

Cover page	
Meeting	Trust Board
Paper Title	People Strategy 2020-23
Date of meeting	28 <sup>th</sup> May 2020
Date paper was written	Draft finalised 22 <sup>nd</sup> May 2020
Responsible Director	Rhia Boyode, Workforce Director
Author	Workforce Directorate
<b>Executive Summary</b>	
The People Strategy outlines how the Trust will lead and support its staff to achieve its vision and sets out the following seven overarching willing principles all underpinned by our commitment to Equality, Diversity and Inclusion.	
Previously considered by	Workforce Committee

The Board is asked to:			
<input checked="" type="checkbox"/> Approve	<input type="checkbox"/> Receive	<input type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:				
<input checked="" type="checkbox"/> Safe	<input checked="" type="checkbox"/> Effective	<input checked="" type="checkbox"/> Caring	<input checked="" type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led

Link to strategic objective(s)	<input checked="" type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare <input checked="" type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care <input checked="" type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities <input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions <input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	We need to have system-wide effective processes in place to ensure we achieve national performance standards for key planned activity (CRR 561) We need positive staff engagement to create a culture of continuous improvement (CRR 423)

<b>Equality Impact Assessment</b>	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> Stage 1 only (no negative impact identified)</li> <li><input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)</li> </ul>
<b>Freedom of Information Act (2000) status</b>	<ul style="list-style-type: none"> <li><input checked="" type="radio"/> This document is for full publication</li> <li><input type="radio"/> This document includes FOIA exempt information</li> <li><input type="radio"/> This whole document is exempt under the FOIA</li> </ul>
<b>Financial assessment</b>	<p>All financial implications of the annual action plans that will be derived from the Strategy will be considered through the Trust's normal budgeting and financial management processes.</p>

<b>Situation</b>
<p>The Workforce Director was asked in September 2019 to write a people strategy for the Trust. Over the last 6 months, the Workforce Directorate engaged with a wide number of stakeholders internally and externally to produce this strategy.</p>
<b>Background</b>
<p>The draft People Strategy is clear about the need for change, the direction of travel and priority areas of focus. It is, however, the communication, implementation, and monitoring that will ensure that it is a document that is genuinely operationalised.</p> <p>It is proposed that annual action plans are approved and quarterly monitoring is carried out through the Workforce Committee.</p>
<b>Assessment</b>
<p><b>Risk</b></p> <p>There has been a considerable risk around not having a clear, shared, visible and integrated strategic direction for our people agenda.</p> <p>All financial implications of the annual action plans that will be derived from the Strategy will be considered through the Trust's normal budgeting and financial management processes.</p>
<b>Recommendation</b>
<p>Trust Board is asked to approve the People Strategy.</p>



# Our People Strategy 2020-23

*Transforming SaTH Together*





# Foreword from Our CEO and Workforce Director

*Our people are at the heart of everything that we do and are key to providing great care to patients. We know that when we come together, such as during the Covid-19 crisis, we see people from every part of the Trust and in every role step up and achieve extra-ordinary results – sometimes at great personal cost.*

*Our People Strategy is critical in developing our culture and underpinning all that we do to attract, recruit, develop, retain, support and reward our people and teams to meet our future service needs. We developed it by listening to feedback from colleagues across the Trust, using what we know about future service configurations and best practice and innovative ideas in people support that are proven to work.*

*This 3-year People Strategy is intended to be an enabler for our achievements and innovations within the overall Trust 5-year strategy. Each and every one of us needs to play our part in making The Shrewsbury & Telford Hospital NHS Trust a great place to work that delivers kindness, caring and safety for our patients.*

***Louise Barnett and Rhia Boyode***





# Our People are as Unique as the Communities We Serve

We serve a population of over 500,000 people in Shropshire, Telford and Wrekin and Mid-Wales



11.6 % belong to black, or minority ethnic backgrounds – the majority in clinical roles

In a multi-faith organisation, 53% identify themselves to be Christian, 1 % Hindu, 1% Muslim, 7% other faiths, and 38% no religion\*



Nearly half of our established people work in in part-time roles (45.6%)



2.6 % identify themselves as having a disability

Sath has over 6,000 people working in clinical and non-clinical roles

Around 80% identify as female



7.3% identify themselves as lesbian, gay, bi-sexual, or preferred to self describe or not to say.\*

Shropshire, Telford and Wrekin is the largest landlocked rural county in England



Almost 20% identify themselves to be living with a long-term condition\*

\* Source 2019 Staff survey



## The Reasons For Change

Despite the continuing efforts of our people to give the consistent level of quality care in all areas that our service users should expect, we have been rated by the Care Quality Commission (CQC) as Inadequate. Areas of particular challenge include Emergency Medicine, Maternity Services, Safeguarding and Leadership. We must change this situation fast, change it thoroughly, and make the change stick.

Our Trust Values are not fully evident in all we do. Only 50% of our people recommend SaTH as a place to work.

We are making significant improvements in the way we use technology to make our services more effective and efficient. We will particularly be focusing on electronic patient records, using technology in our interactions with our patients, implementing integrated systems with our healthcare partners across Shropshire and having more efficient systems for managing and supporting people at work.

Our Hospital Transformation Programme (HTP) will improve the way we deliver services to patients. To deliver our HTP and high quality services for patients, we will create new clinical roles and make better use of new technology. This will enable us to provide the best service to our patients and support people at work

We have significant people shortages in some key groups and an ageing workforce. Overall turnover is around 12% each year and we have high numbers of leavers within the first 12 months of service - 25% of nurse leavers each year have less than 1 year's service. We have to make ourselves a more attractive employer.

Sickness rates are particularly high for many of our nursing teams. This results in high levels of agency with a significant cost pressure to the Trust and time used in managing the impact of absence. The main reason cited for absence is mental health conditions which often results from increased pressure on our people from increasing patient activity.



# Our People – Our Key Themes for Bringing About Change

**Achieving for our Patients** - To deliver high quality care, every one of us must be able to describe what we are responsible for and how that contributes to overall Trust performance. So we will ensure that all individuals, teams and managers have clear work objectives that show how we contribute to Trust objectives. We will make the most of technology so that it is easier to identify how we are performing and take action early when we are off track in line with the Trust performance management framework.

**Keeping Great People** - To make SaTH a thriving community and a great place to work, people need to know how they can develop their careers. Our benefits also play a large role in keeping our people happy and motivated and we will ensure that they have information so they can make choices that meet the needs of themselves and those who are important to them.

**Engagement and Wellbeing** - We must all care more about each other’s health and wellbeing. We will do this by focusing on how we create a positive place to work where people feel valued and where they can thrive.

**People Development and Leadership** - We will provide excellent lifelong learning and development opportunities for people at all levels equipping them with the knowledge and tools to perform at their best. We must improve how we lead and manage people at all levels of the Trust. So managers and leaders will be supported to create and inspire great teams, look after their people, and create environments in which people from all backgrounds and abilities are able to flourish.

**Support and Belonging** - We want to create a community for our workforce where all people feel a sense of belonging. We will achieve this by ensuring people are supported and feel their work is meaningful and makes a difference.

**Attracting People** - It’s important that people find the Trust and our jobs more attractive. We need to be able to recruit skilled and caring people to deliver the highest quality service to our patients

**Transforming SaTH Together** - Together we will ensure that SaTH and other healthcare organisations in Shropshire are able to meet the future needs of our population, both in and out of hospital. To do this, we will work with people to design robust workforce plans that include skilled professionals working effectively together, no matter where they are based or who they work for.



**Equality Diversity & Inclusion**  
At the heart of our work is our commitment to make SaTH a better and fairer place for all people – celebrating their talents, whatever their background or needs.



# Overview of Our People Strategy

## Our Challenges

### National Challenges

The NHS needs 50,000 more full time equivalent (FTE) nurses by 2025  
There is a significant expansion in the ethical international recruitment of high-quality nurses  
Need to improve NHS leadership culture

### Local Challenges

High turnover / retention challenges  
High number of vacancies  
Low employee engagement  
High sickness levels in some groups

### Additional SaTH Challenges

Hospital Transformation Programme (HTP)  
Quality – CQC rating of Inadequate  
Leadership – CQC rating of Inadequate  
Performance and Finance – Failing Referral to Treatment (RTT) / 4-hour targets and historic annual deficits

## Addressing the Challenges

### Resourcing our Hospitals

Finding solutions to ensure we have adequate staffing levels

- International recruitment and retention
- New roles and new flexible ways of working
- Recognising the talents of a diverse population
- Attracting and retaining people with the right skills
- Creating the right sustainable working environment that promotes higher levels of engagement and wellbeing

### Leadership

Greater focus on developing our leaders that results in confidence, accountability and more effective team management to address our challenges

- Improving our performance – individuals, teams and organisational
- Empowering our leaders to take decisions being taken at the appropriate levels
- Enhancing people engagement
- Strengthening our understanding of cultural barriers identified and how to address them
- Increasing people and Board diversity

## Strategic Workforce Commitment to Our People, Patients and Community

Together we will shape a great work environment that our people want to be a part of, that is resourced appropriately and has highly skilled and supportive leaders

### Key Theme Focus - Resourcing

- Attracting People
- Engagement and Wellbeing
- Keeping Great people
- Transforming SaTH Together

### Key Theme Focus - Leadership

- Achieving for our Patients
- People Development and Leadership
- Support and Belonging

Achieving for Our Patients

Keeping Great People

Engagement and Wellbeing

People Development & Leadership

Support and Belonging

Attracting People

Transforming SaTH Together



The Shrewsbury and Telford Hospital NHS Trust

What Will We Do Over the Next 3 Years?

Element	2020/21	2021/22	2022/23	Progress Measures
<b>Achieving for our Patients</b>	<ul style="list-style-type: none"> <li>Rollout Allocate, Self-Service and MediCon Duty for medics and embed medic job planning.</li> <li>Deliver flu campaign as part of a multi disciplinary team.</li> </ul>	<ul style="list-style-type: none"> <li>Rollout Allocate and Self Service to all other areas of the Trust.</li> <li>Model workforce plans on system plans.</li> <li>Agree and improve HR index.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate the implementation of our programmes and identify further developments.</li> <li>New Clinical Excellence awards.</li> </ul>	<p>WAUs &amp; model hospital data, sickness, allocate dashboards, flu uptake</p>
<b>Keeping Great People</b>	<ul style="list-style-type: none"> <li>Ensure all people reward and benefits meet the needs of Sath people and ensure information is available.</li> <li>Celebrate the successes of our people and teams.</li> <li>Focus on bullying harassment and ED&amp;I interventions</li> </ul>	<ul style="list-style-type: none"> <li>Further develop and implement retention initiatives in response to any social and economic changes.</li> <li>Enhance team inclusion.</li> </ul>	<ul style="list-style-type: none"> <li>Embed system retention initiatives and wellbeing interventions with STP partners.</li> </ul>	<p>WAUs &amp; model hospital data; sickness, allocate dashboards; flu uptake</p>
<b>Engagement &amp; Wellbeing</b>	<ul style="list-style-type: none"> <li>Find new ways for people to re-engage with Trust Values and improve well-being.</li> <li>Improve the way we act on the annual Staff survey responses across the Trust.</li> <li>Begin the NHSI culture assessment and toolkit to make our culture what our people &amp; patients want and need it to be.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to identify areas that need help to improve their patient safety culture work and provide support.</li> <li>Hold regular wellbeing clinics that make a difference to people.</li> <li>Complete NHSI culture assessment and toolkit and measure improvements.</li> </ul>	<ul style="list-style-type: none"> <li>Embed a strongly articulated leadership style and culture.</li> <li>All non-clinical people engaged in improving services to patients.</li> </ul>	<p>Annual Staff survey results; quarterly surveys; measurements of our culture work; feedback from people that leave.</p>



Element	2020/21	2021/22	2022/23	Progress Measures
<b>People Development and Leadership</b>	<ul style="list-style-type: none"> <li>• Ensure all people have access to the training and development they need to perform their roles.</li> <li>• Launch new manager induction, refresh our leadership programmes and increase mandatory training take up.</li> <li>• Take a strategic approach to utilisation of the apprenticeship levy.</li> </ul>	<ul style="list-style-type: none"> <li>• Launch full new senior leadership programme</li> <li>• Expand new role development.</li> <li>• Review all development opportunities for people.</li> <li>• Share training capacity and resources with our healthcare partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure new roles are working well across the healthcare system.</li> </ul>	Higher % stat/mand training compliance, better Staff survey results about our leaders ; skilled apprentices and graduates throughout the Trust
<b>Support</b>	<ul style="list-style-type: none"> <li>• Pilot leadership talent conversations</li> <li>• Implement revised leadership framework programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Embed talent conversations into appraisals.</li> <li>• Produce and formally launch new guidance on career paths, including the leadership framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Review succession plan for all key leadership roles.</li> <li>• Coaching and development fully embedded.</li> </ul>	Annual Staff survey results; appraisal rates; leadership succession
<b>Attracting People</b>	<ul style="list-style-type: none"> <li>• Develop innovative recruitment campaigns harnessing social media . Increase bank usage.</li> <li>• Develop Careers Hub to attract applicants and young people from a range of backgrounds.</li> <li>• Focus on diversity and inclusivity to make the SATH workforce more representative.</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure all SaTH jobs have a strong brand link to the organisation.</li> <li>• Make international recruitment a normal part of our work to attract great people.</li> <li>• Work across Shropshire to provide a range of careers and pre-employment support for future people – especially in targeted health worker areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate the extent to which SaTH is an employer that offers attractive and distinctive opportunities to people across the NHS.</li> </ul>	Fewer vacancies; reduced agency spend; higher bank usage; quality international recruits; more diverse workforce; supply of talented recruits.
<b>Transforming SaTH Together</b>	<ul style="list-style-type: none"> <li>• Fully develop workforce plan showing workforce requirements and future gaps by speciality.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop talent management practices aligned to workforce plan including career and succession planning for all groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand numbers of new roles in line with year 3 of plan.</li> </ul>	% vacancy, % new role development and STP efficiencies



# Achieving for Our Patients



In order to remove barriers and help our people reach their full potential we need to undertake a level of analysis to understand our current culture. We also need to determine from our cultural assessment what is needed from our people in terms of behaviours, skills and capability and what is getting in the way of consistently high performance in all areas of the Trust. This will then enable us to tackle those barriers and focus on improving standards and achieving excellence which can be appropriately rewarded.

Our Trust must have managers that have developed the skills to lead their teams. They need to be clear about their expectations and understand what level of authority they have to make decisions that improve our services. They must be able to demonstrate that they can give supportive and effective leadership for their people. So we will work with key partners, including the Transforming Care Institute, to provide all leaders with the tools, resources and skills to support themselves and their teams in innovative ways.

Technology will also be central to helping our Trust perform by utilising our workforce efficiently and effectively. The introduction of enhancements to our rostering system will include Medical staff to help SaTH use this critical resource in the best possible way.

**To deliver high quality care, every one of us must be able to describe what we are responsible for and how that contributes to overall Trust performance. So we will ensure that all individuals, teams and managers have clear work objectives that show how we contribute to Trust objectives. We will make the most of technology so that it is easier to identify how we are performing and take action early when we are off track in line with the Trust performance management framework.**

### Year 1 – We Will

- Harness ESR Self Service capability – staff and manager self service will be rolled out during 2020
- Launch ESR formally across the Trust
- Consider expanding opportunities including working more closely with STP partners.
- Improve the technology for managing and supporting the transparent and fair deployment of Medical staff, including the use of MedicOnDuty for medical rotas
- Support better day to day workforce planning for Medical staff and oversight of junior doctors' hours
- Support the deployment of national NHS LTP NHS Digital People
- Following results of cultural assessment outline programme of initiatives to help remove barriers which are preventing consistent organisational, team and individual performance
- Review reward and recognition practices and develop an enhanced programme for 21/22 to recognise excellent performance

### Year 2 – In Addition We Will

- Review successes and feedback from year one
- Ensure new ways of working are adopted by every area of the Trust
- Improve the way our managers and our people use technology by ensuring over 90% of essential ESR users embed improved use of technology
- Improve the way that managers have effective performance conversations with their people that result in improvements in service
- Develop a plan in collaboration for better engagement of Trade Union/Professional Organisation representatives

### Year 3 – In Addition We Will

- Assess how successful the programmes have been and identify gaps in provision with plans to address these
- Ensure that new ways of working are embedded so that they become the norm and they 'stick'



# Keeping Great People

We want to make SaTH a great place to work and encourage people to spend their career with SaTH or within the Shropshire NHS.

There is a considerable amount of investment into recruiting people into our Trust whether it be from within the UK or overseas, so retaining this investment is crucial.

The other significant impact that we face as a Trust is the possibility of losing expertise from people who have worked at SaTH for many years. We don't want our people to leave because they lose motivation, feel they have been treated unfairly, or if they can't see a way to develop their careers. It's natural for some people to move on, especially if their particular chosen career ambition can't be met within the Trust, but we don't want to lose people for the wrong reasons.

Retaining the talent of our people will ensure our teams have the resources they need, which in turn means that we rely less on agency and bank.

**To make SaTH a thriving community and a great place to work, people need to know how they can develop their careers. Our benefits also play a large role in keeping our people happy and motivated and we will ensure that they have information so they can make choices that meet the needs of themselves and those who are important to them**



### Year 1 – We Will

- Create a Trust-wide retention strategy , including international retention
- Develop our on-boarding service to people so that they get a great initial welcome to the Trust and their roles
- Identify development opportunities across SaTH Short term assignments, job rotations, secondments within NHS etc
- Ensure a programme of support for EU people applying for settled status
- Develop and implement a retention programme for qualified nurses based on rotations and job swaps
- Undertake people engagement and best practice research to identify what SATH needs to do to better support people experiencing stress and make appropriate changes
- Develop and deliver a zero tolerance to aggression and violence campaign to address people experiencing this from patients and the public
- Ensure that when people leave the Trust, we listen to their feedback about their experiences and act on their recommendations
- Change the way we capture feedback from people who are leaving Trust through opt-out exit interviews and electronic surveys
- Introduce ‘reverse mentoring’ to help managers and leaders understand the experience of people from under-represented groups
- Implement new manager induction and focus on supportive management behaviours

### Year 2 – In Addition We Will

- Agree new ways of measuring our progress on keeping great people and be transparent about how we are doing
- Embed a range of materials as part of the recruitment process that can be used to inform candidates about the Trust, their Care group and their role
- Streamline access to all required tools and resources for new recruits - implement improved process for them to gain access to systems but also the knowledge and training to use systems
- Introduce a new range of development options and flexible working practices for people over 50
- Map out the needs of people in mid career (e.g. flexible working, desire to try something new, education opportunities) and what we offer these people
- Integrate a cultural calendar into our ways of working and people engagement practices
- Reduce our turnover by agreed target

### Year 3 – In Addition We Will

- Reduce our turnover by agreed target
- Develop innovative approaches to using recruitment and retention premia (additional payments for hard to recruit groups) and assess their value for money and their impact



# Engagement and Wellbeing

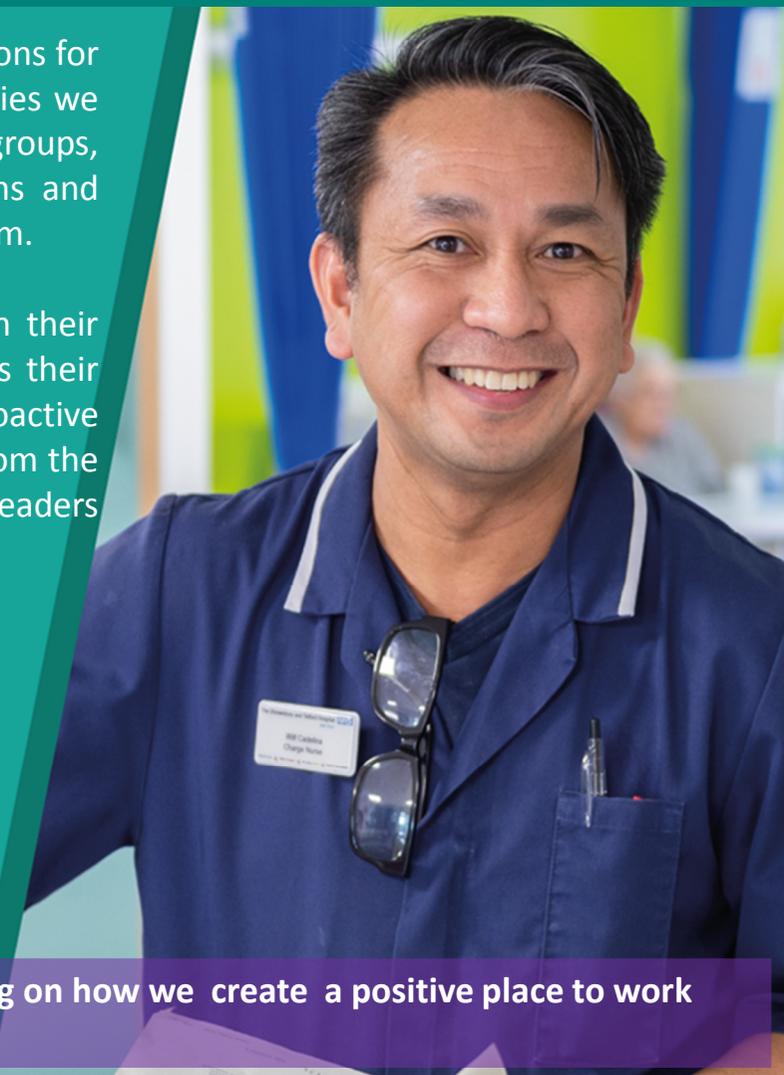
It is important for people and patients to know that we listen to and take action on suggestions for improvement. We will incorporate the views of our people and patients, the communities we serve and feedback from our partners from many different sources e.g. wider working groups, feedback exercises and surveys and enhance our partnership working with Trade Unions and Professional Organisations. We will also continue to engage with the wider health care system.

We want all our people to engage with us in ways that meet their needs and acting on their feedback is key to ensuring we develop an environment that is supportive and addresses their concerns. We will work collaboratively with our people and their representatives in a proactive and positive manner. Owning and learning from feedback is vital; we will act on feedback from the national Staff surveys, and our quarterly Pulse Surveys as well as improving the ability of all leaders to support open and inclusive conversations.

We are committed to supporting the health, well-being and development of all our people, both clinical and non-clinical. We strive always to provide a well led and safe environment which genuinely promotes inclusiveness and personal health and well-being.

We will ensure our communication is targeted and timely, publicising and promoting positive outcomes and interventions for shared learning and celebration. Good health and wellbeing of our people is a key focus and we want to ensure that they can bring their 'whole self' to work.

**We must all care more about each other's health and wellbeing. We will do this by focusing on how we create a positive place to work where people feel valued and where they can contribute fully and thrive.**



Achieving for Our Patients

Keeping Great People

Engagement and Wellbeing

### Year 1 – We Will

- Continue to promote the role of the Freedom to Speak up Guardians ensuring all staff are aware of the role and how to access them
- Deliver on the work plan related to the outcomes of the 2019 national Staff Survey
- Develop our staff networks for BAME, Disability and LGBTQ+
- Ensure active participation in engagement activities from staff side colleagues
- Review what others are doing nationally, regionally and locally, constantly looking to improve our engagement activities
- Aim to achieve a higher response rate for the 2020 national Staff Survey
- Develop a Staff Engagement Working Group to focus on improvements that affect staff experience
- Work with NHSI and use a cultural diagnostic to identify a plan of work across SaTH that is led by the Care Groups
- Identify and prioritise key health and well-being issues (e.g. undertaking physical activity, taking breaks, mental health etc.)
- Review all our health and wellbeing activities using the NHS Employers Diagnostic tool to see what difference they make to our people

### Year 2 – In Addition We Will

- Continue to look for best practice in other organisations that we can adopt in SaTH
- Identify 5 key areas/teams in SaTH to focus on of focus and provide a holistic approach to their health and wellbeing
- Work with local and regional bodies supporting the management of mental health well-being so that we can do better in this area
- Develop targeted health and well-being clinics/support for our people that delivers individual health improvements
- Keep our policies and procedures up to date so that people and managers can identify and follow best practice
- Secure our Occupational Health contract
- Incorporate supportive leader/manager behaviours into leadership/management training to support better health and wellbeing conversations

### Year 3 – In Addition We Will

- Continue to review and develop our engagement and wellbeing activity and measure the results for our people
- Ensure that we are working across Shropshire and the region to improve the health and wellbeing of all our people



# People Development & Leadership



Everyone has a role to play to improve patient care and therefore we need to ensure that we are supporting our people effectively to be able to do this. We must modernise our ways of working and improve the skills base.

All people must know what is expected of them and what development opportunities are available to them. A programme of Continuing Professional Development must be offered in conjunction with our Transforming Care Institute (TCI) that helps develop the potential of all our people and supports retention.

We've listened carefully to feedback to understand the people frustrations and challenges and how they want to be managed and led well. We need to ensure our people management processes and interactions are patient-focused and efficient, enabling our leaders to feel confident and empowered.

It will be our 'everyday behaviours' that will drive improvements and make the difference. We will broaden our thinking, recognising that society is constantly changing and we have to ensure that we are responsive to emerging issues that affect our people and those to whom we provide services. This includes matters such as discrimination, personal identity, gender fluidity and neuro-diversity.

**People Development and Leadership - We will provide excellent learning and development opportunities for people at all levels and make sure they have the knowledge and tools to do their jobs well. We must improve how we lead and manage people at all levels of the Trust. So managers and leaders will be supported to create and inspire great teams, look after their people, and create environments in which people from all backgrounds and abilities are able to flourish.**

### Year 1 – We Will

- Develop (SaTH) Leadership Framework with a 3-year plan and milestones that includes assessment tools and pathways and integration with TCI
- Enhance provision of 'Ignition' (new manager) workshops covering line manager standard work
- Increase utilisation of professional coaches and other models to ensure a sustainable delivery model
- Identify and introduce relevant apprenticeship programmes for leaders
- Use the Levy to support accredited management development and healthcare support worker apprenticeships
- Ensure alignment with regional and national leadership programmes such as Mary Seacole.
- Define clear strategy for Talent Management including talent attraction, identification, development and stretch opportunities with clear links to succession planning in Care Groups and teams
- Using the NHS Talent Framework, establish talent conversations at appraisal and run pilot
- Expand the provision of numeracy and literacy support for existing people and potential applicants in targeted areas
- Expand opportunities for pre-employment work exposure within SaTH
- Ensure equality, diversity and inclusivity focus throughout learning and development

### Year 2 – In Addition We Will

- Formal launch of comprehensive '(SaTH) Leadership Framework' across the Trust that links into system-wide pathways and opportunities
- Identify gaps and high potential pools visually across the care groups
- Align 'SaTH framework' to career progression
- Review successes and feedback from year one
- Consider expanding opportunities for career development such as: mentoring, shadowing and exposure to a range of stretch opportunities through formalised programmes, including working with STP partners
- Maximise development opportunities with TCI (such as Lean for Leaders) to improve patient and people experience and outcomes
- Roll out revised appraisal process
- Ensure robust workforce planning in place to feed supply and demand within the Trust and our communities
- Connecting to our local health care system
- Identify persistently hard to recruit areas to be supported by the levy
- Support resourcing and retention further
- Support graduate management pathways and programmes to support senior level succession planning

### Year 3 – In Addition We Will

- Review outputs of (SaTH) Leaders from year 2, embed programmes to ensure wide and inclusive participation, address any gaps in provision where these have been identified
- Continuous review and development of provision and ensure sustainability
- Roll out and measure
- Continue to identify gaps and plan accordingly



# Support and Belonging

Working for the NHS isn't just about doing a job, it's also about being part of something that is important and valued. We will support our people to be able to recognise and celebrate the difference that they make to our patients and our communities.

It's important that people are able to contribute fully to the work of the Trust. They deserve have to a sense of belonging that enables them to bring their whole self to work and to contribute their full range of talent and diversity.

Our people also need support in helping them reach their full potential. As a result, ensuring that they have plans to help achieve their long term career aspirations with SaTH is key.

We will offer a range of support and development to help them provide the best possible care to patients and also give them rewarding careers whilst working at SaTH.

**We want to create a community for our workforce where all people feel a sense of belonging. We will achieve this by ensuring people are supported and feel their work is meaningful and makes a difference.**



### Year 1 – We Will

- Roll out welcome sessions which set expectations and provide support to new SaTH managers
- Provide enhanced tools and resources to managers that assist them with recruitment, induction, development, communication, team meetings, managing budgets, managing leave and absence and recognising and addressing unconscious bias
- Develop training that supports managers with coaching and having difficult conversations.
- Assess managers needs across the Trust and develop a series of bespoke training sessions
- Develop a package of support offerings for people which build on the current Employee Assistance Programme
- Introduce pilot - career conversation sessions and talent conversations
- Develop graduate work experience scheme.
- Workforce team to review and streamline manager processes to make it easier for line managers to support their teams
- Re-introduce team based work training

### Year 2 – In Addition We Will

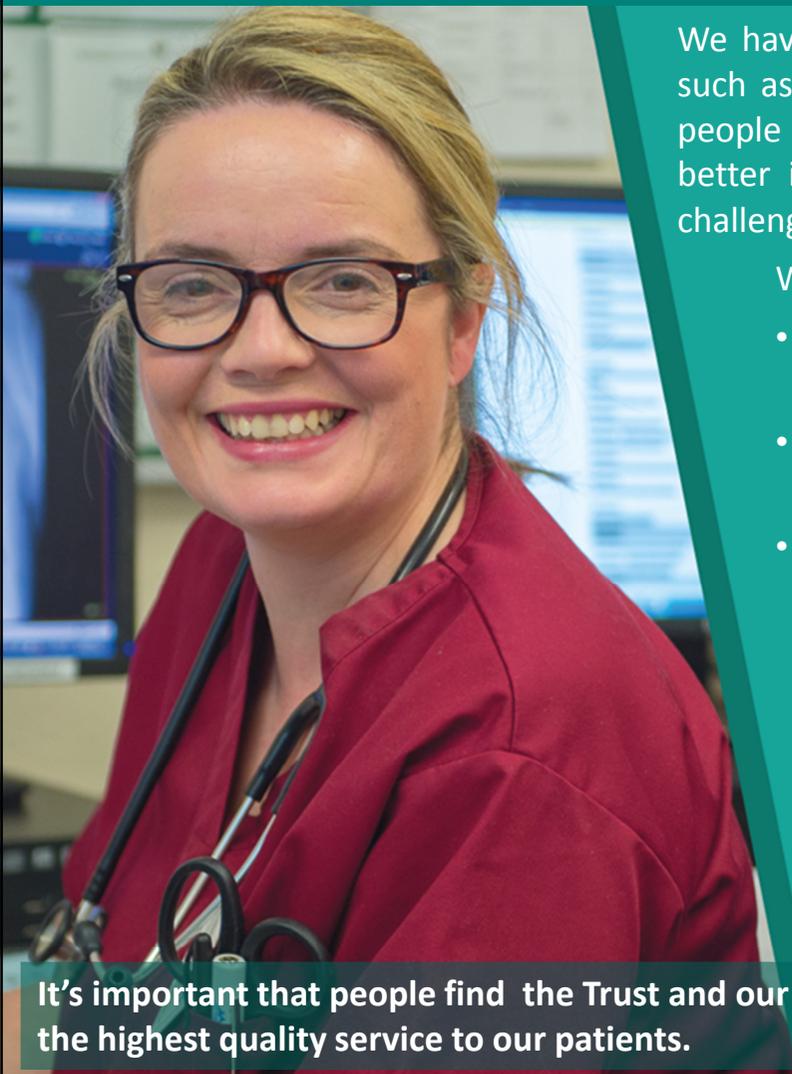
- Embed talent conversations into appraisals
- Produce guidance on career paths, including leadership framework
- Launch careers clinics across the Trust to support career development and to retain people.
- Audit the quality of appraisals and talent conversations, taking steps to address areas requiring improvement
- Complete the talent mapping and succession planning system for leadership roles
- Develop targeted career development programmes for under-represented groups
- Fully roll out the team based working approach across care groups

### Year 3 – In Addition We Will

- Embed succession plan for all key leadership roles
- Hold regular career events



# Attracting People



We have significant difficulty recruiting people, particularly where there are national shortages such as Medical staff, Registered Nurses and Therapists. As a result, we don't have the level of people we need in all areas and we rely too much on agency to fill the gaps. We must do much better in attracting, recruiting and retaining a highly skilled workforce in these and other challenged areas.

When we get it right as a Trust we will be able to :

- Recruit highly skilled healthcare people that can provide safe care as part of multi-professional teams within the acute, community and specialist environments
- Fill our jobs with the right people who are committed to high quality patient care, reducing gaps and reliance on temporary staffing
- Demonstrate that potential candidates are attracted to work for SaTH because of our reputation for:
  - providing challenging and rewarding career opportunities for people who are committed to high quality patient care
  - a smooth and welcoming recruitment and induction process
  - opportunities for learning and development
  - encouraging flexible working patterns and arrangements that meet people and family situations needs as well as patient needs
  - people finding their working life to be an enjoyable and rewarding experience
  - valuing diversity and creating an environment of inclusion and belonging

**It's important that people find the Trust and our jobs more attractive. We need to be able to recruit skilled and caring people to deliver the highest quality service to our patients.**

Achieving for Our Patients

Keeping Great People

Engagement and Wellbeing

People Development & Leadership

Support and Belonging

Attracting People

### Year 1 – We Will

- Improve the way we present the Trust to potential job applicants and use social media more effectively
- Identify what attracts specialist job candidates for hard to fill roles and improve our offer to them
- Continue to raise our profile further with Universities, Schools, Academies, Colleges and community groups
- Use new technology to improve the way we use Agency and Bank
- Ensure our people benefits package remains relevant and potential job candidates are aware of it
- Make sure new starters have a welcoming and seamless introduction to the Trust
- Improve our approach to flexible working
- Improve our attraction to candidates from diverse backgrounds by signing up to national accreditation such as Disability Confident and Stonewall
- Continue with International recruitment for Registered Nurses.
- Develop our own supply of Registered Nurses and HCAs from within the UK
- Develop our leaders and managers to ensure new people find a supportive and engaging culture in their workplace
- Ensure that line managers and other people in Care Groups understand their part in successfully recruiting and retaining new colleagues
- Reduce our agency spend by 10% through building our own talent pool of direct candidates

### Year 2 – In Addition We Will

- Develop further our work with our partners in Shropshire to solve our common attraction and recruitment problems
- Ensure that our sustainable recruitment plans are fully integrated with robust workforce plans
- Develop structured recruitment centres to meet Trust priorities for new people
- Develop opportunities for potential new people to undertake rotations and secondments
- Continue to take advantage of opportunities to recruit people from overseas into hard to fill roles
- Learning from Year 1, implement a robust and sustainable international recruitment programme building on our profile as an employer of choice
- Improve our opportunities for people returning to work
- Provide a range of system-wide careers and pre-employment support for people of the future in targeted areas that match workforce shortages
- Offer structured and targeted work experience, internships, apprenticeships and graduate schemes as appropriate
- Use technology well to improve the experience of our job candidates
- Be competitive to attract the best people in their field
- Reduce our agency spend by a further 10%

### Year 3 – In Addition We Will

- Launch a unified solution for temporary staffing including bank and medical and other services
- Assess the extent to which we are a widely recognised Trust with a reputation for high quality and sustainable international recruitment
- Develop Workforce Plan and Recruitment plans for next 3 years built on robust workforce planning
- Reduce our agency spend by a further 10%



# Transforming SaTH Together



The long term solution to some of the workforce challenges we face at a local and national level will be addressed by the delivery of the Hospital Transformation Programme (HTP). This will assist in improving our clinical pathways and provide a far more appealing hospital environment to work in and care for our patients.

A well-planned and effectively delivered HTP will result in

- A new infrastructure
- An improved clinical model
- More attractive rotas and working patterns
- New roles and improved technology
- Innovations inspired from the best within and beyond the NHS

The HTP will take time to plan and deliver and, although we need to ensure our current decisions are mindful of the future clinical model, we need to work within a People Strategy that can address the current challenges and which builds solid foundations for the future.

*Our 'Transforming SATH Together' programme covers three areas: -*

- People – enabling SATH to become an inclusive, high-performing, innovative, and efficient place of work**
- Innovative new ways of working – delivering a work environment that enables people to connect, communicate and collaborate**
- Operating model – ensuring our policies and procedures are relevant and consistently followed**

### Year 1 – We Will

- Develop a full workforce plan showing requirements and future gaps by specialty
- Introduce workforce tracker showing workforce changes each month
- Align recruitment strategies to plan including International medical recruitment, Indian nurse recruitment (HEE programme and OSCE ready nurses)
- Review all new roles and assess the existing plans for development. Implement governance and strategy for each programme including ACPs, Nursing Associates, ODPs, Physician Associates and apprentices
- Develop a robust workforce planning approach that is recognised and used in the annual development of our Operational Plan
- Work with healthcare and other partners to develop new workforce solutions that address future gaps including new roles, new programmes and new ways of working
- Seek out innovations from across and outside the NHS that will benefit our patients and people

### Year 2 – In Addition We Will

- Update the workforce plan each year following agreed methodology.
- Carry out a full review of staffing templates and rosters to ensure efficient use of resource
- Develop and implement talent management practices aligned to workforce plan including career and succession planning for 70% of staff groups
- Expand numbers and types of new roles in line with year 2 of plan
- Develop a suite of resources and tools for managers in workforce planning
- Provide training and support to our managers in how to develop workforce plans and use the tools and resources developed for them

### Year 3 – In Addition We Will

- Proactively identify opportunities to collaborate further with system partners to address staffing gaps
- Expand numbers and types of new roles in line with year 3 of plan



## Some Key Targets That We will be Measuring

Element	Proposed Key Performance Indicators (KPIs)	2020/21 baseline	2021/22 Target	2022/23 Target
Achieving for Our Patients	Flu vaccinations	82%	Achieve national CQUIN Target	Achieve national CQUIN Target
	Sickness absence rates <4%	5%	4%	4%
	% temporary staffing	30%	25%	15%
Keeping Great People	People turnover is below threshold	17.2%	15.7%	14.1%
	% of people experiencing discrimination at work in Staff survey	7.5%	6.9%	5.6%
	People reporting effective leadership in Staff survey	57.9%	66.3%	74.5%
Engagement and Wellbeing	Staff survey engagement score	6.6	6.8	6.9 to 7.0
	% people recommending the Trust as a place to work or receive treatment	49%	55%	55% to 58%
	NHS Staff survey response rate	41%	45%	45% to 48%
People Development and Leadership	Mandatory training target	88%	90%	90%
	Staff survey – support from immediate managers	67.9%	68.9%	69.4%
	Increase in number of people undertaking an apprentice standard including registered healthcare professions	105 apprentices	95% of Public Sector target	100% of Public Sector Target



# Some Key Targets That We will be Measuring

Element	Key Performance Indicators (KPIs)	2020/21 baseline	2021/22 Target	2022/23 Target															
Support and Belonging	Appraisal compliance	90%	90%	95%															
	No. of Nurse Associate Trainees/ ACP (as per plan)	As per plan	As per plan	As per plan															
Attracting People	Agency spend remains within the NHSI control total	£12.9m	£11.6m	£10.1m															
	% of band 5/6 and 7 Nurse vacancies	14% by end of FY 20/21	12% by end FY 21/22	10% by end of FY 22/23															
	% of medical vacancies	20% by end of FY 20/21	16% by end of FY 21/22	12% by end of FY 22/23															
Transforming SaTH Together	% vacancy,	<table border="1"> <thead> <tr> <th></th> <th>Vacancies</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Nursing</td> <td>229</td> <td>14%</td> </tr> <tr> <td>Medics</td> <td>67</td> <td>12%</td> </tr> <tr> <td>AHP</td> <td>9</td> <td>4%</td> </tr> <tr> <td>HCA</td> <td>72</td> <td>10%</td> </tr> </tbody> </table>		Vacancies	%	Nursing	229	14%	Medics	67	12%	AHP	9	4%	HCA	72	10%	10% Reduction in Vacancy	15% Reduction in Vacancy
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The Shrewsbury and Telford Hospital NHS Trust



### Strategic Workforce Commitment to Our People, Patients and Community

Together we will shape a great work environment that our people want to be a part of, that is resourced appropriately and has highly skilled and supportive leaders



# Strategic workforce commitment to our people, patients and community

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# Our People Strategy 2020-23

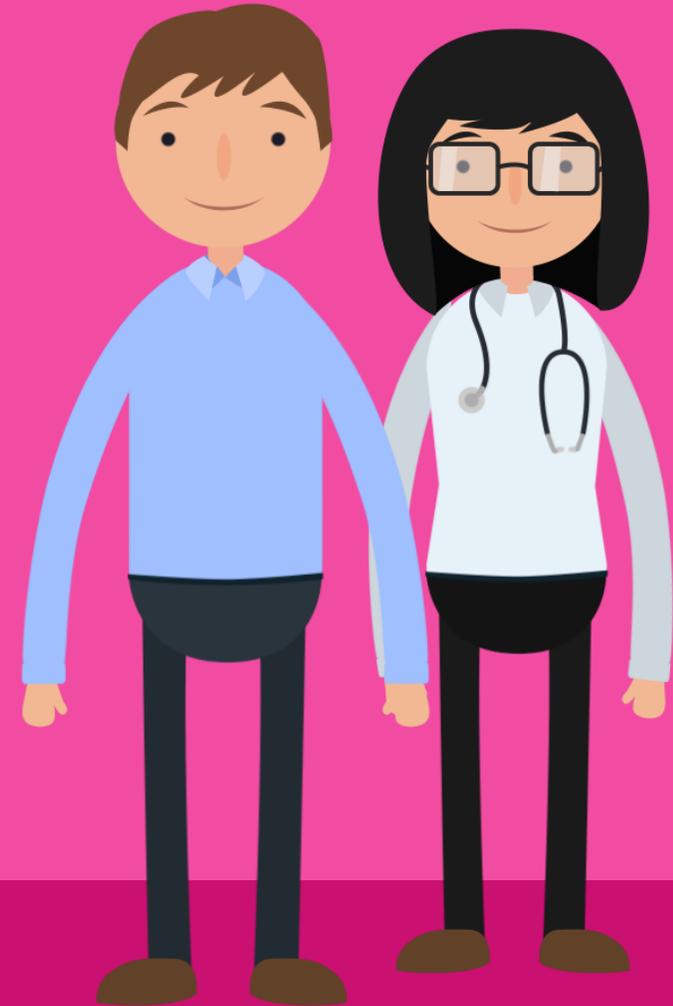




# Achieving for our patients

Changing our culture so that we:

- Manage ourselves more effectively
- Use technology more effectively
- Deliver better services more consistently
- Change our conversations so that we are more transparent
- Develop our leaders to lead with compassion





# Engagement

To improve our engagement we're focusing on:

- Incorporating the views of our people and patients, the communities we serve and feedback from our partners From many different sources e.g. wider working groups, feedback exercises and surveys
- Working more effectively with our Trade Unions and Professional Organisations
  - Engaging with the wider health care system for a shared future



# Wellbeing

We'll demonstrate our care for each other's health and wellbeing by focusing on how we:

- Create a positive place to work where our people feel valued and where they can contribute fully and thrive
- Improve our communications with our people so that we keep them informed in a timely way, share learning and celebrate success
- Support the wellbeing of all our people with measurable improvements in their health and retention





# Thank you