

<b>Reporting to:</b>	<b>Trust Board, 30 January 2014</b>
<b>Title</b>	People Strategy
<b>Sponsoring Director</b>	Victoira Maher, Workforce Director
<b>Author(s)</b>	Victoria Maher, Workfroce Director Workfroce team
<b>Previously considered by</b>	Chief Operating Officer's Team meeting, September 2013 Hospital Executive Committee, November 2013 Workforce Committee, 21 January 2014 Executive Dircetors, 22 January 2014
<b>Executive Summary</b>	<p>This paper provides a summary of the proposed People Strategy for the organisation. This summary will be used to engage both existing and future employees. A full version of the strategy can be found in the information pack.</p> <p>A period of consultation has been undertaken to ensure that the strategy supports the organisation to achieve.</p> <p><b>Our Strategy</b></p> <p>As an organisation we recognise the contribution of our people and the significant difference that all their roles make to our patients. We are also clear that we need to improve the employment experience that our staff have. Our People Strategy sets out a vision to make our organisation a great place to work and within our strategy we have made clear aims and objectives to make this happen. This document sets out the Trust Boards commitment to our people in making our organisation a great place to work</p> <p><b>Strategic Aims</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> An engaged, enabled and empowered workforce who are well led and supported to realise their potential ensuring an excellent experience of our patients.</li> <li><input type="checkbox"/> Develop great leaders who put patients first and drive our organisation to achieve.</li> <li><input type="checkbox"/> Plan and develop a flexible workforce to meet the changing needs of our communities and the services we deliver.</li> <li><input type="checkbox"/> Attract, recruit and retain people who believe and live our values to ensure our patients receive the best care.</li> </ul> <p>An annual impleematation plan will be produced, this will be monitored by the Workfroce Committee who will provide assurance to the Board.</p>

<p><b>Strategic Priorities</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Quality and Safety</li> <li><input checked="" type="checkbox"/> Healthcare Standards</li> <li><input checked="" type="checkbox"/> People and Innovation</li> <li><input checked="" type="checkbox"/> Community and Partnership</li> <li><input checked="" type="checkbox"/> Financial Strength</li> </ul>	<p><b>Operational Objectives</b></p> <p>Reduce absence below 4%</p> <p>Embed Employment Basics – contract, pay and policy</p> <p>Increase Workforce flexibility through new roles and working practices</p> <p>Build leadership and management capacity</p>
<p><b>Board Assurance Framework (BAF) Risks</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> If we do not deliver <b>safe care</b> then patients may suffer avoidable harm and poor clinical outcomes and experience</li> <li><input type="checkbox"/> If we do not implement our <b>falls</b> prevention strategy then patients may suffer serious injury</li> <li><input checked="" type="checkbox"/> If we do not achieve safe and efficient <b>patient flow</b> and improve our processes and capacity and demand planning then we will fail the national quality and performance standards</li> <li><input type="checkbox"/> If we do not have a clear <b>clinical service vision</b> then we may not deliver the best services to patients</li> <li><input checked="" type="checkbox"/> If we do not get good levels of <b>staff engagement</b> to get a culture of continuous improvement then staff morale and patient outcomes may not improve</li> <li><input checked="" type="checkbox"/> If we are unable to resolve our (historic) shortfall in <b>liquidity</b> and the structural imbalance in the Trust's <b>Income &amp; Expenditure</b> position then we will not be able to fulfil our financial duties and address the modernisation of our ageing estate and equipment</li> </ul>
<p><b>Care Quality Commission (CQC) Domains</b></p>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Safe</li> <li><input checked="" type="checkbox"/> Effective</li> <li><input checked="" type="checkbox"/> Caring</li> <li><input checked="" type="checkbox"/> Responsive</li> <li><input checked="" type="checkbox"/> Well led</li> </ul>
<p><input type="checkbox"/> Receive    <input type="checkbox"/> Review</p> <p><input type="checkbox"/> Note        <input checked="" type="checkbox"/> Approve</p>	<p><b>Recommendation</b></p> <p>The Board is asked to approve the People Strategy.</p>