

PEOPLE STRATEGY

2019-2021

We Listen
We Care





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Executive Summary

This strategy is designed to underpin the long term delivery of our People Promise as part of the overall Trust Strategy. We have three key aims as part of this strategy which are to improve staff engagement and in turn increase retention of staff, to plan as robustly as we can to ensure we have the right skills and numbers of staff to deliver safe patient care and to ensure our staff are able to access the training and career development opportunities to be at their best and fulfil their potential.

In listening to our staff we recognise we have many challenges to overcome and much to improve, in particular how we treat our staff on a day to day basis, how we support them and how we try and fix some of the things that make their lives incredibly difficult and prevent them from being at their best. We also know that we have more to do to encourage and value the diversity of our teams.

We have ambitious plans around developing a strong culture based on kind and compassionate leadership, at the same time as putting more robust and accessible training and development in place for all our staff. We know we will have staffing challenges to cope with the increasing demand on the hospital and our people investment planning will need to address this.

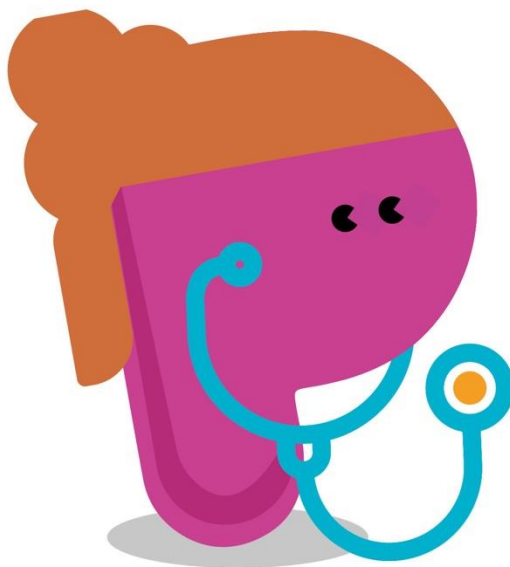
We have a true ambition to be a great place to work and believe the strategy and plans we outline here will take us a long way towards achieving our aims.

The organisation

Our overall Trust strategy responds to the opportunities we have and the challenges we face and has been developed in the context of Nottinghamshire's wider health and social care system. Our vision, with our people at its heart, is to become 'outstanding in health outcomes, patient and staff experience'. We will work together with our patients, staff and partners to deliver world class healthcare, research, education and training'. We will achieve our vision through our promises, which represent our six overarching strategic objectives, patients, people, places, partners, performance and potential. Against each of our promises we have outlined clear ambitions which will allow us to achieve our vision and to respond to the challenges and opportunities identified in our strategy. In our strategy we commit to 'build on our position as an employer of choice, with an engaged, developed and empowered team that puts patient care at the heart of everything it does'.

This document outlines our strategy for delivering the People Promise over the next 3 years.

We know that to support more integrated models of care we will have to develop our people to adapt to new ways of working as set out in the Integrated Care System (ICS) and the NHS Long-Term Plan, with staff who have the right skills for today and tomorrow. The link between engagement of teams and the delivery of high quality care is well evidenced and we have to create a culture in the Trust where patients are at the heart of everything we do, where our people feel listened to, cared for, supported, able to raise suggestions and concerns and to receive timely feedback.



Our People

Our people

Our people at NUH are critical to the delivery of our overall vision of becoming outstanding in health outcomes, patient and staff experience. At NUH we have a history of strong staff engagement and positive leadership of our people. In a challenging labour market and changing health and social care economy, and an environment where our services are under almost constant pressure, it will be vital to retain our focus on attracting and retaining exceptional people and creating an environment that enables them to perform at their best. Patients and their families will only receive outstanding care and experience if we invest in our people and create the right conditions for them to thrive, feel satisfied and valued in their roles.

Building on the great teams we already have, we want to provide a positive environment for staff where they are clear on what is expected of them, whilst at the same time equipping them with the capability, resources and support to deliver today and in the future. We have to create a culture in the Trust where people feel able to deliver the quality of care they aspire to and would want for those who are close to them; a culture where we are consistently open and honest with our people and are able to develop a real sense of teamwork - TeamNUH. We will work in an organisation where everyone is developed, supported to continuously improve their own performance, capabilities, where everyone takes responsibility for the contribution they make, are encouraged to participate in improving how we do things every day and understand their personal contribution to the delivery of our Trust strategy. Our people strategy will also set out how we will be a team where we make the best use of the skills we have to deliver our ambitious clinical service strategies and where we plan ahead to ensure we are always able to deliver the services that patients need in an effective, affordable and timely way. We are committed to working in partnership with others to achieve this and both actively prepare our people for working effectively within the Integrated Care System (ICS) as well as empowering them to help shape it.

We want and need engaged and passionate teams who deliver high quality care and feel empowered to give the best care to patients. We want our people to be proud and love working here and to be an employer of choice for many others. We want a culture where our people can bring their whole self to work and where we value the difference and unique skills and knowledge that each individual brings, helping us raise our performance in delivering healthcare to the diverse patient populations we serve.

We know from much of the research that an engaged team leads to improved outcomes in terms of mortality (3.3% reduction), reduced agency spend, reduced error rates and reduced turnover and sickness absence, all of which benefit patients, staff and the organisation.

Our values and behaviours

TRUST

We build trust with our patients and staff through our kindness, compassion and care

EMPOWERING

We empower people to be innovative and creative in their work and make positive choices that support healthier lifestyles

AMBITIOUS

We celebrate and recognise our staff and aspire to be known for clinical excellence and outstanding patient care

MINDFUL

We value everyone's contribution, take pride in our inclusivity and diversity, make best use of the resources entrusted to us and always make time for people

NURTURING

We encourage all our teams to be the best they can be through continuous learning, education, research and feedback

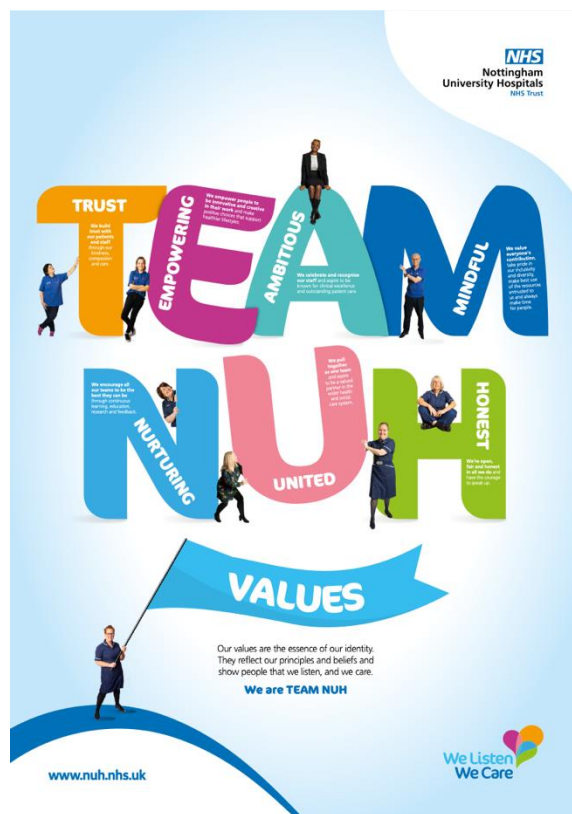
UNITED

We pull together as one team and aspire to be a valued partner in the wider health and social care system

HONEST

We're open, fair and honest in all we do and have the courage to speak up

Our values and behaviours encapsulate what makes working at NUH and being part of 'Team NUH' special. They have been developed by patients and staff so that we have a set of values that sit under 'We Listen, We Care' philosophy that our staff can relate to and are memorable. Linked to our values we have a set of behavioural standards that apply to all without exception, are part of everybody's job and apply to every action we take, every decision we make and most importantly how we care for our patients, their family members, carers, ourselves and each other. They underpin our ability to deliver exceptional patient care and create a great environment for everyone who works at NUH and one where we consistently demonstrate to patients and staff that we listen and we care. They define how we want our relationships to be both internally and with our system partners. We also have managers' standards that will guide what is expected of leaders at all levels across TeamNUH which will come with appropriate training and tools so that we develop and support our managers. The behaviours and managers standards are included at Appendix 1.



The context

In our strategy, our people promise commits to 'build on our position as an employer of choice, with an engaged, developed and empowered team that puts patient care at the heart of everything it does'.

Like the wider NHS, NUH faces a number of pressing challenges in relation to its people, including:

- **High workload** (and its impact on work life balance) and financial pressures have led to a decline in our staff engagement in recent years. Our teams feel overworked, undervalued and that some of the kindness has gone from the organisation. Their level of motivation and job satisfaction has reduced. An engaged TeamNUH is critical to the achievement of our vision.
- **Significant skill shortages** make it difficult to recruit to all the roles we need to deliver the best patient experience and we do not yet have robust enough plans to ensure we have sufficient alternative sources of staffing to be able to support all teams with the right level of resource. We know we typically carry between 300-400 registered nursing vacancies, that Healthcare Assistant turnover is consistently over 10% and whilst nationally there are plans in place to increase the number of nurse training places commissioned by 15% and medical student places increasing by 25% how quickly these trainees enter the workforce means that we have a number of years of significant shortages ahead. We also know that nationally the number of nurses leaving the NHS is growing and whilst professional registers across nursing, midwifery and AHPs grew by 17,000 over the past 5 years, only 7000 of these have taken up employment in the NHS. Junior doctor numbers are determined by future consultant demand 10 years hence which can mean the forecasts are often inaccurate and that junior doctor numbers are typically insufficient to fulfil the service delivery rotas. We also know that many registered nurses and midwives as well as consultants are choosing to retire from the NHS due to the pressures of work and changes to pensions.
- **Inadequate support for staff development** - Our ability to properly and appropriately support the development of our staff has been hampered by our financial position, where we continue to carry a large deficit and in 18/19 have failed to meet our control total meaning we have had to put even stricter financial controls in place. We have also been hampered by reduced funding for continuing professional education provided nationally and the late release of this funding during the year. Release of staff for training is also challenging with the relentless operational pressures in the Trust.
- **Diversity of TeamNUH** - Our people do not reflect the diverse populations we serve and whilst we have made some progress, some staff are still less able to access career development opportunities and be promoted into posts of a higher banding, as evidenced by feedback from staff in our staff survey and Workforce Race Equality Standard (WRES) reports. We have made some progress with the number of senior Black and Minority Ethnic (BAME) leaders from 36 to 48 (in roles 8a-9) over the past 12 months, however only 76% of BAME staff felt there was equal opportunity to progress in their career compared to 86% of their white colleagues. We do however have parity of appointment for white and BAME staff.

- **Manager and Leader Development** – Historically we have not equipped managers and leaders with the skills and tools to do their jobs effectively.
- **Talent Management** - Our processes are not yet well understood or robust enough to give staff confidence that there will be opportunities for them to achieve their career goals and this also has an impact on succession planning.
- **Speaking Up** - Our staff are not always 100% confident in speaking up and when they do we are not consistent enough in how we feed back to them. Our staff survey indicates that whilst 73% of staff feel secure raising concerns about unsafe clinical practice, only 61% feel they are given feedback about changes made in response to reported errors, near misses and incidents, demonstrating the lack of a feedback loop.
- **Getting the Basics Right** - Sometimes we get the basics wrong for our people, using process to mask the impact on the individual
- **Partnership working** is becoming increasingly important across the ICS and we will all need to work in different ways
- **Reward** - Pay is increasingly difficult after several years of pay constraint, and in certain staff groups where we compete with the private sector, e.g. engineering, occupational health
- **How Staff Feel** - we know there are a number of things about working at NUH that really frustrate staff – lack of car parking, insufficient support from their manager, lack of communication and feedback, inconsistent application of our policies, not enough staff to cope with the workload, no one saying thank you and a culture that doesn't feel kind anymore

Our promises



We will build on our position as an employer of choice; with an engaged, developed and empowered team that puts patient care at the heart of everything it does

Our people at NUH are critical to the delivery of our overall vision of working together to be the best for patients. An engaged and empowered team leads to a great patient experience. Great care is delivered by great teams and people will choose to come to NUH if our teams are exceptional. Proud people are our greatest ambassadors and proud people make TeamNUH what it is and what it does.

The milestones to support this as part of our people promise are:

1. To increase staff retention through improved staff engagement and strengthened leadership and culture
2. Develop and implement robust people investment plans to enable delivery of services
3. Improve access to training and career development for all staff groups

Improving our staff engagement

Our current staff engagement average when compared to other acute trusts with a staff engagement score of 7.0 (on a scale of 1-10). The best in class is 7.6 so we know we have work to do to improve this.

It will be critical to the delivery of our strategy and ensuring that our patients are kept safe that we are able to engage every member of TeamNUH in what we are trying to achieve and that they understand the importance of their role in delivering great care to patients and shaping the future of NUH.

In order to achieve this we will need to address the following:

- Develop ways to connect and engage with our staff that works for them and that enables them to input on the key things that will impact their working lives. This will include high quality appraisal conversations and support for their training, wellbeing and implementing effective partnership working with our staff side colleagues
- Achieve MAGNET accreditation for our nursing teams and develop ways to replicate the same principles across other staff groups
- Develop and implement new ways to recognise staff in both formal and informal ways
- Create an environment where from Day One all our staff feel part of TeamNUH and a sense of belonging and commitment, and where people are able to have joy in their work. A culture where everyone is treated as an individual and valued for their individuality, a culture of kindness and compassion.
- Bringing our values to life in everything that we do, in all our interactions with every individual who works as part of TeamNUH as well as in our policies and processes
- Open and honest communication with all our people, that involves listening and receiving feedback, an environment where people can speak up without fear and know that what they say is heard and acted on
- Creating a learning organisation by ensuring we formalise how we learn from both incidents and excellence in practice, embedding the Learning from Excellence programme as well as formalising feedback routes from incidents raised and investigated.
- A team where everyone understands what is expected of them and is motivated and inspired to deliver high quality care and feel able to take full responsibility for the care they deliver, working in partnership with others to achieve this
- Develop a culture that enables autonomy with accountability, that encourages collaborative working across all parts of the organisation and across the system and that demonstrates kindness to all, underpinned by the principles of the NHSI Culture and Leadership programme as well as the NHSI Improvement Journey. Both these programmes will be launched across NUH and will run together to ensure maximum impact.
- Communicating and celebrating our organisational achievements to increase the sense of pride in the organisation
- Embedding our approach to service improvement and transformation across the trust, developing and providing mechanisms for staff to be involved in designing how services should change and evolve

- Working proactively with our staffside colleagues to maximise involvement and engagement through that route, building stronger relationships and opportunities for open and transparent conversations to resolve issues early.
- Managers taking responsibility for engaging their teams and upholding our managerial and leadership promises

Robust people investment plans

Ensuring that we have the right numbers, skills, capabilities and resilience in our teams across the Trust will be the foundation of everything we want to achieve. How we ensure that we are able to resource teams to the right level to enable the delivery of safe care, whilst ensuring we are as productive as we can be, will be critical to all our staff feeling supported and being able to give patients safe care. Whilst whole time equivalent staff numbers have increased by 1881 over the past 5 years it is clear from national work that it is likely our requirement for clinicians in particular will continue to grow. They are predicting we will need an additional 190,000 nationally by 2027 which gives us a significant challenge as the sources of staff are through increased training numbers, return to practice and retaining the staff we have. This will involve:

- Developing longer-term plans for all our staff groups that includes the use of new and alternative roles to tackle skills shortages, that recognises how care delivery will change in line with our clinical services strategies and that enables us to make the most effective use of the resources we have. This will include the use of new roles such as Nurse Associates, Advanced Clinical Practitioners, Medical Team Assistants (MTA), Physician's Assistants and Computer Scientists as technology plays an increasing part in the delivery of care. Nationally they are expecting to train up to 7000 more Nurse Associates which will give us an ongoing intake and we plan to train up to 40 Advanced Clinical Practitioners and a small number of MTAs each year. We will have to ensure we have the capability and capacity to provide high quality clinical training placements for all these staff groups.
- Develop our apprenticeship schemes to provide maximum opportunities to recoup the levy and support staff receiving training. We will aim to have over 250 new apprentices sign up each year across a whole range of disciplines, working with our education partners to develop varied approaches to delivering the learning
- Understand the shape and size of our teams now and what is likely to change in the future based on national data from Health Education England, taking into account needs of different generations and affordability
- Ensuring we have productive teams across all specialities, that we are cognisant of where we might need to organise teams differently and where we need to change how we deliver care to achieve the best outcomes. This might mean staff working in different environments and as part of virtual teams across the wider system. This will include support for managers and clinicians to be able to develop plans that take account of how our clinical services are changing as well as the changes that will come as part of the Integrated Care System
- Using the work across the Integrated Care System to understand how the skills we will need are changing so that we are able to prepare staff more effectively. This will also need specific plans to ensure we are training and developing people to undertake the roles required as care pathways change.
- Developing ways to ensure rotas, rosters and job plans are implemented and used to best effective to drive efficiency and productivity at the same time as ensuring that we support staff wellbeing
- Ensuring we are able to support everyone with the training and development to meet the needs of our services now and in the future, including professional requirements and new skills where needed

- Robust recruitment planning based on our annual planning and clinical service strategies to ensure we have the right numbers in place and reduce reliance on temporary staffing solutions wherever possible. Maximising opportunities to recruit from alternative sources, for example international recruitment wherever possible.
- Develop ways of working and approaches to employment that enable us to provide a cost effective workforce fit for the future, including provision of services across 7 days where needed and employment models that support working across organisational and professional boundaries.
- Participating in schemes such as Project Search and Prince's Trust to ensure we maximise opportunities for diversifying our staff base and contribute to the reduction of health inequalities through employment opportunities.

Retention

Our retention across the Trust has been increasing in particular in nursing due to the programme of work to support gaining Magnet accreditation; however we have more to do to persuade all staff groups to stay. Some of our clinical support roles have much lower retention rates which we need to address.

Given our challenges in resourcing our teams to the levels needed will mean we have to get a better understanding of what will make people stay with us to reduce the number of vacancies we need to fill. Retaining as many of our staff as possible will be an important foundation to delivering our plans especially as 50% of our staff who will be with us in 2032 are already here.

- Developing leaders who are skilled at motivating and inspiring teams and are better prepared for working across the system through our trust-wide leadership programme 'Enabling our Change'.
- Ensuring all our managers are equipped and have the capability to manage their teams, supporting them with training and development opportunities, wellbeing, and keeping them informed. Launching and embedding the managers' and leaders' promises and the supporting tools and development (with dedicated intranet page) will be a key part of this, including a new managers' induction. This will be particularly important for newly appointed managers. The managers' and leaders' promises are included in Appendix xxx
- Providing opportunities for flexible working where appropriate, recognising the needs of different generations from millennials to those who are nearing retirement. This will mean more accommodating approaches to people working less than full time, different shift pattern lengths, a degree of choice in the run up to retirement, and also looking at the use of technology to support options such as homeworking and enabling staff to work more flexibly recognising their caring responsibilities.
- Ensuring all staff have high quality appraisal conversations that make them feel valued and supported on a regular basis, a conversation which both supports the individual and gives them an opportunity to talk about their future.
- Understanding what motivates our people, in particular why people join and leave our organisation and what the needs of different generations are. Developing mechanisms to identify our early flight risks to put actions in place to prevent them leaving
- Supporting new starters with the right induction and training as well as tools for the job to ensure they are set up for success, ensuring 100% compliance with the necessary training for all new joins
- Continuing to expand our Staff Wellbeing Programme to ensure that our staff feel supported and cared for, with particular focus on helping staff and managers deal with both physical and mental health issues
- Provide all staff with a positive team environment to work in, encouraging and supporting teams to work together across professions both within and outside the organisation
- Using different methods of recognition to ensure all staff have the opportunity to have their contribution recognised.
- Supporting staff to achieve their full potential and career aspirations at all levels providing opportunities for bridging programmes, further education, clinical and academic development, including support for moving between different careers

- Supporting cross-organisation careers e.g. clinical entrepreneurs or clinical academics.

Career development

Our staff tell us that they do not get sufficient support for developing careers and that there are insufficient opportunities available. Given the size of our organisation we should be able to provide all staff with options for developing their careers and we need to encourage more conversations with staff to support this.

- Simple, effective and inclusive talent management processes to support identification and development of potential
- Proactively succession plan for our future.
- Development of schemes for the development of entry level talent through work experience, apprenticeships, internships and graduates. Providing routes through for all staff groups to ensure there are clear career paths for us to be able to grow our own trainees, using apprenticeships and national training schemes to achieve this, as well as supporting schemes which give those less advantages access to work experience and training, such as Princes' Trust and Project Search and national schemes to encourage school age children to consider careers in healthcare, for example Step Into the NHS.
- Supporting staff to achieve their full potential and career aspirations at all levels providing career development pathways and development opportunities for all staff groups helping people understand what is available and mapping potential career options for different staff groups. This will include the ongoing development and implementation of the Excellence in Admin Academy as well as work already underway for nursing, medics, AHPs and Healthcare Scientists. It will also include more flexible career pathways as we enable staff to work and move across the ICS and to support career opportunities that span industry and academia.
- Provision of alternative routes and development for clinical staff to develop their careers through pursuing teaching, research and leadership opportunities
- Develop leaders to be able to have effective talent conversations, including coaching and mentoring skills and give them the tools to support staff with career choices
- Clear career paths and development support will need to be formalised for non-training grade doctors who are becoming an increasingly important part of the medical team and providing them with the right support, as well as contributing to national programmes such as Earn, Learn and Return which enables overseas clinical staff to come to the NHS for 3 years and then return to their home country.

Great place to work

We advertise over 2800 vacancies every year and we need to ensure that everyone who is interested in joining our organisation has a great experience as a candidate and subsequently as a member of TeamNUH if they are successful in joining us. At TeamNUH we have opportunities for staff to undertake a wide range of roles and to develop their careers in different directions, with our access to teaching and research opportunities. We don't make enough of this currently and our staff survey feedback tells us staff don't feel sufficiently supported by the organisation or their manager. We need to ensure that NUH is seen as an employer of choice in the healthcare sector.

- Simplify our recruitment processes so we can recruit as quickly and effectively as possible and incorporate values based recruitment across all populations.
- Harnessing systems and technologies that are fit for purpose and simplifying processes to enable our people to do their work more efficiently and effectively
- Develop pride in an organisation that offers a unique experience to its employees and potential employees and is able to attract people to the region
- Provide opportunities for all staff to contribute to improvement opportunities and decision making in their team, including a trust-wide training programme on service improvement skills for all staff and taking staff through transformation with the right change management support
- Develop materials to sell NUH, Nottingham and the East Midlands as a great place to work in conjunction with our partners.
- Developing new entry schemes for talent, working with schools and colleges and promoting NUH through trust-wide events and campaigns as well as our apprenticeship schemes
- Participate effectively as a partner in the Integrated Care System to ensure that our staff are kept informed as to how care delivery will change so they feel part of a developing system rather than isolated. In particular preparing leaders for working as part of an integrated system, including collaboration with partners where we bring leaders together to help develop our new ways of working.
- Try to fix some of the ongoing problems that our staff face – increasing car parking, simplifying our systems and processes and supporting our staff with buildings and equipment that are fit for purpose.

Training

We have an ambition to ensure all our staff have access to the training to help them both retain and develop their skills is the least we can do for everyone who works at NUH. We have a strong reputation for the training we provide, although in recent years new challenges have arisen in relation to giving staff a great experience and ensuring we have the right environment for delivering training, in particular for junior doctors as the 2016 junior doctor contract requires significant changes to how we support that particular population. We know that our compliance with mandatory and role related training in particular is a challenge with rates ranging from 30% to 75% for the core mandatory programme. We also know that national funding for continuing professional development has reduced by 40% over the past two years with increasing focus on how we use development monies to support system transformation. How we build ourselves as a provider of training excellence will be paramount for both our staff and supporting our ambition to attract more of the best people.

Our recently agreed Training & Education Strategy outlines our plans to support training for staff at NUH. As one of the largest teaching hospitals in the UK, we are an organisation that has a strong culture of continuous learning from each other and from colleagues across the NHS and internationally. Each of our 16000 unique staff members and students, both clinical and those in critical supporting roles will require specific training, education and ongoing development to ensure they are the best they can be and collectively deliver safe, high quality and innovative services.

- Provide consistently high quality education and training in more flexible and innovative ways to improve access and effectiveness and support for everyone at every stage of their employment with us
- Develop new ways of delivering training, e.g. e:learning with an ambition to move to more flexible methods of delivery, including online, innovation in clinical skills education and simulation
- Develop increasing numbers of opportunities for apprenticeships across the Trust
- Develop education and training plans for all staff groups that meet the priority needs of all our people in line with the needs of our Trust strategy and changing needs of the clinical services strategy in the Integrated Care System
- Develop improvement capability across the Trust
- Ensuring all our staff have access to training, including the possibility of expanding our Institute of Nursing and Midwifery Excellence to become a regional training hub and the longer term ambition of becoming a regional training provider for apprenticeships
- Provide the right environment for our staff to experience training and to have access to the tools and resources to complete their development

Diversity and inclusion

We know that our current team does not reflect the population we serve with only 14% of our staff being from a BAME background. We also know that our BAME staff do not feel that they get equal access to career development opportunities, with only 50% of all our staff feeling access to opportunities is fair.

- Developing and implement programmes that will support increasing the diversity in our leadership population, through positive recruitment action and specific development opportunities targeted at BAME staff, such as Future Leaders, a Nottinghamshire wide programme.
- Developing a culture with equality of opportunity for all, where diversity is embraced and seen as a strength and enables people to work flexibly where possible
- Increased visibility on recruitment panels
- Development of training programmes dealing with bias (conscious and unconscious), cultural and disability awareness
- Reverse mentoring
- Targeted recruitment campaigns in local schools and communities with a high density of cultural diversity

Clear expectations

As well as the Trust supporting all of its people with the activities described above, it is important that we are also clear with our expectations of the people who work for us to help support the achievement of our aims. So what do we expect of our people along with behaviour consistent with our values?

- To want to work as part of a team and bring their best self to work every day
- To role model our values and behaviours in everything they do and to speak up when they see things of concern, giving views when we ask for them in an open and honest way and support the solutions we put in place
- To participate in appraisal and mandatory training, taking responsibility for their own learning and development
- To take responsibility for finding ways to improve the services we offer
- To take accountability for delivery of objectives and hold others to account for this as well
- To be willing to work in partnership both within the organisation and as part of a wider system

In return we will provide staff with a fulfilling role in a safe and healthy place to work, with support for their development and future careers. We will have line managers who provide the right degree of support for their teams and who seek at every opportunity to ensure that their teams are motivated and equipped to do their roles. We will develop a culture in the organisation where our staff feel able to speak up and raise concerns without fear of reprisal and where everyone is treated equally and we value the diversity of our staff.

What will success look like?

If we can achieve everything we set out to in our people strategy we should see the following:

What will Success Look Like?	KPI and current score	Target 19-20	Target 20-21	Target 21-22
Patients experiencing improved outcomes, improved quality indicators and an increasingly strong reputation for care	Did you feel safe whilst in our care?- positive target response	95	96	98
	Did you receive adequate pain relief?	95	96	97
	Did you receive all the information you need about your discharge plan?	90	91	93
Higher engagement with the organisation from our people demonstrated by an increase in staff satisfaction in local and national surveys, and increased involvement in improving the organisation, NUH in the top 10% of employers in the NHS.	Staff engagement score (7.0))	7.1	7.3	7.6
	Safe environment score (8.1)	8.2	8.3	8.5
Higher vacancy fill rates lower turnover and sickness absence making continuity of care much easier and improved financial outcomes	Retention	90%	90%	91%
	Vacancy rates	8.5%	7.5%	7%
	Turnover	10.8%	10.5%	10%
	Sickness absence	3.8%	3.7%	3.6%
	Time to hire	45	43	40
Appraisal and Mandatory Training completion being achieved more consistently	Appraisal (88)	90%	90%	90%
	Mandatory Trng (86)	90%	90%	90%
Talent Management and Succession Planning embedded across the organisation	Immediate manager (6.8)	7.0	7.1	7.3
	Quality of appraisals (5.2)	5.4	5.8	6.2
	Number of leaders through Enabling our Change	273	273	100
Increased applications from people wanting to join NUH	Number of applications per vacancy advertised (13.8)	14	14.5	15
Increased diversity in senior roles with BAME staff feeling opportunities for development are more equal	Number in Bands 8A-9 (48)	53	55	60
	Equality, Diversity & Inclusion score in staff survey (9.2)	9.3	9.4	9.5

What will Success Look Like?	KPI and current score	Target 19-20	Target 20-21	Target 21-22
Reduced time to deal with disciplinary and grievance cases to ensure our staff do not have an unnecessarily negative experience	Time to close cases (5 months)	4 months	3 months	3 months
Job Planning will be embedded ensuring we have clarity of responsibilities across our consultant population	% signed off	90%	92%	92%
Increased accessibility of training for staff resulting from opportunities for more blended learning	Question on whether staff have had non mandatory training, learning or development in last 12 months (67.2)	70%	72%	75%
More productive use of our resources	WAU per FTE on Model Hospital (20)	20.5	21	21.5

Risks to delivery

The plans above are ambitious, but are what will be necessary to achieve our vision and ensure we have a stable and sustainable team to deliver the services and patient care needed today and in the future. There are a number of key risks to the delivery of this strategy:

- If we unable to resolve some of the key issues that hamper how our staff feel about working at NUH, e.g. car parking and workload, the positive action we take will not be enough to ensure we attract and retain the right quantity or quality of staff
- The HR team at NUH is already stretched and if we are unable to invest resource in key areas, e.g. organisation development, training and recruitment resources we will not have the capacity to deliver the plan in the timescales we have outlined
- If nationally there is insufficient support for increasing training places and development of new routes to training we will not be able to recruit staff in the numbers or skill mix we require
- If we are unable to release staff for training then we will not be able to deliver the development we are committing to as part of our plans to improve line management capability, support career development and retain staff

Governance

The delivery of the plan to support the People Promise will be overseen by the Trust Operational People Committee and assurance will be given to the board through the Board People Committee. A number of committees and working groups will report through to the Operational People Committee and these are listed below. The plan will be reviewed on a quarterly basis to assess achievement against delivery milestones and annually to review the key performance indicators.

Health & Wellbeing Steering Group

Learning & Education Committee

Academy Board

People Planning & Investment Group

People Experience Group

Magnet Programme Board

Equality & Diversity Action Group

The strategy is also underpinned by a number of specific strategies including the Health & Wellbeing Strategy, Training & Education Strategy and Communication & Engagement Strategy

Delivery Plan

The plan for delivery of the strategy is in appendix 1

We Listen
We Care

