journey towards that vision that we call “Towards Outstanding”.

Our values

In delivering our services – as well as in all of our working relationships with service users, carers, families, stakeholders and each other, we are guided by our Proud to CARE values – to be compassionate, approachable, responsible and excellent.



Our quality priorities

Our quality priorities are the four key areas which evidence that we are delivering high quality care and treatment to those using our services in a way that is person-centred

To provide services that are safe, personalised, accessible and recovery-focused.

These guide all we do and are the benchmark against which we judge how we perform.



Our Strategic Themes

In creating our strategic themes, we have considered the national aspirations in the NHS Long Term Plan and NHS Mental Health Implementation Plan 2019/20 – 2023/24 alongside local priorities set out in the Staffordshire & Stoke-on-Trent System Plan.

Our Trust Board has agreed four strategic themes for the following four years to 2023/24.

These are:

Quality
We will provide the highest quality, safe and effective services

People
We will attract, develop and retain the best people

Partnerships
We will actively promote partnership and integrated models of working

Sustainability
We will increase our efficiency and effectiveness through sustainable development

We believe it is not just what we do that is important, it is the way in which we do things that sets us apart.

Our vision, values, quality priorities and strategic themes come together to build a cohesive offer to our service users, staff and all our stakeholders to continue to strive to improve our services.

People Strategy Aims

"To explain how we will support our people to achieve our Trust vision"

Scope

This strategy applies to all members of staff employed by North Staffordshire Combined Healthcare, students on placement with us and our volunteers.

Priorities

The priorities within this strategy are actually labelled as promises, as it is felt this is more personal and has more impact with our people

1. Inclusive Culture; "We will create an inclusive and empowering culture"
2. Health and Wellbeing; "We will support your health and wellbeing"
3. Engagement; "We will listen to you"
4. Sustainable Workforce; "We will support you to be excellent"

Our Commitment to You	
We will strive to provide every person working in our Trust an understanding of the following	
Shared Purpose	Clarity of what we need to achieve and how we need to behave. Clear understanding of how your role fits into the bigger picture of supporting the delivery of excellent care and achieving our Trust vision
Autonomy	You feel empowered to make decisions based on your knowledge and skill level. You are encouraged and supported to challenge the norm and identify improvements you can make to the way you work and deliver care
To be Excellent	You are encouraged to develop your knowledge, skills and behaviour to reach and maintain a level of excellence your role You are supported throughout your career journey by having open, honest and compassionate conversations about your career aspirations, exploring your suitability, potential development areas and potential support required to develop yourself professionally and personally

Development

Our strategy has been developed taking into consideration:

1. The national NHS Interim People Plan;
2. Developments within the Staffordshire and Stoke-on-Trent STP towards becoming an ICS by March 2021;
3. Internal organisational vision and objectives; and
4. Engagement with our People.

Internal engagement with our people included;

- Workforce, OD and Inclusion directorate engagement session
- Leadership Academy engagement session with senior leaders
- Electronic survey sent to all staff – 293 responses (21% completion rate)

Quality

We will provide the highest quality, safe and effective services



Where are we now?

- We have high quality, supportive HR policies and governance in place.
- We are carrying out extensive inclusion work and starting to realise benefits and gain traction.
- We have an established Inclusion Council with 4 staff networks and meet monthly to address inequalities and to make the difference we want to see.
- We are committed to having interview panels reflective of our local populations – and in particular strive to have a BAME member of staff on each panel.
- We have established a set of values and behaviours we will work to uphold in the Trust.
- We are weaving into our People Strategy an approach which enables us to ensure our people, live by our values and behaviours.
- Values and behaviours are discussed at each and every appraisal. Each member of staff demonstrates how they have lived and demonstrated each value in their role and in their teams.
- Declared disabilities to more accurately reflect our actual proportion of staff who have disabilities. 20% of people completing our staff survey said they have a disability, but only 3% of staff has a declared disability recorded in ESR.
- We are exceeding our BAME Stepping Stone targets. By the introduction of our talent and succession strategy we will demonstrate our talent pipeline approach to supporting people from a BAME background.
- Our staff survey engagement scores are above average. In our recent 2019 national staff survey results we scored 7.2 in comparison to our benchmark comparator of 7.0 and the best comparator score of 7.5.

KPI's figures - 12 month rolling period from January 2019 - 20

Rolling 12m sickness rate (Trust target 4.95%)	4.78%
Staff turnover - in month (% WTE) (Trust target 10%)	11.17%
Appraisals (12m rolling %) (Trust target 85% from 1.3.18)	93%
Stat/mand training (Trust target 85%)	91%
Vacancy rate %	12%

Where do we want to be?

- Seen as an employer of social inclusion – Especially for people with protected characteristics.
- Proportionate representation of our workforce reflecting our local demographics and population.
- Climate of inclusion where people feel able and supported to disclose their background and where the Trust works hard to achieve a culture of support and inclusion.
- Just and Restorative Culture principles are embedded throughout the organisation
- The achievement of an outstanding CQC rating across all our services.
- Meeting and excelling against our internal and external People KPI's and benchmarking.
- Our workforce plans will more accurately reflect the future needs of patients and clinical pathways by taking a transformational approach to the shape and delivery of our clinical services.
- To increase the supply of quality development opportunities online and to expand our use of digital opportunities across all professions and services.
- Improve progression opportunities.
- Our talent strategy to be successfully embedded in the organisation so our approach becomes engrained in our culture and our ways of working.
- Talent metrics to help improve the quality of succession and workforce planning.
- Enable managers to have high quality talent conversations with their staff.
- Full utilisation of the apprenticeship levy including meeting our apprenticeship targets.
- WRES aspirational target of 7.6% BAME representation in senior roles (B8a and above) by 2028. These targets are likely to increase significantly following changes to the census data in 2021.
- Improved widening participation approach across our Trust and the wider system.

We will achieve this by?

- Engagement and involvement with staff to ensure our initiatives are co-designed ensuring they maximise impact for all our people.
- Developing a culture of inclusion to ensure all staff are treated equally through effectively embedding our values and behaviours, recognising the value of diversity.
- Reviewing our strategy annually to ensure it still meets the strategic needs of the organisation.

Measures of success

- Achieving our People KPI's and our aspirational target to out-perform the NHS national benchmarking figures.
- Improvements our staff survey engagement scores (ensuring we are 'above average' in comparison to our benchmark Trusts).
- Increasing the number of internal recruits and promotions.
- Measure the quality of appraisals, not just the completion.
- Feedback from our clinical placements and expansion of our clinical workforce.
- Increasingly wide range of clinical placements available to our provider HEI's.
- Increasingly wide range of clinical placements available to our provider HEI's

People

We will attract, develop and retain the best people



Where are we now?

- We have an insufficient local supply of professionally qualified applicants to meet our vacancy demands.
- We struggle to consistently attract people from outside the area to apply for vacancies.
- Offering limited widening participation activity.
- We are developing our talent approach through staff engagement and involvement.
- We are developing our talent conversation in appraisal to increase the quality of talent data we are recording.
- Exit interviews are varyingly achieved.
- Career pathways need to be embedded across our whole workforce.
- Apprenticeships are not fully exploited to their maximum potential.
- Our approach to talent and succession planning has identified opportunities for us to more accurately plan and support a more inclusive and diverse workforce.

Where do we want to be?

- Every member of staff having open and honest, high quality talent conversations as part of their appraisal with supportive and progressive personal development plan.
- Talent conversations and talent data shaping our development, succession and workforce plans.
- Culture of inclusion with fair access to development and opportunities for all our people.
- Strong Combined employer brand with a focus on social inclusion.
- People applying for roles at Combined due to our reputation, particularly in specialist, difficult to recruit to professions and roles.
- Develop innovative and flexible approaches to our ways of working and job design for all roles to inspire our current workforce to stay and grow with us.
- All staff to be able to attend the development and training they require to be excellent.
- More effective and efficient recruitment processes and service.
- More targeted recruitment campaigns to increase the diversity of our workforce, so this is reflective of our local population.
- Supporting the health and wellbeing of our staff with both a proactive and solution focused approach.
- An improved widening participation approach across our Trust and the system. With a more targeted employability skills and opportunities, to support our younger population for example Princes Trust Scheme.

We will achieve this by?

- Developing the leadership and skills of our managers to enable them to have high skilled quality talent conversations, whilst providing a clear development pipeline.
- Developing our electronic appraisal to record and report on talent metrics, improving our ability to effectively workforce and succession plan.
- Developing our employer brand to be socially inclusive, with our workforce demographics reflecting that of our local communities.
- Reviewing our strategy annually to ensure it meets the strategic needs of the organisation
- Development of a comprehensive Health and Wellbeing offer which is sustained long term.

Measures of success

- More internal applicants appointed
- Lower vacancy and turnover rates
- Higher numbers and quality of applicants
- Workforce demographics reflective of our local communities
- Increased number of apprenticeships
- Staff Survey results which confirm we support our staff to be healthy and well.

Partnerships

We will actively promote partnership and integrated models of working



Where are we now?

- To enable our offers to be “system by default” unless there is a strong reason for local delivery only.
- Good relationships developed across partnership organisations in the Staffordshire and Stoke-on-Trent STP, working more effectively as system partners.
- Leading and influencing strategic STP and ICS development.
- Under graduate rotational programmes in place across the STP partner organisations.
- Limited capacity to amplify and support the STP work.
- Strong and mature working relationships with our staff-side colleagues.

Where do we want to be?

- Continued strong working relationship and collaborative working with our staff-side colleagues.
- Leading aspects of system wide working, for example; HPS, Coaching, Stepping Up and Diversity and Inclusion.
- Increased system-wide working across the STP and future ICS.
- Impact analysis on the work we carry out and the impact it has on the system.
- More shared, supportive work with our partners across the STP and future ICS.
- An improved inclusion and widening participation approach across our Trust and wider system, ensuring that we engage and develop in ways that support the needs of our diverse local communities and our diverse workforce.

We will achieve this by?

- Continued leading and influencing strategic STP and ICS development.
- Working closely with our colleagues in other partner organisations to develop system wide offers to all.
- People solutions and offers to all.
- Reviewing our strategy annually to ensure it meets the strategic needs of the organisation.

Measures of success

- Successful launch of ICS and system-wide working
- Our system providing quality affordable care
- Collective utilisation of system wide resources

Sustainability

We will increase our efficiency and effectiveness through sustainable development



Where are we now?

- We are currently reviewing our Workforce and OD offer in light of the national NHS People Plan and the requirement to deliver our people strategy on a system-wide footprint and for our Trust.

Where do we want to be?

- Delivering a higher quality, proactive and solution focussed service which meets the current and future demands of the organisation.
- To help our people to be the best they can be and deliver excellent services and care to our patients, service users, carers and local populations.
- To provide a more flexible and agile employment proposition which maximises digital opportunities.
- To have a responsive service that can meet the challenges at team and organisational level.
- Staff survey results influence where our energies are best placed to influence individual and team culture.
- To support and value our experience staff who retire and return, enabling greater flexibility and shared learning.

We will achieve this by?

- Working closely with directorates ensuring the services and support we provide is reflective of their needs.
- Engagement and involvement with staff to ensure our initiatives are co-designed ensuring they maximise impact with all our people.
- Explore more efficient and effective ways of working with system colleagues and partner organisations.
- The adoption of more digital solutions.
- Reviewing our strategy annually to ensure it meets the strategic needs of the organisation.

Measures of success

- Achieving our Workforce KPI's and our aspirational target to outperform the NHS national benchmarking figures.
- More internal applicants appointed.
- Higher number and quality of applicants for our vacancies.
- Workforce demographics reflective of our local communities – meeting our WRES and WDES targets.
- Improved Staff Friend and Family Test results.

What's next?

How will we launch our strategy and translate vision into action?

- Once the strategy has been ratified, this will be socialised through:
- Internal communication channels, such as team brief, news round, posted on the intranet and external facing website
- Presented and shared at directorate meetings
- Staff engagement through focus groups, targeting specific areas of the strategy
- Create project teams supporting each promise, including members of staff and staff side representatives
- Regular updates to staff on progress throughout the lifecycle of this strategy
- Incorporate into our Induction programme so that our new staff are aware of our ambitions

How will we monitor implementation and impact?

- Progress will be reported through our People and Culture Development Committee (PCDC).
- Creation and achievement of annual deliverables throughout the duration of the strategy.
- Staff survey engagement scores.
- KPI performance.

Useful contacts

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