

Aspiring to provide  
**Brilliant** care to  
One + all



Royal Cornwall Hospitals  
NHS Trust

# Brilliant People

## Strategy 2020 - 2023



Starting on our journey to be brilliant  
for care, brilliant for improvement  
and brilliant for our people.





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Working together in a supportive environment to attract, develop and retain brilliant people to deliver care to the communities across Cornwall and The Isles of Scilly.

1

# Foreword



Our Organisational Vision  
Brilliant Care  
Brilliant People  
Brilliant Improvement



## Foreword

Our vision emphasises the belief that by caring for our people we will deliver care that is safe effective and efficient and give the patient an exceptional experience.

We want all of our staff to say that they will recommend our organisation as a place to receive treatment and to work.

This means creating an organisation that is recognised as

an employer of choice where staff are passionate about what they do and feel that it's more than just a job where our colleagues feel in gauged valued and empowered to strive continuously to improve the care that they give to patients and are proud to say that they work for Royal Cornwall Hospitals NHS Trust.



## Foreword

To deliver our vision, we have developed three key strategic goals, all of which are underpinned by our values:

# Our Vision

Aspiring to provide Brilliant Care to **One + All**

### Goal 1 Brilliant Care

Always providing safe, effective and compassionate care, where we listen and learn to provide an excellent patient experience and reduce avoidable harm

### Goal 2 Brilliant People

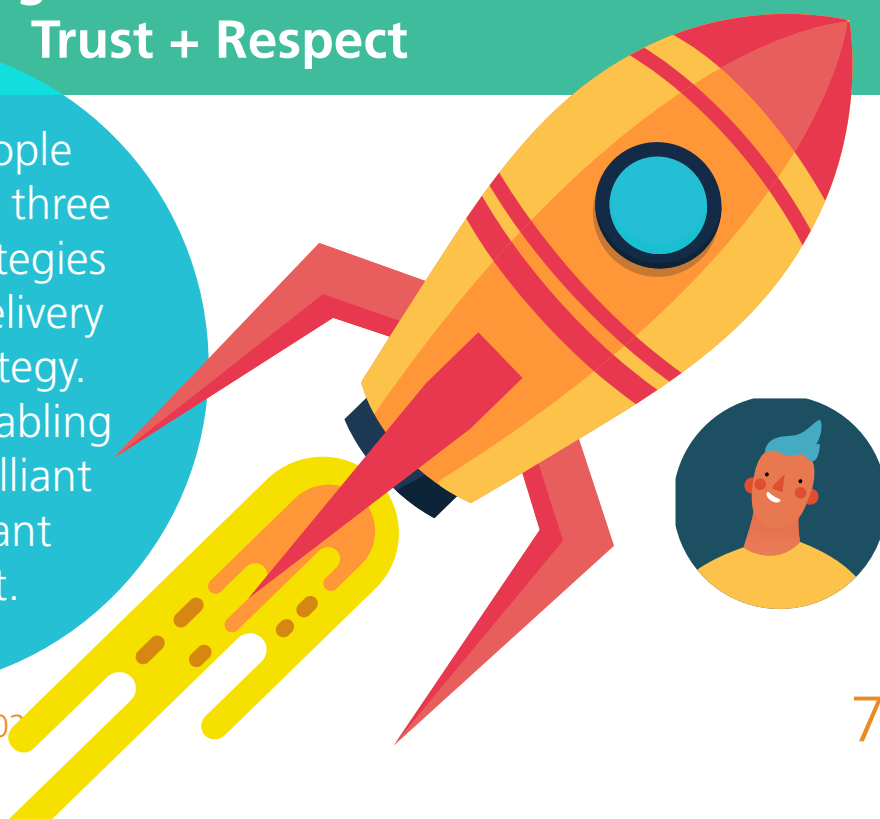
Working together in a supportive environment to attract, develop and retain brilliant people

### Goal 3 Brilliant Improvement

Instilling a culture of quality improvement where everyone feels empowered to make changes for the benefit of our patients

**Care + Compassion, Inspiration + Innovation,  
Working Together, Pride + Achievement,  
Trust + Respect**

This Brilliant People Strategy is one of three key enabling strategies which support delivery of our Trust Strategy. The other two enabling strategies are Brilliant Care and Brilliant Improvement.



We have made great progress in our ambition to be brilliant with rapid and sustained improvements to our culture reflected in what our colleagues say about their experience of working here, significantly better staff survey results and more importantly being lifted out of special measures.





## Foreword

Our people strategy has been developed through conversations with you and designed to meet your needs.

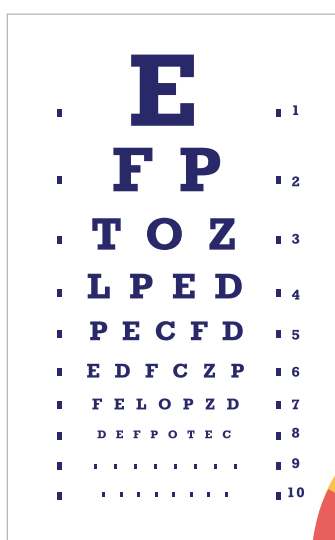
These discussions have taken place across our organisation and across all our people: clinical and nonclinical staff, across the hospital sites; our partners; in formal settings and informal ones.

We have heard what you have said about your working lives, what you want to see more of (and less of) and what your aspirations are.

We know from these conversations that you want us to focus on key priority areas for action, so that you are supported and enabled to do your best.

We want all of our staff to say that they will recommend our organisation as a place to receive treatment and to work

We have made great progress in our ambition to be brilliant with rapid and sustained improvements to our culture reflected in what our colleagues say about their experience of working here, significantly better staff survey results and more importantly being lifted out of special measures, significantly better staff survey results and more importantly being lifted out of special measures.



## Foreword

The ability to maintain an effective relationship with our colleagues and a positive working culture will be critical to our ongoing success.

We are therefore committed to supporting our staff to be the very best they can be so that we provide the very best possible care to achieve our ambition of being a brilliant trust for our local communities.



## Our Values



### Care + Compassion

We see the person in every patient, communicating with honesty and compassion. We listen and act on feedback to ensure outstanding care.

### Inspiration + Innovation

We welcome new ideas and use our initiative to solve problems together. We value learning and research to improve services.

### Working Together

We work to create a positive team spirit, recognise achievements and celebrate success. We are open, inclusive and want to continually improve.

### Pride + Achievement

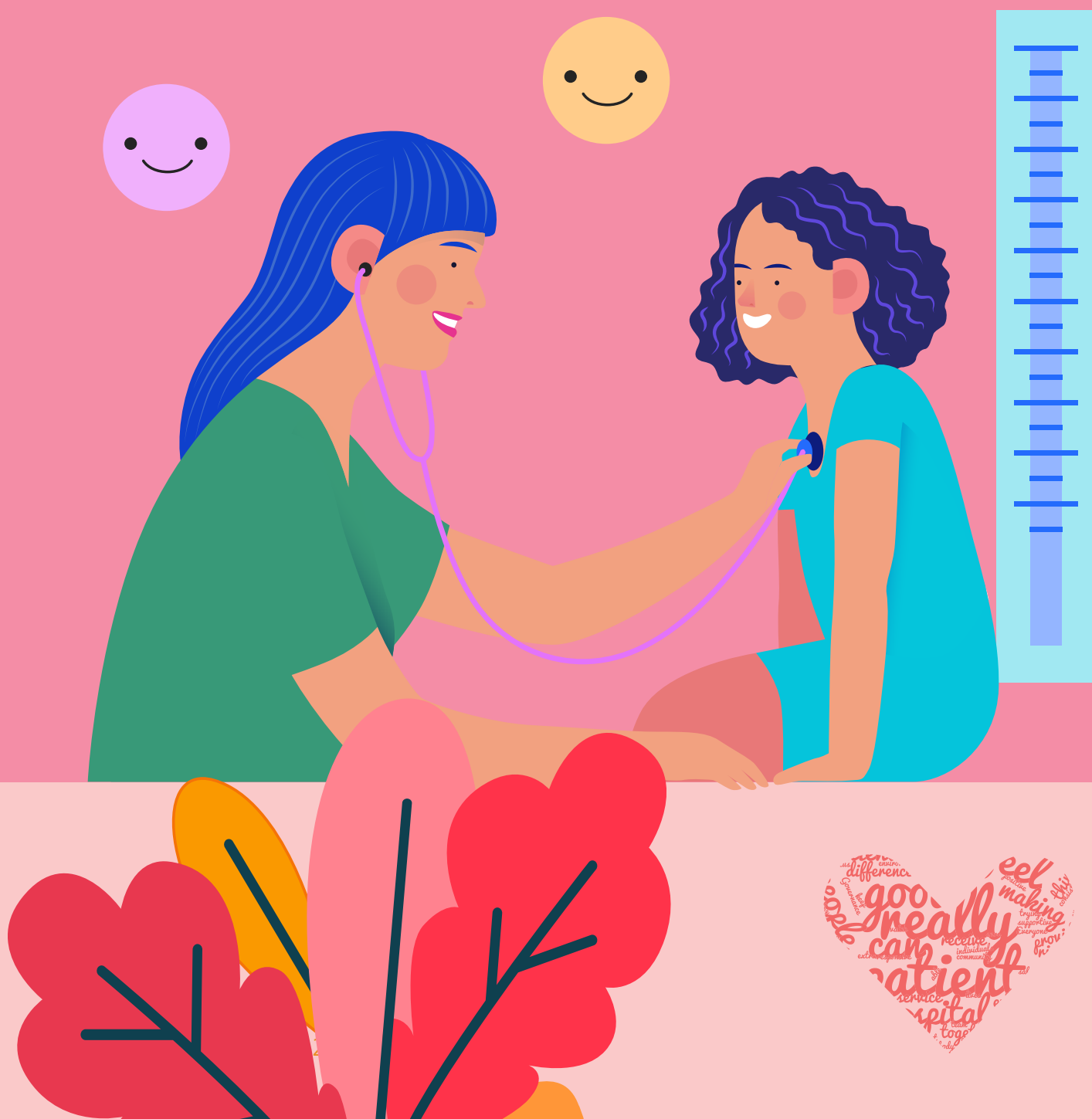
We take pride in our work and always go the extra mile. We lead by example and ensure quality is at the heart of all we do.

### Trust + Respect

We respect and consider other people's views and feelings. We seek consensus and respond to situations professionally and calmly.

## Foreword

A key focus of the plan is significant investment to enhance primary and our acute hospital services to support community services, built around primary care networks.



# 2 —

# Introduction

Our Brilliant People Strategy has been developed through conversations with you and is designed to meet your needs.



Our Brilliant People Strategy has been developed through conversations with you and is designed to meet your needs.



We have had conversations over the last year with our colleagues both clinical and non-clinical colleagues in all parts of our hospitals.

We have listened and heard what you have said about what brings you joy at work, helps to improve your working lives, what you want to see more of (and less of) and what your hopes and aspirations are.

We now know from these conversations that we need to focus on 8 key areas for action, so you are supported and enabled to do your best every day.

These pledges are the pillars of this strategy and the commitments we are making to all our brilliant people:



## Our pledges

01.

We are true to our values and create a brilliant place to work

02.

We make sure colleagues receive feedback to know how they are doing

03.

We have an open, inclusive and partnership approach to working with our Brilliant People

04.

We provide development to help colleagues learn and grow

05.

We provide an environment that supports colleague safety, health & wellbeing

06.

We create a safe environment, so colleagues feel supported to speak up

07.

We provide great leadership and support to help colleagues be the best they can be

08.

'We work with our partners across the health and care system to ensure a sustainable workforce for the future'

# The Need for Change

As demand for care continues to grow and the services we can provide develop at pace, the NHS continues to face pressures on the funding it has available.

A key focus of this our People Strategy is on modernising our practices using new technology, service transformation and reform, in the organisation and managing that transition. The shape of the organisation will undoubtedly change as we and partners seek to improve patient experience and care pathways to deliver more services within local communities building on the success of the past.



A key focus of the plan is significant investment to enhance acute hospital services for our communities, built around primary care networks and reducing the reliance on acute services to care for frail older people and those with long-term conditions.

Development and delivery of the service model will be supported by the creation of Integrated Care Systems (ICS's) across England.

Locally this will be for Cornwall and the Isles of Scilly.

## The need for change

The plan sets out a range of interventions aimed at preventing poor health and reducing health inequalities.



In January 2019, the NHS set out its Long Term Plan, which sets out the national goals and strategic direction for the NHS in England for the next 10 years.



## The need for change

Our hospitals will continue to be focused on quality and meeting patient needs, but it will inevitably be leaner, intent on getting things right first time and sustaining high-performance.

As a result of 'Getting It Right First Time' service reviews and the use of 'model hospital' data, the Trust will work differently with partners to deliver health care services for the population of Cornwall and the Isles of Scilly.

Over the next three years, the trust will need to be design services around patient needs, and offer greater choice and personalised care that reflects an individual's health and care needs.



Patient focus will inform all that we do in our leadership and governance rules and as service providers and service enablers these roles and staff to work differently in the future and across organisational boundaries, so our Integrated Care System (ICS) delivers outstanding and sustainable care.



# Shifting the Culture

Our People Strategy has been developed to continue the improvements in our organisational culture and deliver a culture that has been defined and requested by you.

This is the key to delivering Brilliant People which is the heart the vision for our hospitals. Only by shifting the culture to one which is designed by you, can we aspire to deliver the change we set out we have set out to be brilliant for our colleagues and communities.

We know we needed to change to become the hospitals our colleagues and communities need and deserve.

Although we believe that the way we design our services must start with the patient needs, we cannot deliver this without you.



## Improve our culture

We will ensure that you, our greatest asset, are trained, inspired and properly prepared to enable the very best possible delivery of care to ensure the commitment we set out - Brilliant People, Brilliant Care and Brilliant Improvement is all of our Peoples experience of working at our hospitals..

We will recruit and engage staff effectively and ensure our leaders understand the need to focus on caring for our colleagues. We will develop, support and equip our people to enable them to deliver the highest quality healthcare possible.

We will provide the best facilities and environment that we can to give a positive experience of delivering services.

We will involve and communicate as often as possible and listen to views and ideas to improve care for our patients.

We want all of our people to be proud of the healthcare we deliver and for them to recommend our hospitals as a place to receive care and treatment as well as places to work. If we can create this environment together our people will be brilliant people and the care they deliver will be brilliant care it is that which will guarantee we continue on our journey of Brilliant Improvement.



# The RCHT commitments

Our values: What you should expect from us and what we will expect from you

## RCHT's commitments to you

### We are it!

- As the main provider of acute and emergency care in the County, it is our responsibility to be brilliant for Cornwall and the Isles of Scilly, in the care we give and the way we look after our colleagues.
- We have responsibility to support, and hold to account, our system partners to ensure patients are receiving the best possible care in the most appropriate setting.

**We will show that we live our values by:**

### Care & Compassion

- Providing an environment where you feel safe, so that we support you to be the best you can be.
- Listening when you speak up and providing you with the support you may need.

- Supporting you to access meaningful health and wellbeing activities, so that you know how valuable you are, especially if you aren't feeling great.
- Ensuring all our leaders are skilled to lead with compassion, openness and integrity, so that we provide an environment that ensures brilliant care.

### Working Together

- Keeping you informed about and involved in how we deliver our care and services, so that you feel part of the team.
- Ensuring you know how you are doing by providing regular feedback to you and your team so that everyone is clear about what they need to do.
- Providing tools and helping you build your skills, so that you are able to be great at what you do.

## Key influences

### Trust & Respect

- Trusting in your expertise and using this to help us make the best decisions about our services, so you feel part of all we do.
- Being consistently intolerant of any behaviours and actions that are not in keeping with our aims or values, so that you are clear about our expectations.
- Giving you the space to do your job and providing the support to develop, so that you fulfil your potential

### Inspiration & Innovation

- Acknowledging and saying sorry for the mistakes we make. Recognising and learning from when things go well, as well as when they do not go as planned, so that you constantly seek new ways to do things.
- Providing opportunities to support and participate in research and improvement projects, so that you know that constantly making things better is part of everyone's job.
- Supporting opportunities for career development, education and learning, so that you feel excited about the future

### Pride & Achievement

- Recognising and celebrating your successes and thanking you for a job well done, so that you know we value what you do.
- Recruiting the very best people and working hard to keep great people here within our care system, so you know how proud we are to have you here.
- Making sure that you have the support to achieve the results we expect, so that you can go home feeling proud every day.
- Being proud together to serve in the NHS and to learn from our local and national colleagues, so that we are always at the forefront of evidence-based care.

Being Brilliant is up  
to us, **One + All**



# Your commitments to RCHT

## Key influences

### Your commitments to RCHT

#### I am it!

- I accept that we all have a responsibility to lead and that I have a personal responsibility to do all I can to help RCHT be brilliant.
- When I make a commitment I stick to it, if things change and I can't deliver what I agreed, I will make sure others know quickly.
- If I see something that is unsafe, not right or needs improving I speak up and personally do something about it.
- Being compassionate when the physical and emotional wellbeing of others is not as good as it could be, so that, I can help them recover.
- Showing kindness in everything I do, so that, we treat others as we would wish to be treated.

#### Working Together

#### I show that I live our values everyday by:

##### Care & Compassion

- Coming in every day and showing that I care, about the work I do, my colleagues and our patients, so that, my standard of work is as high as it can be.
- Sharing my experience and skills to help others be the best they can be and learning from others, so that, I develop all the time too.
- Listening to patients and their relatives to help me deliver the best services I can, focusing on 'what matters to them', so that, I get their care right first time.
- Making sure I share information with those that need it in a clear and timely way, so that, we all know what to do.
- Doing all I can to make sure my own passions, frustrations and emotions are managed positively, so that, I don't make anyone's working life hard.

## Key influences

### Trust & Respect

- Trusting my colleagues skills and expertise, so that, patients get the very best care.
- Listening with interest and empathy to others, so that, I understand and learn as much as I can.
- Making it safe for people to speak up and share their views, so that, we work better together.
- Speaking positively about my colleagues, so that, they know I value them and challenging others when they do not speak well of their colleagues.
- Being tolerant of diverse views and perspectives, 'shouting out' about what I believe but never 'shouting at'.

### Inspiration & Innovation

- Being continually curious, so that, I am constantly improving and making things better.
- Being brave to make the changes wish to see, so that, I lead by example with enthusiasm which helps others be brave, too.

→ Using all of the technology, innovation and continuous improvement tools that I know to inspire others to be the best they can be.

→ Acknowledging and saying sorry for the mistakes I make, sharing my experiences with others and learning from them, so that, our care is constantly improving.

### Pride & Achievement

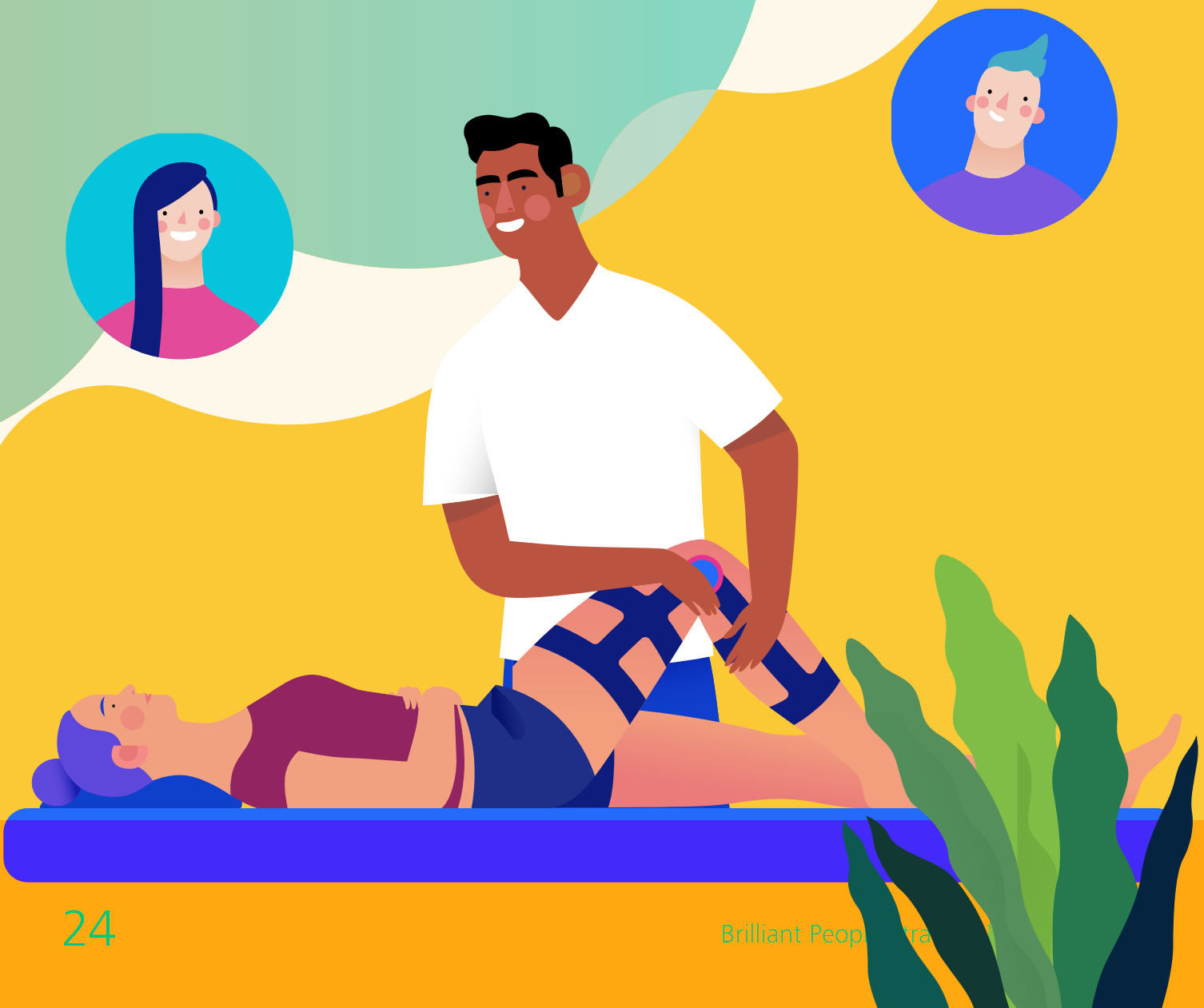
- Being proud to work in my service and as part of RCHT.
- Never walking past or ignoring something that is not the standard I would want, so we are all aspiring to provide brilliant care to One+All.
- Giving thanks to others and celebrating what we do, so that we all help RCHT become a brilliant place to work.





## Key influences

- Our Hospitals strategy
- Brilliant Improvement strategy
- Brilliant Care strategy
- RCHT Hospitals strategy
- Our clinical strategies
- National NHS People Plan
- NHS Long term plan





## Key influences



We will recruit and engage people effectively and ensure our leaders understand the need to focus on caring for our colleagues.



We want all of our people to be proud of the healthcare we deliver and for them to recommend our hospitals as a place to receive care and treatment as well as places to work.

## Context for Brilliant People

WE HAVE AN OPEN,  
INCLUSIVE AND  
PARTNERSHIP  
APPROACH TO  
WORKING WITH OUR  
BRILLIANT PEOPLE

WE ARE TRUE TO  
OUR VALUES AND  
CREATE A BRILLIANT  
PLACE TO WORK

WE MAKE SURE  
COLLEAGUES  
RECEIVE FEEDBACK  
TO KNOW HOW  
THEY ARE  
DOING

WE PROVIDE  
DEVELOPMENT TO  
HELP COLLEAGUES  
LEARN AND GROW

WE CREATE  
A SAFE  
ENVIRONMENT,  
SO COLLEAGUES  
FEEL SUPPORTED  
TO SPEAK UP

WE PROVIDE AN  
ENVIRONMENT  
THAT SUPPORTS  
COLLEAGUE SAFETY,  
HEALTH & WELLBEING

LEADERSHIP &  
DEVELOPMENT

WE PROVIDE  
GREAT  
LEADERSHIP AND  
SUPPORT TO HELP  
COLLEAGUES BE  
THE BEST THEY  
CAN BE

ENABLE CARE TO BE  
DELIVERED  
IN A SUSTAINABLE WAY  
AND THAT IS FIT FOR THE  
FUTURE

RECRUITMENT



We want all of our people to be proud of the healthcare we deliver and for them to recommend our hospitals



# 3 — Workforce Profile



# In numbers



Population Served

**430,000+**

Boosted significantly during the busy holiday periods

Total Beds

**667**

Royal Cornwall Hospital

**40**

St Michael's Hospital

**54**

West Cornwall Hospital

Total Employees

**5,700+**

Income

**£445m**

Across 3 sites

Royal Cornwall Hospital, Truro  
St Michael's Hospital, Hayle  
West Cornwall Hospital, Penzance

Future Investment

**£99.9m**

Women & Childrens Hospital

**£31m**

Lowen / MRI Project

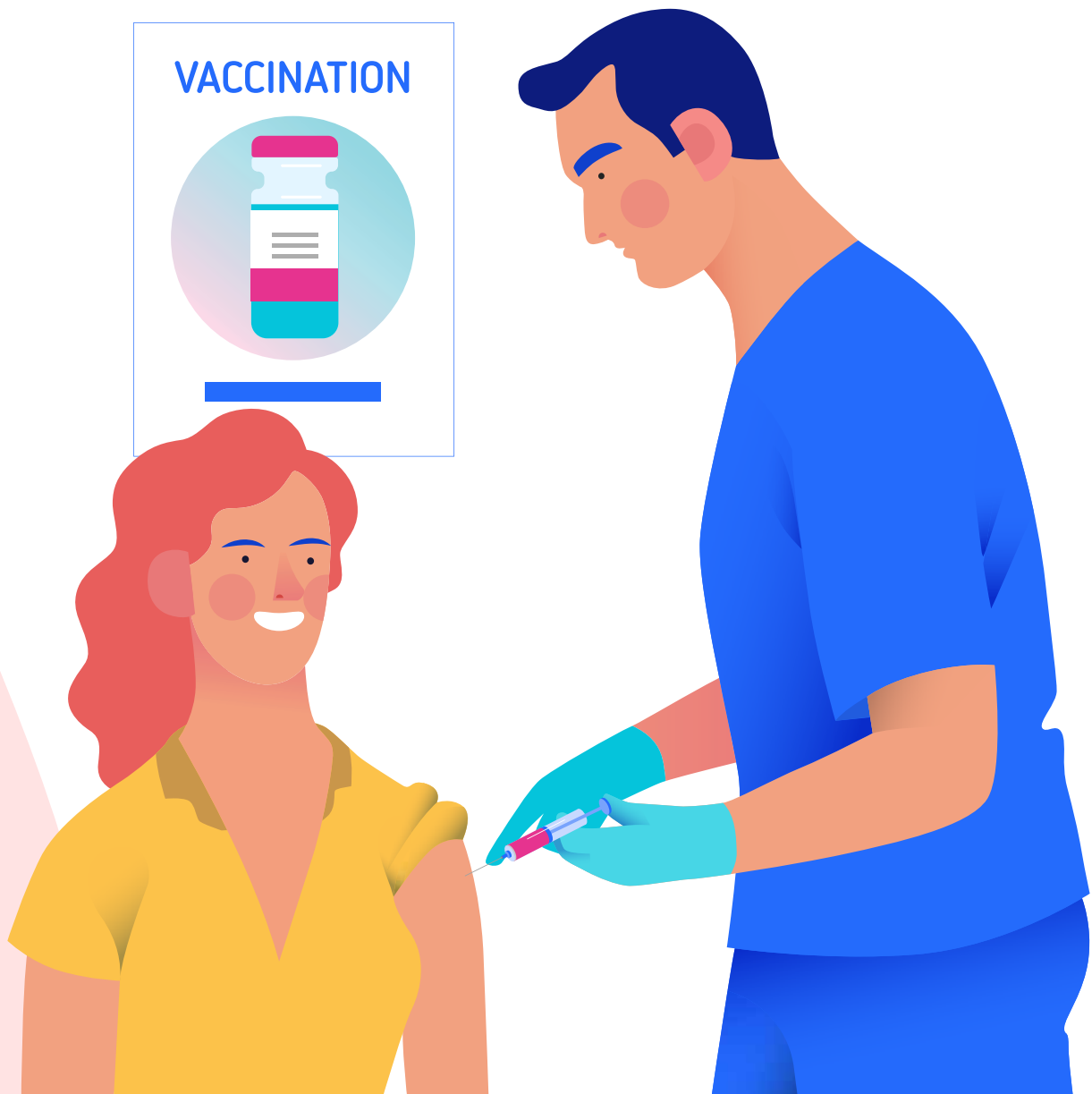
**£9m**

West Cornwall & St Michael's Hospital



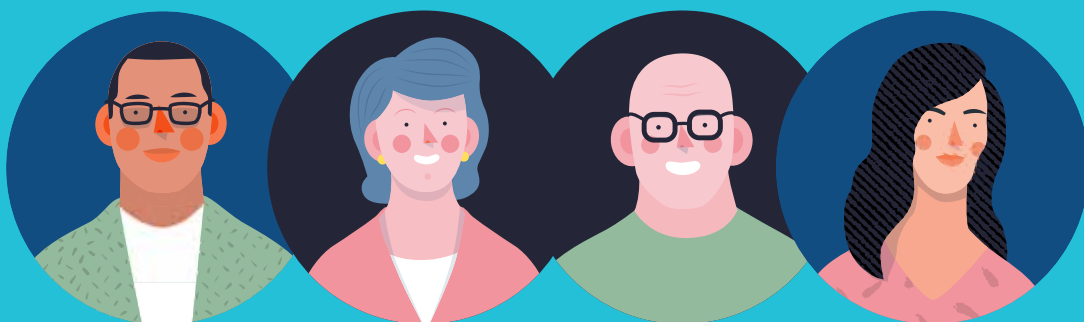


Only by improving the culture to one which is designed by you, can we aspire to deliver the change we set out.



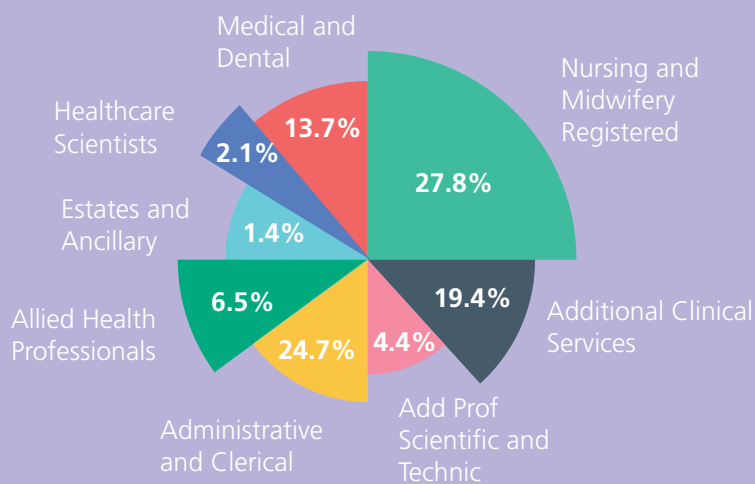
## Workforce Profile

We will recruit and engage people effectively and ensure our leaders understand the need to focus on caring for our colleagues.



# People - our most precious resource

350 Job roles across the Trust



Employees

**5,700+** Staff members  
**1,000+** Flexible Workers  
**600+** Volunteers

Gender Proportion



Turnover

**1,048** Starters  
**564** Leavers

People from 60 different countries across the world caring for Cornwall

CQC Overall Ratings

Good

Caring

Outstanding

Clinical Imaging Diagnostic service

32





## Key Workforce Themes

The Trust is committed to building on the initiatives that are already in place, with specific improved use of technology.



4 —

# Key Workforce Themes



# Recruitment and Retention

The recruitment and retention of competent and experienced colleagues to ensure our patients receive the best possible compassionate care (high quality, safe and effective) continues to be the Trust's priority.

The Trust is committed to building on the initiatives that are already in place, with specific improved

use of technology, and to focus on ensuring we are an employer of choice for local, national and international talent.

The Trust is also committed to continuing our successful 'grow our own' approach to ensuring we have a strong, future-proof pipeline of talent.

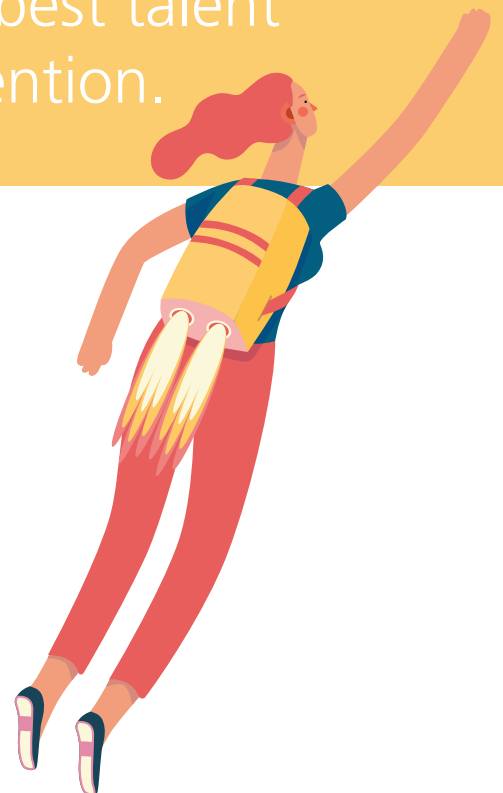


# To deliver this, WE WILL...

- Strengthen, increase the presence of and improve the Brilliant People brand, attracting talented professionals to deliver Brilliant Care for the population of Cornwall and IOS.
- Deliver a targeted and streamlined recruitment strategy striving for a vacancy rate of 6% that values diversity, difference and inclusivity.
- Strengthen values-based recruitment for all roles (medical and non-medical) and leadership assessment centres.
- Continue to recruit colleagues from overseas until such a time as 'growing our own' programmes deliver the numbers and skills that we need.



Make better use of technology and social media to target the best talent Retention.



## Key Workforce Themes

- Will work with our ICS partners to promote our beautiful county, campaign for funding and develop sustainable workforce models across Cornwall and IOS health and Social Care.
- Implement our Health and Care Framework for our future people and increase our presence at recruitment fairs utilising high quality and attractive materials.
- Streamline recruitment processes to make it simple for both applicant and manager to reduce the length of time it takes to recruit people.
- Make better use of technology and social media to target the best talent.
- Identify and develop the talented colleagues that already work at our hospitals.
- Regularly analyse exit interviews to understand how we can better keep our colleagues with us.
- Develop robust succession planning to ensure that we have skilled and experienced talent to take on leadership roles.



The Trust is committed to building on initiatives that are already in place.



## Freedom to Speak up

We know that our people need to feel safe to talk about the things that really concern them.

Speaking up about any concern anyone may have at work is really important. In fact, it's vital because it will help us to keep improving our services for all patients and the working environment for colleagues.

You can raise a concern about risk, malpractice or wrongdoing you think is harming the service we deliver.

Just a few examples of this might include (but are by no means restricted to) unsafe patient care, unsafe working conditions, inadequate induction or training for colleagues, lack of, or poor, response to a reported patient safety incident, suspicions of fraud, a bullying culture.

When you do this, you will be supported by our leaders, Freedom to Speak Up guardian or champions and a range of support services if you need them.



# To deliver this, WE WILL...

- Ensure we have a comprehensive range of ways, including our new FTSU confidential app that colleagues can provide feedback any concerns they have to ensure we listen, grow and improve together as one team.
- Continue to train colleagues in the skills of mediation, facilitated conversations and compassionate leadership.
- Facilitate open and honest conversations and feedback between colleagues and leaders to resolve differences at the earliest opportunity with a supportive and informal approach.
- Fully embed a culture where we say sorry and provide honest feedback to our patients - supported by a duty of candour framework.
- Ensure that our all leaders and our board support learning and continuous improvement from FTSU concerns.'
- Look into what you say and you will always have access to the support you need.
- Train and support additional FTSU Support officers to ensure that our people always have access to someone to talk to.



Facilitate open and honest conversations and feedback between colleagues and leaders



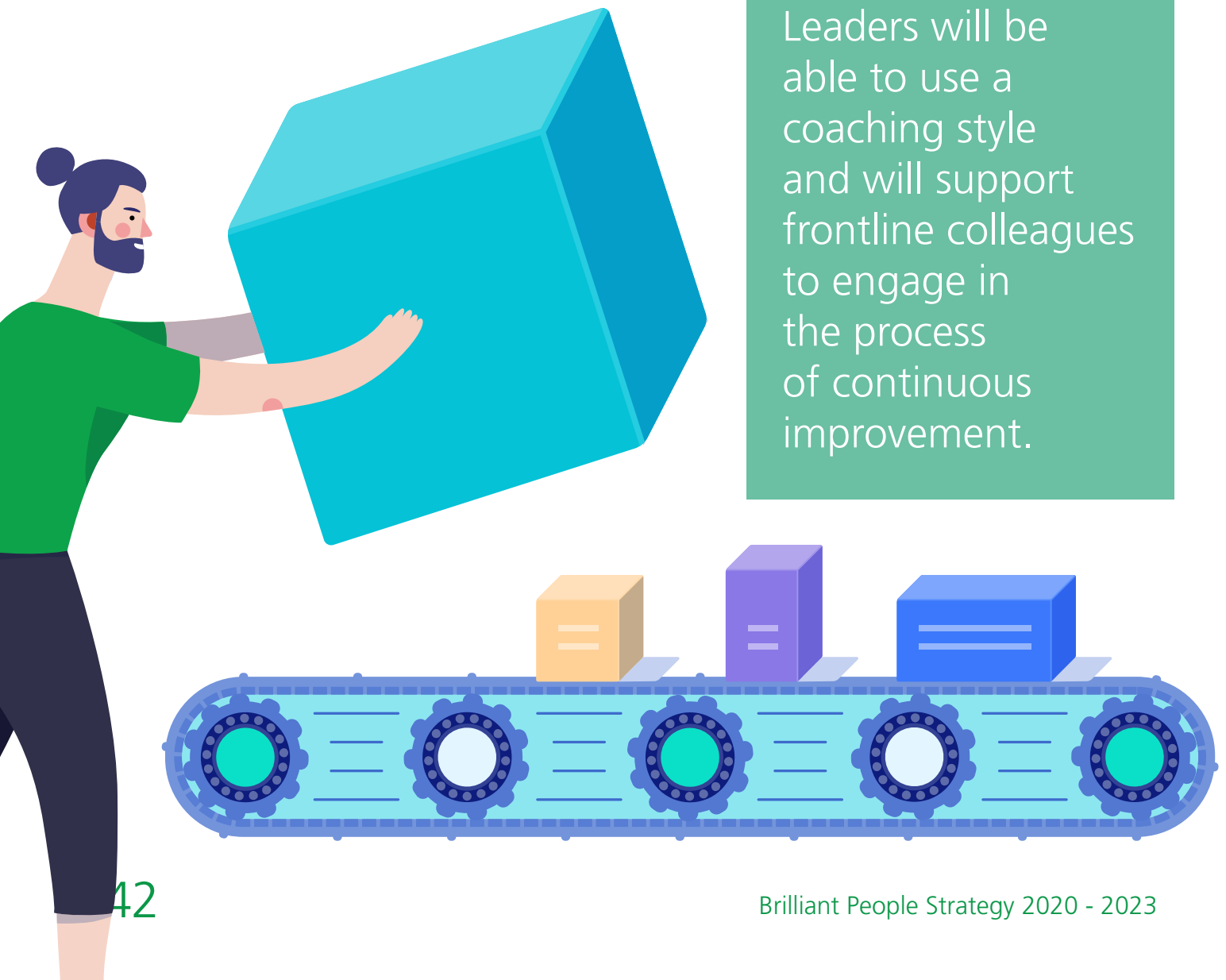
Create an environment  
where Colleagues feel safe  
to feely speak up and enjoy  
coming to work.



# Leadership and Organisational Development

The Trust is fully committed to ensuring that leadership and people management skills and capacity is enhanced at all levels in the organisation, including the Trust Board.

Leaders will be able to use a coaching style and will support frontline colleagues to engage in the process of continuous improvement.



## Key Workforce Themes

We need leaders who are confident in not only looking after our services, but also know how to look after their people.

By 2023 we want managers that offer a compassionate and accountable approach ensuring that they support, empower, inspire and create an environment for all of our people, from whatever background or ability to flourish.

Great team working will become the norm, supported by leaders who take personal responsibility, give great feedback, manage conflict, celebrate success and support staff wellbeing.

Leaders will be able to use a coaching style and will support frontline people to engage in the process of continuous improvement.

Integrate the manager's passport as part of every manager's toolkit.



# To deliver this, WE WILL...

- Continue to embed out 'Being Brilliant' culture change programme throughout all areas of RCHT seeing all leaders role model our values and behaviours
- Integrate the manager's passport as part of every managers toolkit.
- Continually review our approach to induction ensuring all staff understand the their roles in leading and role modelling the values, goals and ambitions of the Trust; that the patient is at the centre of everything that we do but equally important is that our people enjoy the work that they do, smile and have fun.
- Compassionate, inclusive and effective leaders and managers at all levels.
- Team development is valued as 'business critical' activity to continually improve the services they provide using a range of proven methodologies
- Proud to share improvements throughout all of our hospitals to improve our care.
- Embed a culture of innovation & continual improvement to create a way of working that reduces waste and makes the best use of our resources.



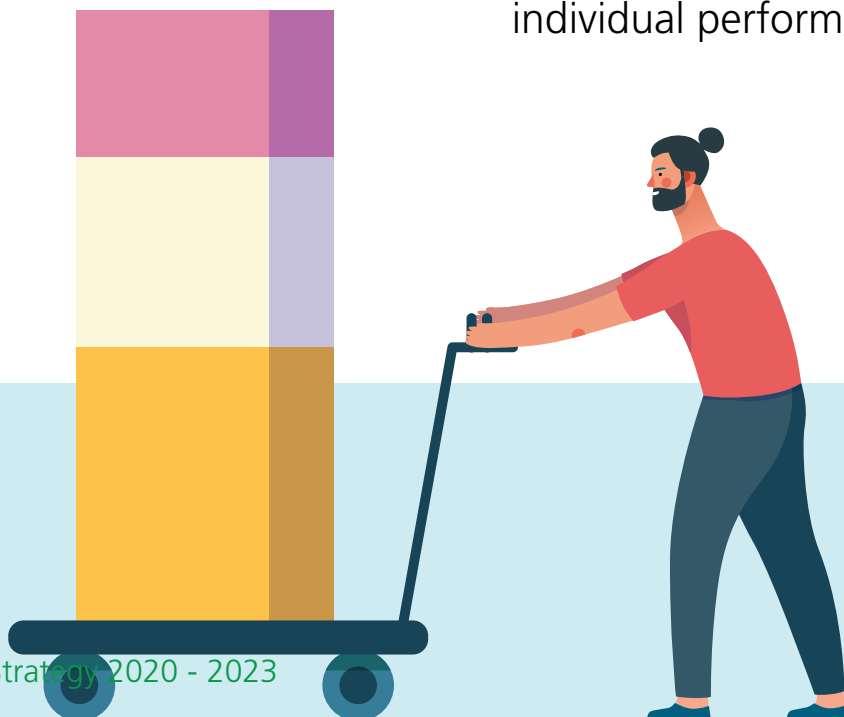
## Key Workforce Themes

- Have a clear leadership and management framework for benchmarking our leadership roles so we can promote personal performance, talent management and succession planning.
- Deliver great performance, by building capabilities and people skills and the frameworks to measure how well people are doing.
- Establish enabling services and shared ways of working in partnership across organisational boundaries in Cornwall and the Isles of Scilly.
- Co-create a new appraisal process which incorporates honest feedback, support,

Promote personal performance, talent management and succession planning.

development opportunities, QI, Flexible working and individual personal resilience wellbeing plans.

- Enable leaders to become transformational system leaders working across organisational boundaries to shape, influence, co-develop and jointly manage integrated services.
- Develop a culture where OD interventions and coaching are used to maximise team and individual performance.



## Key Workforce Themes



We are proud to share improvements throughout all of our hospitals to improve our care.

# Health, Safety and Wellbeing

We know that work life does not exist in a vacuum. As a Trust we take our responsibility to take care of colleagues very seriously, however it is also important for colleagues to take care of themselves.

As an employer, we have put the wellness of our colleagues at the forefront of our health and wellbeing activity.

This means that we have planned activity and systems that support 5-pillars of wellbeing Body; Family, relationships & home; Mind & Emotions; Community and Finance & Work.

Everything we do takes all of the things that matter to colleagues.

We will embed health and wellbeing of individuals and teams as part of our leadership and management training, so that wellbeing is at the root of the decisions we make for all of our people.



# To deliver this, WE WILL...

- Make the Health, Safety and Wellbeing of every colleague across all of our sites our top priority.
- Ensure staff have access to a quality Occupational Health Service that is working towards SEQOHS (Safe, Effective, Quality, Occupational Health Service) accredited.
- Continue to promote and implement flexible working and rostering for all of our teams across our hospitals as progressing our services over 7 days.
- Continue to provide and communicate information, via the intranet and social media as to all of the benefits available to support health and wellbeing for our colleagues at RCHT.
- Increase the provision of proactive musculo-skeletal services for staff together with the fast track outpatient appointment schemes and access to a comprehensive Employee Assistance Programme.
- Working with system partners, secure a schedule of health checks for all our colleagues



Make the Health, Safety and Wellbeing of every colleague across all of our sites our top priority.





## Key Workforce Themes

- Continue to strengthen training and education programmes that promote mental well-being such as resilience, mindfulness and Mental Health First Aid.
- To integrate standards advocated in the Stevenson/Farmer Review, 'Thriving at Work' and the HEE Report 'Staff and Learner Mental Health and Wellbeing'
- Further develop our work to increase opportunities to colleagues to improve their physical health
- Continue to promote the benefits of colleagues having an annual flu vaccine to protect each other and our communities. Ensuring that our colleagues have access to all vaccines required to keep them safe at work.
- To prioritise the implementation of our Flexible Working Policy making work-life balance an important commitment.
- Promote and support the National Health Recognition days and weeks.
- Respond rapidly to requests for improvements and offerings for colleagues as they are received.

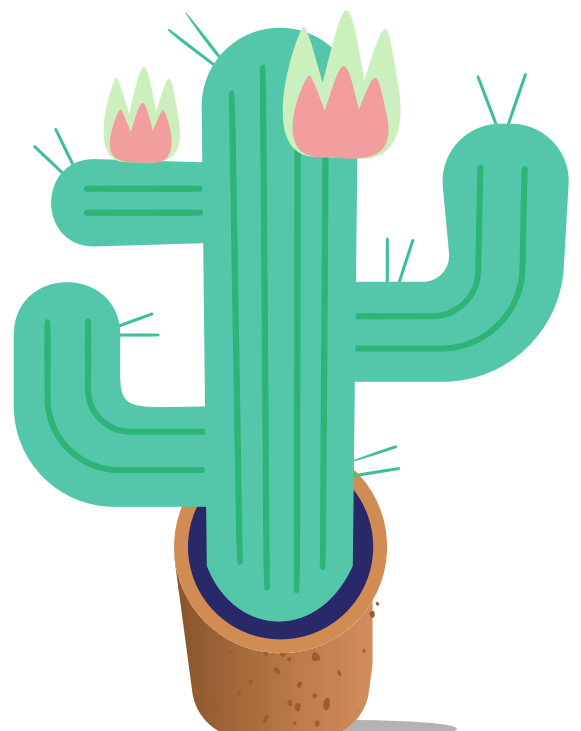


# Learning and Development

We are committed to the development of all of our colleagues.

In order to ensure that we have a wide range of healthcare professionals with the right skills to deliver high quality care, we will have in place a number of opportunities for education and development. This includes forming strong academic networks with local colleges and universities whilst also developing a robust internal programme of clinical skills development in conjunction with clinical subject specialists.

Utilising our academic partners we will support the development of our future workforce ensuring that there is local provision of a wide range of programmes leading to academic , professional and apprenticeship qualifications.



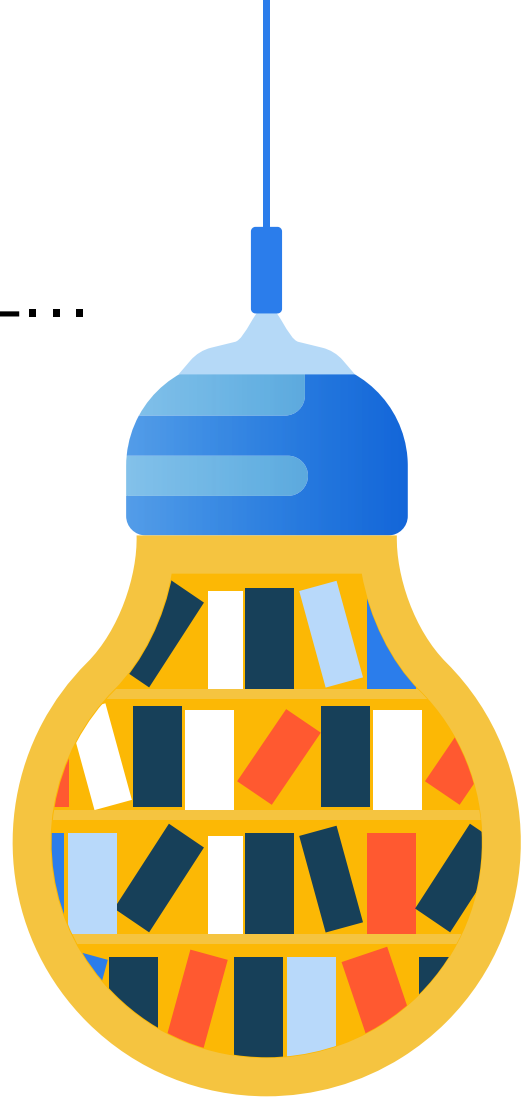
## Key Workforce Themes

# To deliver this, WE WILL...

- Create a journey to brilliant induction for all new colleagues joining our RCHT family
- Provide a comprehensive range of learning opportunities to support leaders be the best they can be.
- Continuously provide up to date and innovative approaches to enhance the learning and development experience of colleagues based on skills and practical assessments of competency
- Develop a comprehensive 'grow our own' strategy encompassing all staff groups for example – maximising opportunities to recruit into apprenticeship roles for professional staff including non-medical consultant roles, further development roles such as ACP' and anaesthetic practitioners and offer training opportunities to medical staff wishing to pursue a career as a consultant.


- Undertake a comprehensive review of all of our education services including governance arrangements and put measures in place to ensure provision is of an outstanding quality which is underpinned by a strong ethos of 'learning lessons' and improving services.

Realise Royal Cornwall's Hospitals NHS Trust potential to become a University Hospitals Trust.



## Key Workforce Themes

- Ensure all colleagues have a high quality appraisal and have a personal development plan that is regularly reviewed by their manager
- Strengthen and nurture new and existing relationships with education commissioners, universities and colleges to influence commissioning decisions regionally and nationally to better meet local needs.
- Work with colleagues to further enhance the clinical school and care academy opportunities for new roles and courses to be delivered and supported locally
- Continue our partnership with local schools, colleges and the Universities' and help our community meet their aspirations for future careers in health with Royal Cornwall Hospital's NHS Trust.
- Realise our potential to become a University Hospitals Trust.
- Develop integrated care models to have one workforce that cares for our communities inside and outside the hospital setting across Cornwall and the Isles of Scilly



Create a journey to brilliant induction for all new colleagues joining our RCHT family

## Engagement, communications and networks

We know that communication keeps us all connected. Nowadays there are so many different ways to keep in touch, colleagues utilise all of these ways every day to stay close to family and friends.

Using these types of media to keep in touch with colleague's means that we are able to keep them informed on priorities to deliver high quality care, keep each other healthy and well and promote opportunities across our health and social care system.



Having a clear brand that all colleagues recognise and help future colleagues understand how it feels to work at our hospitals will be a priority over coming months.

Being Brilliant  
will be at the  
core of what we  
do and how we  
communicate.

# To deliver this, WE WILL...

- Promote the right mix of digital and paper communications throughout our sites
- Reduce reliance on Traditional media sources and focus on social media as well as our video channels
- Prioritise work on the recruitment and retention brands as part of a refreshed communications and marketing strategy
- Promote the positive work that our teams and individuals do more widely, with a focus on ensuring our colleagues sees and learns more about the good and innovative practice across our organisation

Embed a strong, unique employer brand for RCHT and all our hospitals and Cornwall and The Isles of Scilly

- Carry out the annual staff survey and Staff Friends and Family Test to understand the views of our people and to re-affirm that we are listening to their ideas and act upon them through agreement of a post survey activity plan
- Promote our vision, values and pledges and ensure that all colleagues can articulate them and deliver services in line with them.
- Develop a suite of pro-active streamlined People policies that support our Being Brilliant culture.
- Embed a strong, unique employer brand for RCHT and all hospital sites.



## Key Workforce Themes

- Continue to improve Team Talk as our monthly staff engagement event and review other communication options for our people to know how we are doing.
- Deliver a structured programme of events through corporate communications, Improving Working Lives and Charitable funded engagement events and promotional activities, such as our Brilliant You Festivals
- Work with the Organisational Development Team to continuously develop the Trust Reward and Recognition schemes from 'Random Acts of Kindness' to our Annual Award Ceremonies.
- Improve access to and systems of electronic communications to develop a two-way dialogue with our colleagues that is responsive and reactive.
- Continue to strengthen engagement with our Medical Workforce and ensure that they are involved in decision making.



# Equality, Diversity and Inclusion

We will continue to develop an organisational culture that encourages every colleague, whatever their role or background to succeed.

Our hospitals will be places where our staff work hard to make a difference for patients, where staff access opportunities to learn, develop and grow and work in a positive environment, free from discrimination.





## Key Workforce Themes

# To deliver this, WE WILL...

- Explore how we can continue to recruit and retain under-represented groups and where identified take positive action
- Develop champion roles that can bring their lived experiences to inform how we develop all of our colleagues to think and behave in an inclusive way
- Celebrate our diversity through programmes of shared experiences and cultural events
- Work in partnership with our staff and trade union representatives and ICS partners on the wide range of equality issues that not only align to legislative requirements but support good practice and the Trust values

Work towards the vision as set out in our Equality, Inclusion and Diversity Strategy.



# Celebrate our diversity through programmes of shared experiences and cultural events

- Develop compassionate, inclusive and effective leaders and managers at all levels.
- Actively review and prioritise outcomes from the Workplace Race Equality Scheme, Gender Pay Gap Report and the Workforce Disability Equality Scheme to reduce differentials and support the continued development of an inclusive workforce characterised by dignity and mutual respect
- Work towards a culture where both in employment and service provision no individual is discriminated against or treated less favourable due to age, disability, gender, pregnancy or maternity, marital status or civil partnership, race, religion or belief, sexual orientation or transgender (Equality Act 2010)
- Work towards the vision as set out in our Equality, Inclusion and Diversity Strategy.



Develop champion roles  
that can bring their lived  
experiences to inform how we  
develop all of our colleagues  
to think and behave in an  
inclusive way



# Technology, Innovation, Continuous Learning and Quality Improvement

We are committed to the development of our colleagues and managers – ensuring they have the right skills to deliver high quality care to the population of Cornwall and the Isles of Scilly.



Our ambition is to be a national leader in clinical care and in the use of technology.

We want our people to be flexible to embrace change and ensure the tools are in place to enable that change.

We want all of our colleagues to be constantly curious, to seek improvement and innovation from outside as well as inside our Trust.

## Key Workforce Themes

Our research and development teams are nationally renowned, however we know that there is excellence across all services which we need to celebrate and spread.



# Modernising the way we work

The Trust must always strive to improve its performance in all service areas. This requires us to constantly review what we do and how we do it, which often results in changing our practice.



## Key Workforce Themes

Change inevitably impacts upon our people and therefore it is important that we manage any change well.

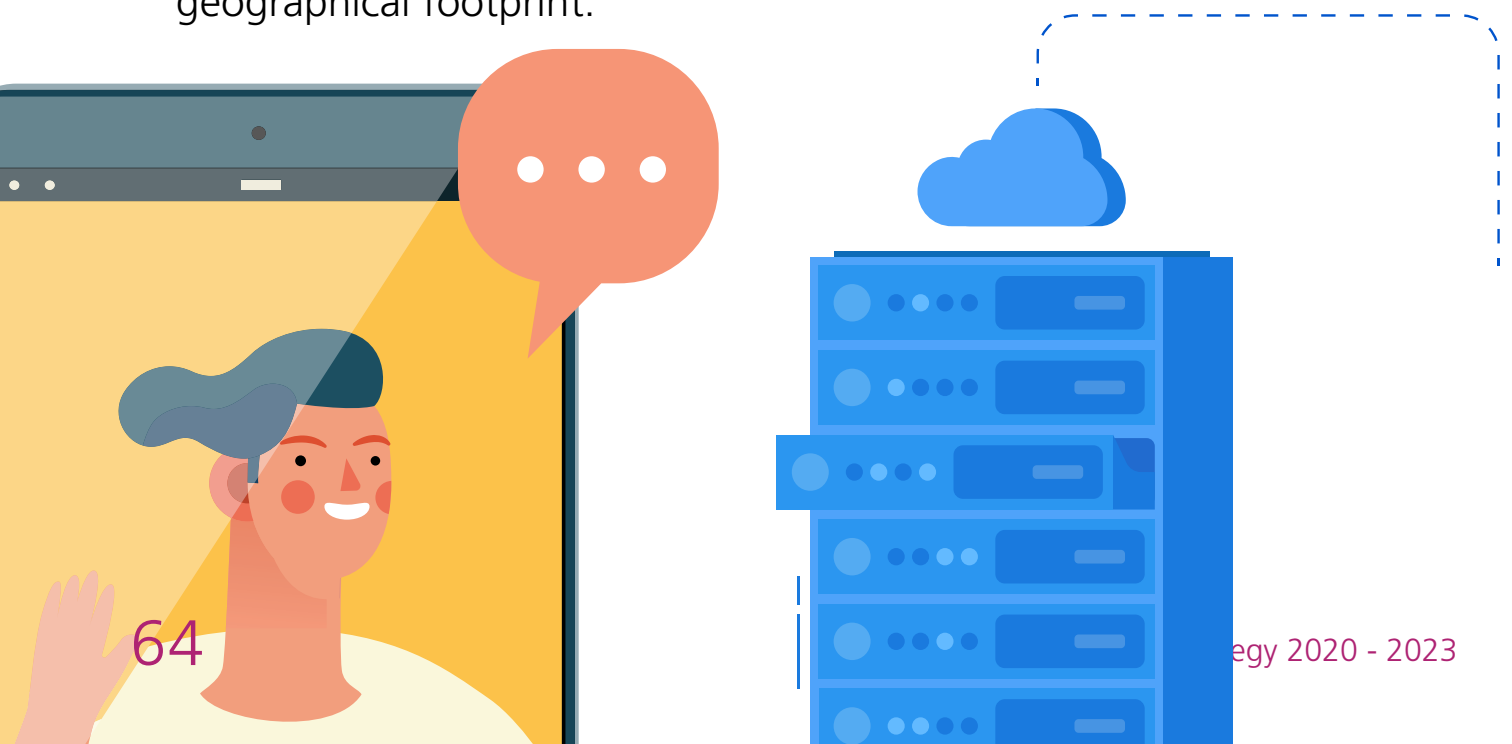
Over the coming years we will see significant change in many areas of our business, different approaches, new technology and different ways of working.

We must work together and with our partners to deliver on the challenges ahead and enable staff to learn and continue to develop their skills to remain effective in their roles.



## Some examples of this...

- Our Digital Strategy will see the introduction of new IT systems and initiatives that will require different ways of working and re-training for many colleagues; e-prescribing, e-observations, scan4safety, digital transcriptions and more.
- As we embed the Integrated Care System (ICS), there will be a need for improved workforce planning across organisations with the continued introduction of new roles and new ways of working across organisational boundaries.
- Understand and utilise the constant feedback that we get from a range of internal and external sources to constantly improve patient care.
- Further develop and integrate back office systems such as ESR b delivering 1:1 positions and manager self-service; and the roll out of Health-Roster to medical staff. All of this will reduce paper transactions, saving time and money.
- Work with partners to develop and deliver and 'Back Office' Strategy and plan to develop and sustain support services over a large geographical footprint.





Making it happen

# 5 — Making it happen



The People Strategy belongs to us all and therefore Trust Leaders, managers and staff must accept responsibility to deliver the agreed set of priorities to develop and sustain a world class workforce. Our partners, including trade unions share our vision and will support us in our journey.



# Governance Structure

- The People Strategy and work plan is managed by the People and Organisational Development Committee (PODC). This is an Executive Committee, chaired by a non-executive where all elements of our service delivery are represented alongside key leaders in the People and OD Team and Staff Side Representatives.
- The Committee will have lead responsibility and be accountable for ensuring the Strategy and the work programme is implemented, embedded and delivered across our hospitals to realise the full benefits
- Each Care Group will promote and lead the people agenda, supported by their People Partner. Care Groups will require managers to implement the People Strategy within their specialties and feed ideas and comments and individual Care Group performance through to the PODC via their individual monthly Care Group reviews.



## Making it happen

- People Strategy progress reports will be presented at a range of committees. The Executive Board will receive specific updates on the work programme associated with the People Strategy; Trust Board will receive key core metric measures within the Integrated Performance Report and the bi-monthly HRD Report.
- We will work closely with our Joint Consultative Negotiating Committee and Joint Local Negotiating Committee on building the work plan and identifying staff side champions for key work streams within the People Strategy

The Committee will have lead responsibility and be accountable for ensuring the Strategy and the work programme is implemented, embedded and delivered across the Trust to realise the full benefits



Each Care Group will promote and lead the people agenda, supported by their People Partner.



Care Groups will require managers to implement the People Strategy within their specialties

# 6 — Measuring Success



We will measure the success of the strategy through various means, but specifically through the following measures.



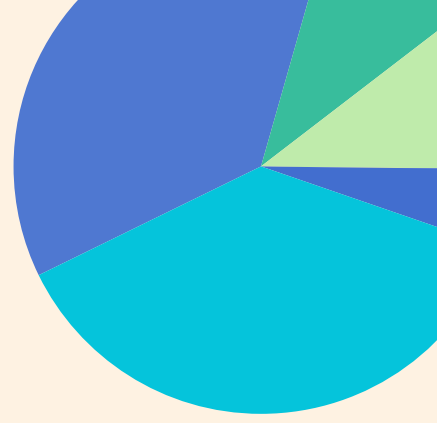
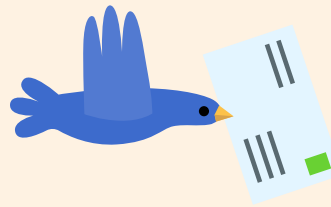
## Our Measures

- We will achieve an attendance rate of **96.5%**
- All Staff will receive an appraisal every year and have a development plan that is reviewed
- For the theme of appraisals as measured by the annual National Staff Survey, the Trust will be in the top **25%** of organisations by 2022
- Over **90%** of our staff will complete their mandatory training every year. Leaders will be able to use a coaching style and will support frontline staff to engage in the process of continuous improvement.
- By 2020 we will be in the top **25%** of Trusts for 'overall engagement' as measured by the National Staff Survey.





## Measuring Success



By 2022 over **50%** of our colleagues will say that communication between senior management and staff is effective as measured by the National Staff Survey



By 2022 over **80%** of our colleagues will say that they would recommend our hospitals as a place to work as measured by the National Staff Survey



By 2022 **100%** of our colleagues will say that in the last 12 months they have never experienced harassment, bullying or abuse at work from a colleague as measured by the National Staff Survey



Increase the number of black and minority ethnic colleagues in leadership roles



By 2022 have more than **95%** of our vacancies filled



By 2022 staff retention will be at **92%**



By 2022 **62%** of our colleagues will say that they can make improvements in their place of work as measured by the National Staff Survey



# Brilliant People

## Strategy 2020 - 2023

Starting on our journey to be brilliant for care, brilliant for improvement and brilliant for our people.

