

Board of Directors' Meeting 8 December 2020

Agenda item	198/20			
Report	Recruitment and Retention Strategy			
Executive Lead	Acting Director of Workforce			
	Link to strategic pillar:		Link to CQC domain:	
	Our patients and community	√	Safe	√
	Our people	√	Effective	√
	Our service delivery		Caring	√
	Our partners		Responsive	√
	Our governance		Well Led	√
	Report recommendations:		Link to BAF / risk:	
	For assurance		BAF4	
	For decision / approval	√	Link to risk register:	
	For review / discussion		1257, 1889,1236, 807, 1571, 1894.	
	For noting			
	For information			
For consent				
Presented to:	Workforce Assurance Committee (29 September 2020)			
Dependent upon (if applicable):	<ul style="list-style-type: none">• Further investment in International Nursing for 21/22.• Investment in marketing and branding support via a specialist marketing agency. <p>Business Case submitted to Innovation and Improvement Committee for both areas of investment in November 20.</p>			
Executive summary:	The purpose of this paper is to discuss the recruitment and retention strategy and approval is sought. It is recognised that the Recruitment and Retention Strategy will be delivered within the framework of the People strategy.			
Appendices	Appendix 1: Recruitment and Retention Strategy Version 1.0 November 2020 Appendix 2: People Strategy 2020-23			

1.0 Introduction

- 1.1 Over the last 12 months the Board has received a number of reports on recruitment and retention and it is recognised that there needs to be a strategic approach to tackle these long-standing issues. The Board have also requested Key Performance indicators to provide assurance on progress towards achieved the targets. This is provided within the framework of the People Strategy (Appendix 2 page 25-26), it is recognised that there is a need for some priority actions to be undertaken to achieve an improvement in both the recruitment and retention of our workforce.

2.0 Second item to highlight

- 2.1 The Director of Nursing will lead the nursing retention component and the Acting Workforce Director will lead the Recruitment component. To support the development of the recruitment strategy guidance and support was sought from NHSE/I.

3.0 Third item to highlight

- 3.1 A review of the governance structure to support the delivery of the plan will consist of a Group and STP wide Recruitment and Retention Group in conjunction with other supporting work streams. The group will meet monthly beginning in January 2021 and will report to the Operational Workforce Committee monthly.

4.0 Risks and actions

- 4.1 Risks and mitigation within Appendix 1 page 31.

5.0 Conclusion

- 5.1 This document, provides an overview of the plans and strategies that will be undertaken but also describes how The Shrewsbury and Telford Trust will be able to track progress against the agreed recruitment targets.

Acting Director of Workforce
November 2020

Recruitment & Retention Strategy

Version 1.0 | November 2020

Review date: March 2021



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About this document

The Recruitment and Retention Strategy sets out our objectives and describes how we will address our resourcing challenges from 2020 to 2021/22.

Some of the key themes that run throughout the document include:

- Alignment to the NHS People Plan and System Partnership Working
- Link to workforce planning and our Trust Operational Plan
- Emphasis on Trust wide interventions but also targeted actions addressing unique challenges in Care Groups or particular staff groups

Current climate

The shortage of candidates with the right skills, abilities and experience in many professions has created a more competitive market.

The ability to deliver high quality, compassionate care depends upon recruiting and retaining the right people with the right skills. This has become increasingly difficult. Therefore, an effective Recruitment and Retention Strategy that complements the SaTH People strategy and Trust objectives is essential.

We asked:

Would you recommend your place of work to friends and family?



YES	66%	38%
NO	16%	38%

We asked:

Do you recommend our care/treatment to friends and family?



YES	81%	17%
NO	6%	59%

Strategic direction

The Shrewsbury and Telford Hospital NHS Trust (SaTH) needs to increase substantive colleague numbers to ensure wards meet safer staffing standards and to eliminate reliance on the temporary workforce and in particular agency staff.

The Trust needs to improve how it retains, manages and develops its existing workforce. As such it is suggested that a strategy cannot rely on traditional models but should be bold and innovative with a mandate that supports new ways of working.



Our Challenges



Long-Term Vacancies

e.g. Emergency Department Consultants / Anaesthetics – over 2 years



Getting Quality Candidates

Difficulty sourcing people with the correct level of experience and qualifications to perform at the required level



Only 38%

of our staff would recommend their organisation to friends and family as a place to work



Retention

In some teams this is higher than national average



No Long-Term Workforce Plan

or strategy outlining workforce requirements linked to recruitment plans



National shortages

of doctors in specialities such as Emergency Medicine, Anaesthetics, Urology and Respiratory



High Competition

from other NHS Trusts and offering high salary and benefit packages



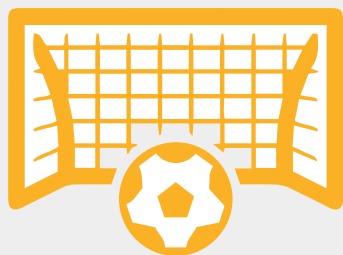
High agency usage

– 185 whole time equivalent (WTE) nursing used in July 20



How to Address our Recruitment and Retention Challenge

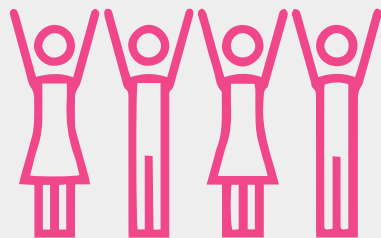
The following programmes of work will address our key challenges by improving our planning, our reputation, how we recruit and the type of roles we recruit.



Recruitment Effectiveness

Address the recruitment needs outlined in our short and long-term operational plans by recruiting high quality candidates

- Clear link to short and long-term workforce plans
- Innovation in the way we recruit
- Innovation in the roles we recruit
- International recruitment
- Succession and career planning



Recruitment Experience

Improve the recruitment experience for all candidates – Every Contact Counts

- Improved use of technology
- Feedback mechanism for candidates
- KPIs / performance targets
- Socially inclusive approach



Brand and Reputation

Support the enhancement of our brand and reputation of SaTH as a quality employer

- Marketing and branding support
- New candidate application platforms
- Improved use of social media
- Focus on incentives and benefits packages



Employee Retention

Retain the workforce we have recruited

- Hire the right person, first time
- Develop on-boarding practices
- Analyse why people stay and leave
- Review flexible working arrangements

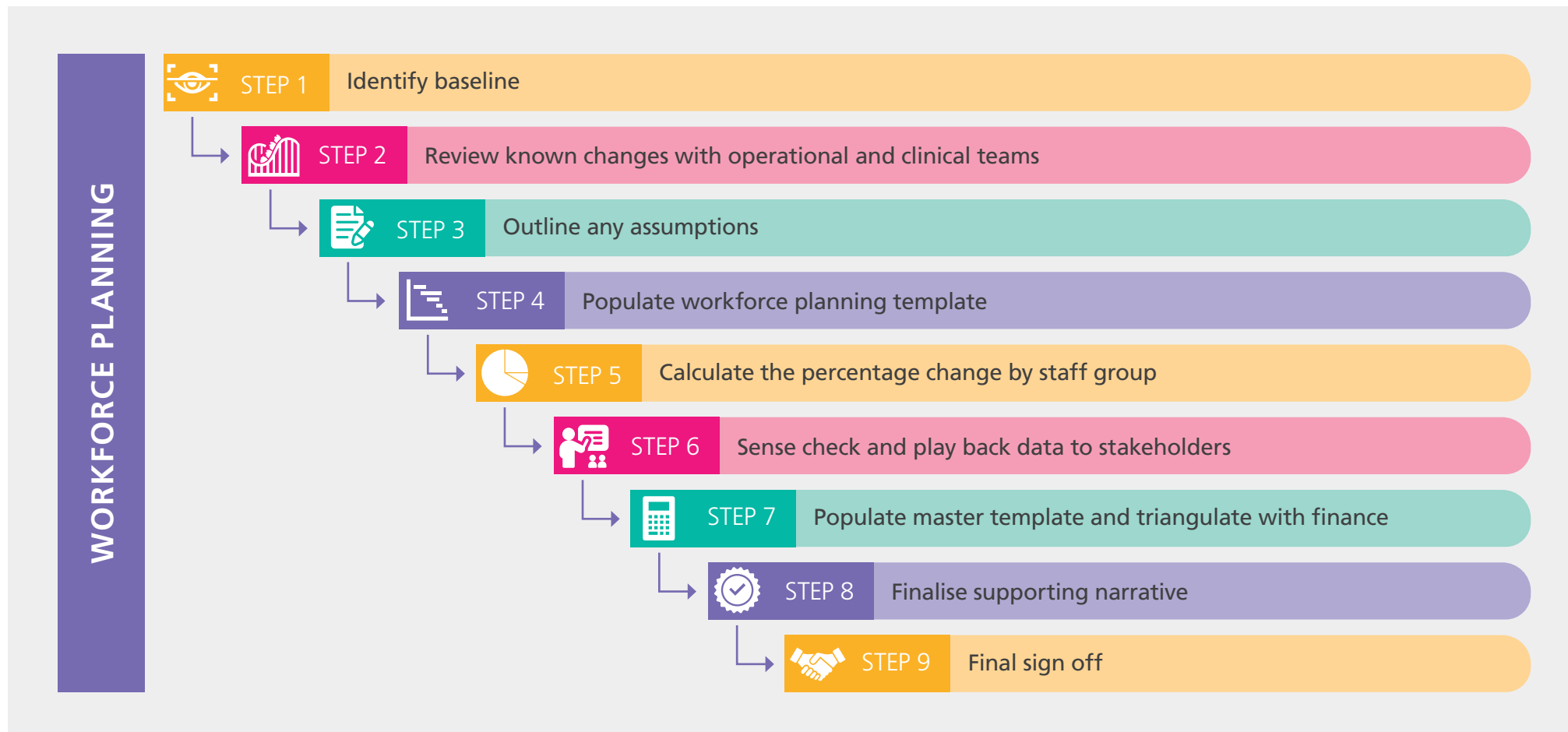


Steps we must take to address the challenges which underpin the programme of work.



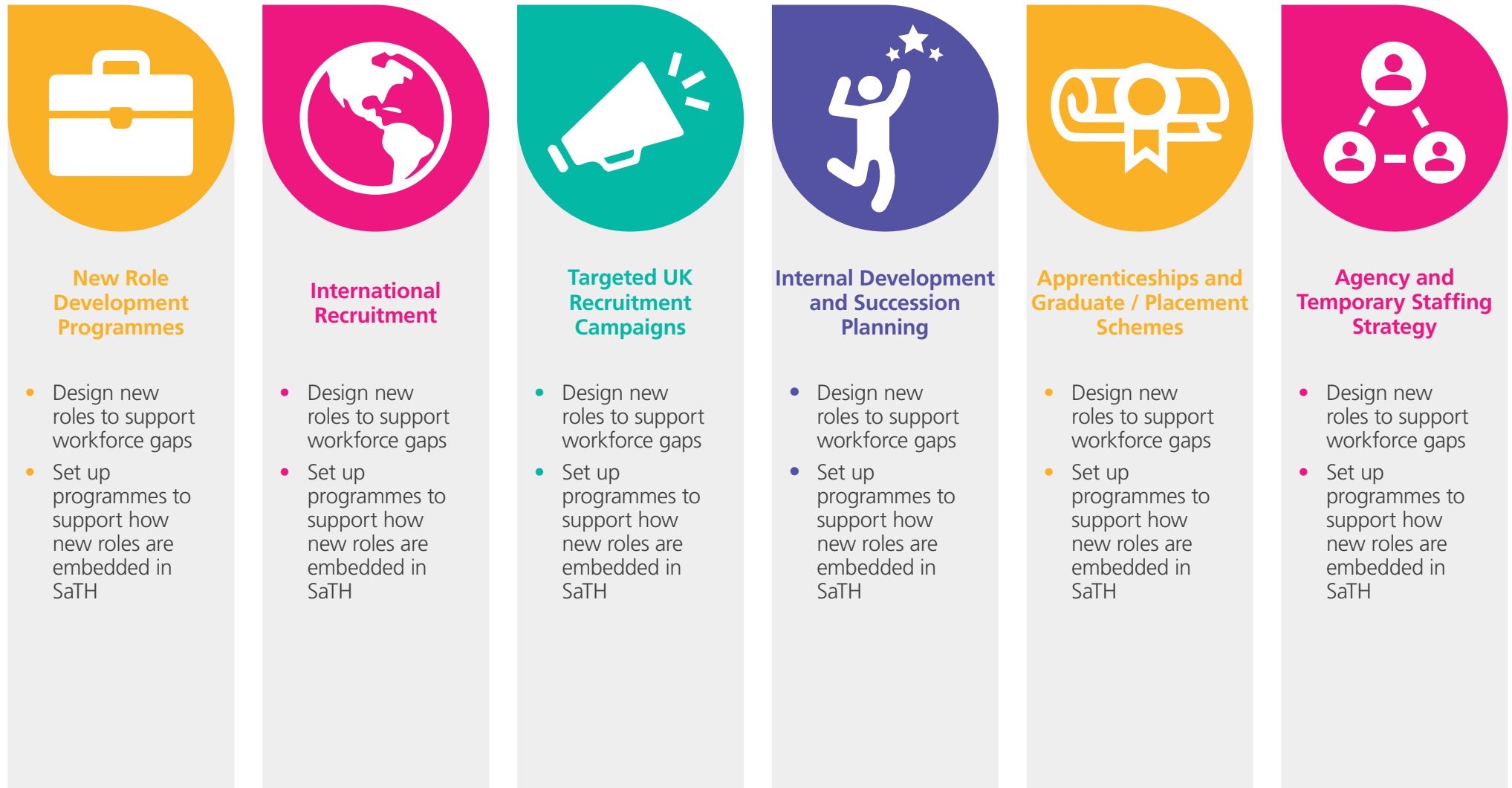
Our Approach

We must understand what roles and the quantity of roles we are recruiting. The development of an annual workforce plan will follow the approach outline below with regular monthly reviews. The approved workforce plan will form the foundation of our recruitment activity.



We must recruit to vacancies outlined in our workforce plan using a range of methods to source people with the right skills and experience.

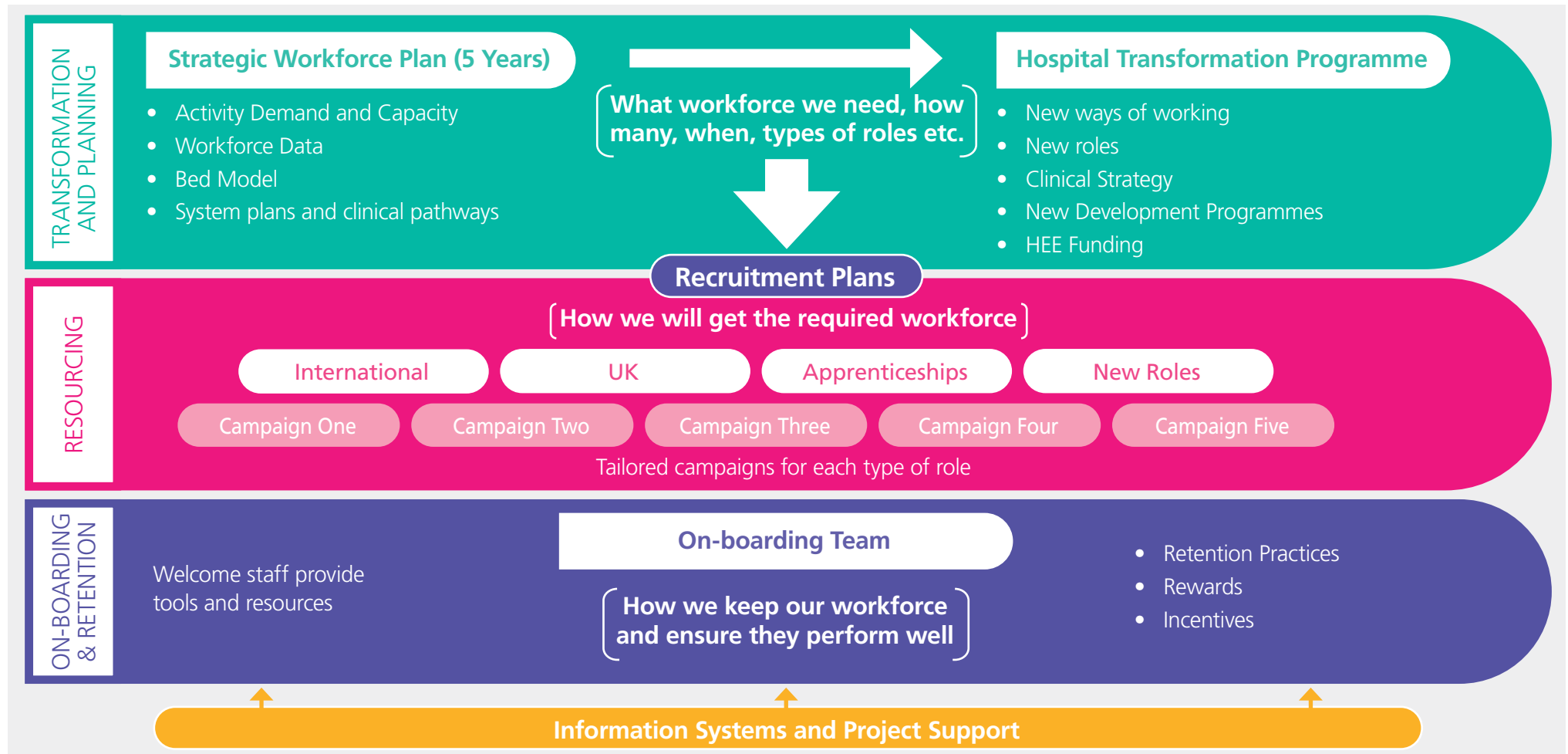
Resourcing Methods



Resourcing & Transformation – One Team

The new Resourcing and Transformation team will see a number of new roles to help support the delivery of our objectives. The new structure includes the following:

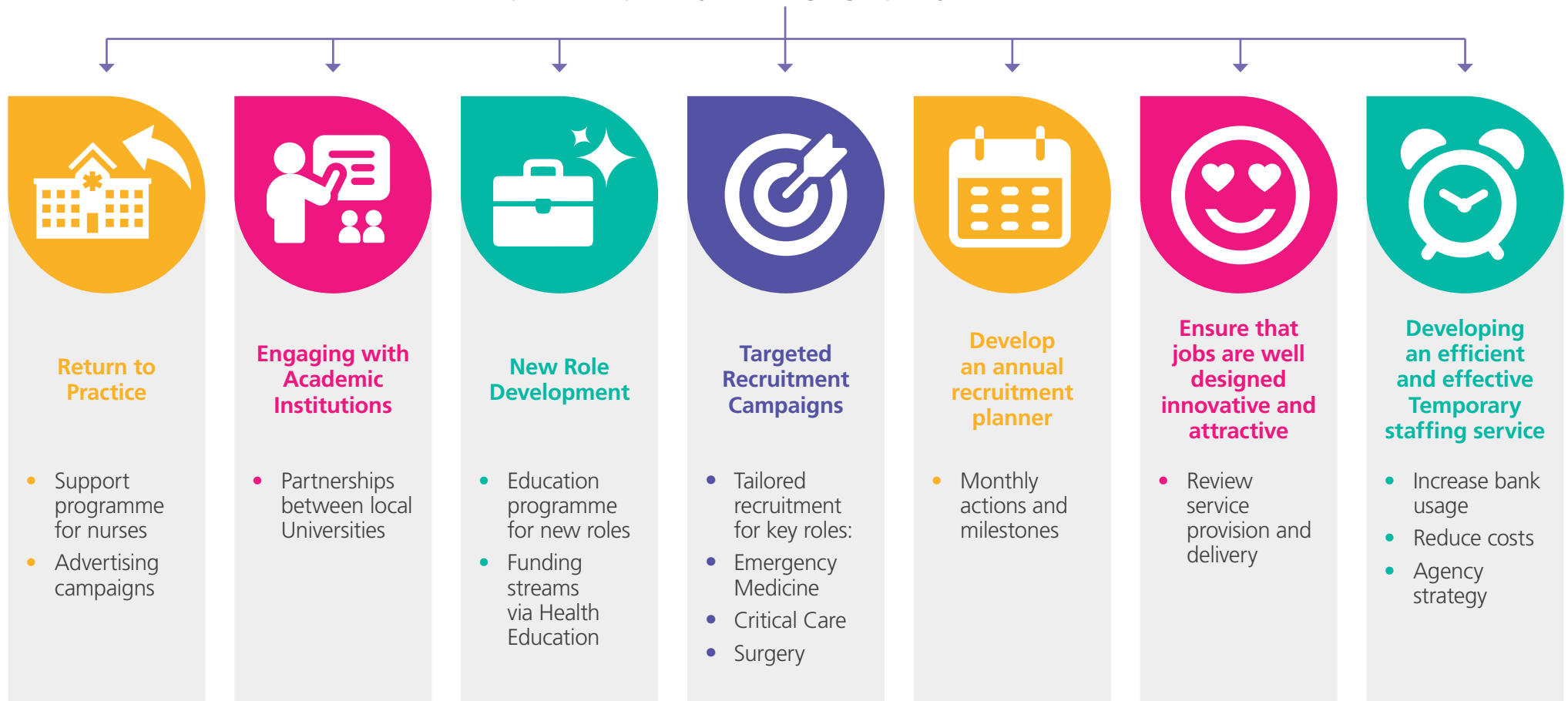
- Resourcing and On-boarding team
- Transformational and Workforce Planning team
- Workforce Information Systems and Project Support Teams



Recruitment Effectiveness

Following stakeholder discussions the below ideas and suggestions have been incorporated into our strategy

Address the recruitment needs outlined in our short and long term operational plans by recruiting high quality candidates.



Our recruitment campaigns will be aligned to our workforce needs. We will deliver innovative recruitment practices focusing on the required numbers of workforce using proven methods including the use of international recruitment.

In addition we will:

- Engage with academic institutions such as schools, colleges and universities in the area by attending careers events and job fairs both locally and nationally where appropriate, providing information about working for SaTH
- Promote return to practice of nurses, doctors and AHPs
- Increase apprenticeships from entry-level jobs through to senior clinical, scientific and managerial roles
- Support the delivery of key development programmes e.g. Clinical Fellowship and CESR



System Working

- Agree rotational posts that encompass community, community hospitals and acute settings
- Explore and agree partnerships with other NHS providers to deliver international recruitment campaigns
- System workforce plans linked to system-level models of recruitment

Priority Actions

Address the recruitment needs outlined in our short and long term operational plans by recruiting high quality candidates.

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
Develop an annual recruitment planner/project plan (Gantt Chart)	Ensure we have a co-ordinated sustainable flow of candidates within the recruitment processes linked to the Trust's Workforce Plans	<ul style="list-style-type: none"> All expected campaigns Timeline and specific actions for each campaign 	November 20
Design and implement international nursing business case	Address long term vacancies and contribute to the ongoing supply of nurses into SaTH	<ul style="list-style-type: none"> Trajectory of nurses required Budget required including any support for COVID-19 and pastoral care 	December 20
Develop and implement new agency and temporary staffing strategy	Reduce agency use and reduce cost for Trust	<ul style="list-style-type: none"> Plan for increasing bank Agency procurement strategy and cost reduction 	January 21
Develop succession and career planning approach for SaTH	Provide coordinated pipeline of skilled people for our most critical roles	<ul style="list-style-type: none"> Career pathways outlined Identification of critical roles Links to OD team – supporting development options 	February 21
Develop a programme of new roles aligned to workforce plan	It will assist in addressing shortfalls in a our recruitment plans by creating new positions that are fully supported and embedded into our workforce	<ul style="list-style-type: none"> Education programme for new roles Funding streams via HEE Resourcing and support required Business cases completed and approved 	April 21

Workforce Growth Objectives

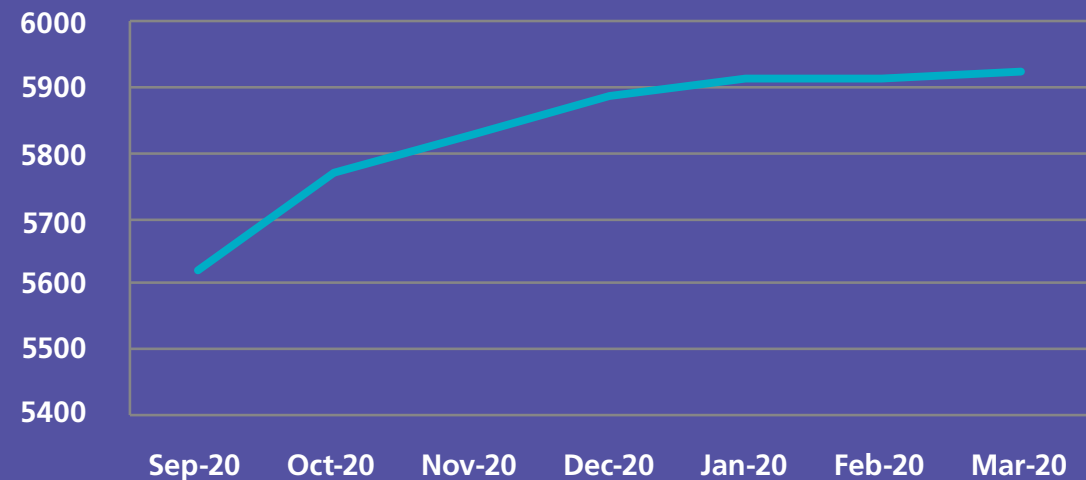
We are forecasting a growth in workforce over the next 12 months. The total WTE at March 2021 is forecasted to be 6,457 WTE, of which 311 WTE are Bank staff and 240 WTE are Agency staff.

SaTH has included over 40 apprentices within the workforce plan submission for 20/21 which will help support the long term resource challenges within the Trust.

Those commencing from September onwards will support areas include Radiology, Orthopaedics and Nursing Associates. The specific apprentices include:

- Senior Healthcare Support Worker Level 3
- Assistant Practitioner Level 5
- Healthcare Science Level 6
- Data Scientist Level 6
- Business Administration Level 2
- Nursing Associate Level 5

Workforce Growth Required 20/21



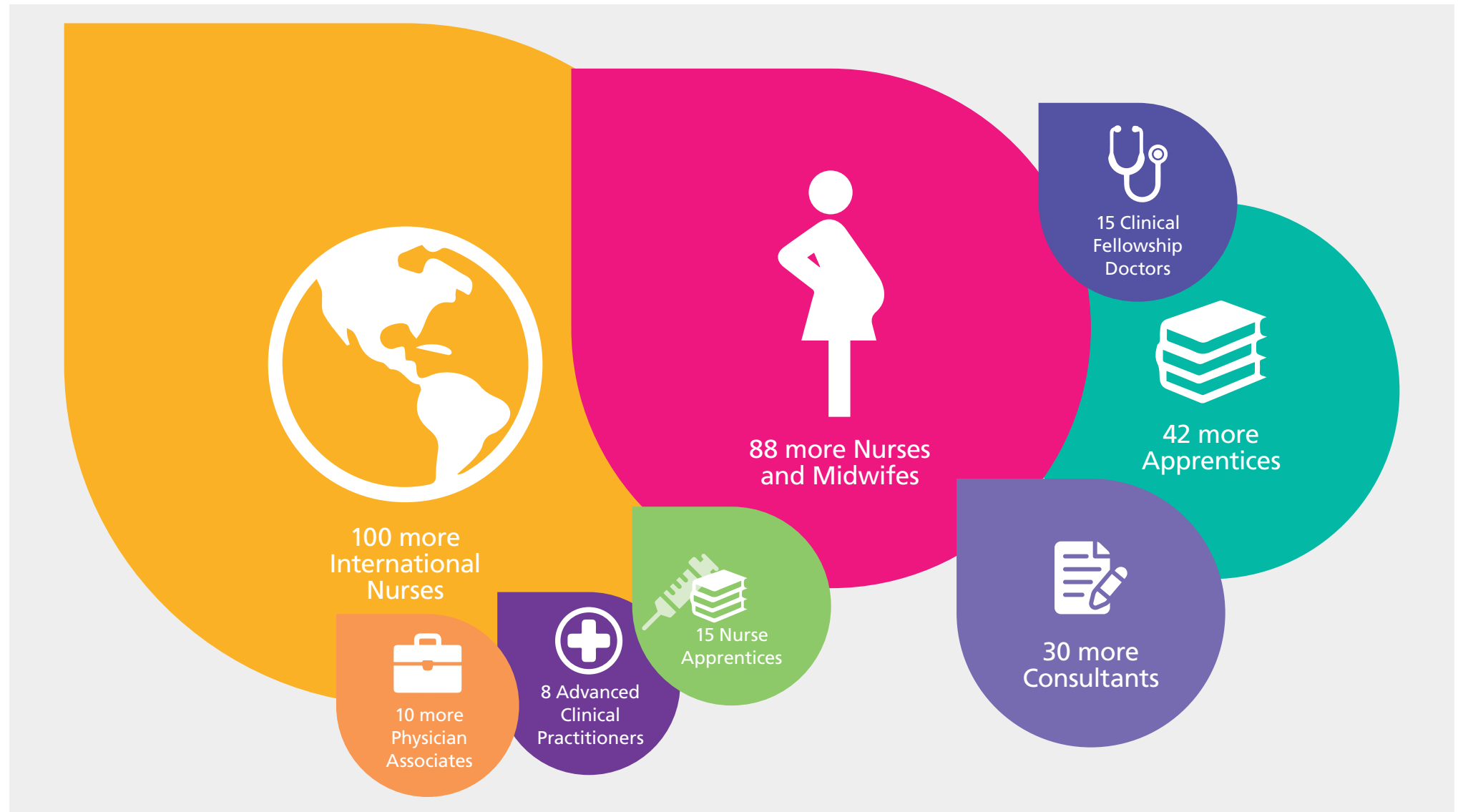
In the course of 2020/21, there will be a number of newly qualified staff and trainees and students that will be joining the workforce including:

- Newly Qualified Nurses – 50 in September 2020 and 40 in March 2021
- Trainee Physician Associates – total of 10 from University of Birmingham and University of Chester
- Clinical Fellows – 34 in total

During 2020/21, there are a number of new roles included within the Workforce Plan but we know we need to do more. These include:

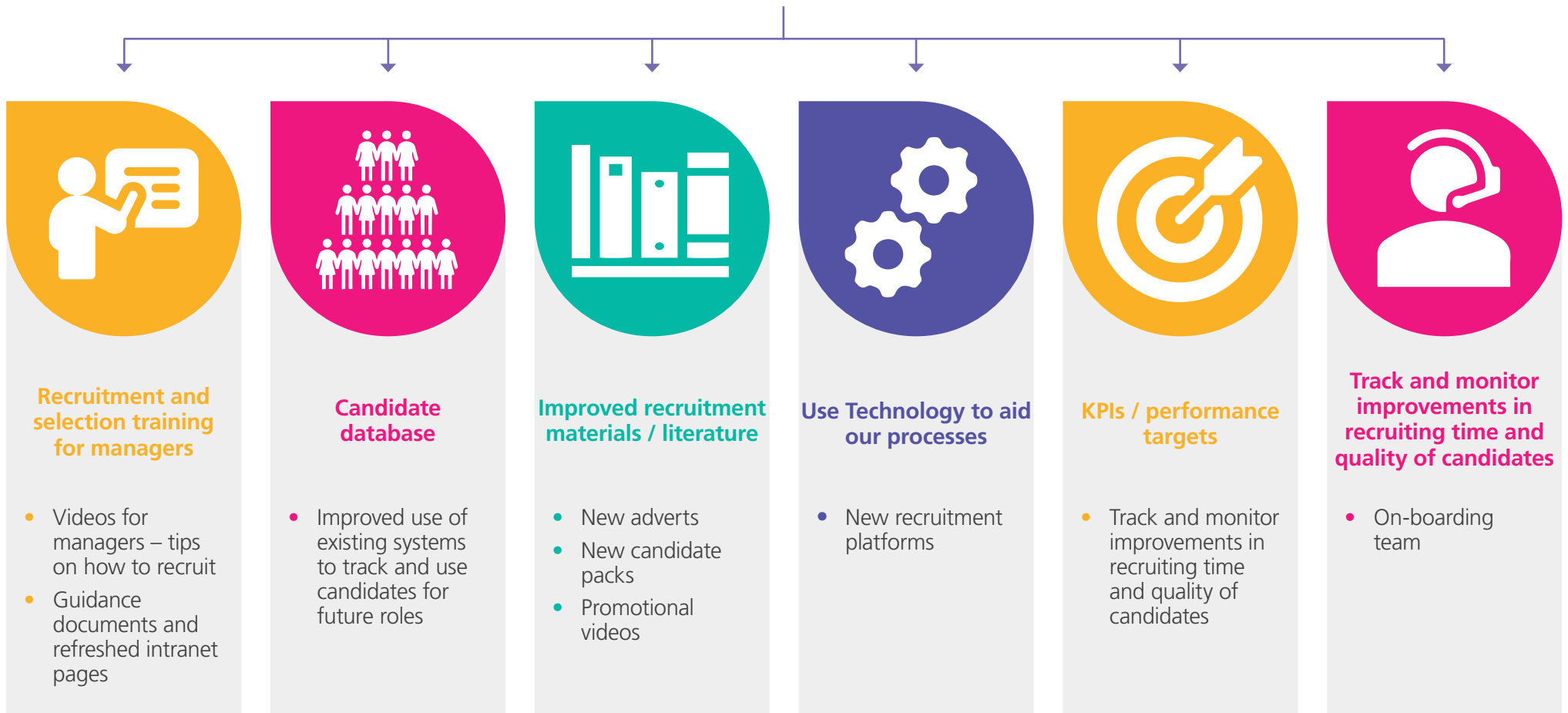
- 8 Trainee Advanced Clinical Practitioners
- 10 Trainee Physician Associate Placements and 1 Lead Physician Associate
- 42 Apprenticeships
- 23 Trainee Nursing Apprentices
- 18 Nurse Degree Apprentices

Workforce campaigns and target numbers for 20/21



Recruitment Experience

Improve the recruitment experience for all candidates – Every contact counts



We will ensure that every interaction with SaTH is a positive experience for potential candidates. That they feel supported and well informed as they progress from initial interest to appointment and beyond.

Using technology and new recruitment materials we will ensure the process is streamlined and effective. Selecting the right candidate first time will be aided by the development and use of a behavioural framework. This will be used to aid selection decisions together with a range of other selection techniques particularly for leadership roles.

In addition we will:

- Survey applicants at the end of campaigns and obtain feedback from recruiting managers and new starters
- Improve the quality and presentation of recruitment materials and develop literature regarding career opportunities.
- Review processes and develop performance indicators to ensure

time-scales are minimised. Particular focus on ensuring we have a socially inclusive approach. Focus on Equality and Diversity

- Establish a system to utilise good candidates who have been interviewed but not appointed in the first instance

System Working

- Create local networks and offers of support for new recruits at a system level including working closely with local authorities
- Partner with system partners to create local marketing campaigns



Priority Actions

Improve the recruitment experience for all candidates – Every Contact Counts

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
Set up recruitment hotline for potential candidates to discuss careers at SaTH.	Provide an avenue for potential candidates to explore careers at SaTH	<ul style="list-style-type: none"> • Discuss careers / career pathways, events, processes 	October 20
Put in place KPI's / performance targets	Reduces time taken for candidates to be recruited	<ul style="list-style-type: none"> • Time to hire • Quality • Cost 	October 20
Review recruitment processes and ensure it is socially inclusive and supports equality and diversity	Supports our workforce to reflect the diversity of the community, and regional and national labour markets	<ul style="list-style-type: none"> • Review of processes, understand disproportionality and identify unconscious bias/cultural issues impacting on decision making 	October 20
Enhance our recruitment and selection training for managers	Provides better selection outcomes and reduces time to fill	<ul style="list-style-type: none"> • Guidance and support materials • On-line training • Use of Behavioural framework • Workshop with Consultants 	March 21
Improve methods of selection utilising Trust values and behaviours framework	RA aligns candidates to behaviours of Trust improving selection decisions	<ul style="list-style-type: none"> • Updated Job Descriptions / applications process • Updated interviews and selection process. 	March 21
Create candidate database	Ensure that candidates are considered for other suitable posts at SaTH speeding up time to fill	<ul style="list-style-type: none"> • Capture skills and capabilities for future roles 	May 21

Our Marketing Challenges



Rural Location

Our rural geographic location of Shropshire creates a challenge in attracting a diverse workforce, both ethnically and generationally (Millennials, Gen Z and Gen X), from city locations.



Limited Infrastructure

Our facilities are in need of modernisation which could prove undesirable to candidates.

The dual-site infrastructure can create inconveniences surrounding employee scheduling, travel and work-life balance.



Reputation & Legacy

SaTH has historical stigmatisation along with negative media coverage. This will affect the candidate perception unfavourably in comparison with competing organisations.



Low Retention

The Trust has a high level of turnover. We are unable to ensure we can keep talent within the organization for current and future growth.



Competitive Job market

The Trust is at significant risk due to the inability to attract, recruit and retain a high calibre and skilled workforce, especially within a number of key and specialist areas.

Marketing strategy for each challenge

These are some of the ways we will address our marketing challenge:



Rural Location

New employee value proposition

to attract our targeted audience. Focus on work/life balance, cost of living, career development and opportunities.



Limited Infrastructure

Hospital Transformation

Promote our opportunity to modernise our current facilities and services to make the workplace more desirable.

Development training programmes

for clinical and professional qualifications for career progress and the partnerships with education authorities.



Reputation & Legacy

Enhancing our Direct sourcing model

with support from a professional branding agency to have a strong presence on social media (Instagram, Snapchat, Facebook).



Low Retention

On-boarding Team

will deliver new programmes to support staff who have joined SaTH.

Help promote SaTH and enhance reputation.



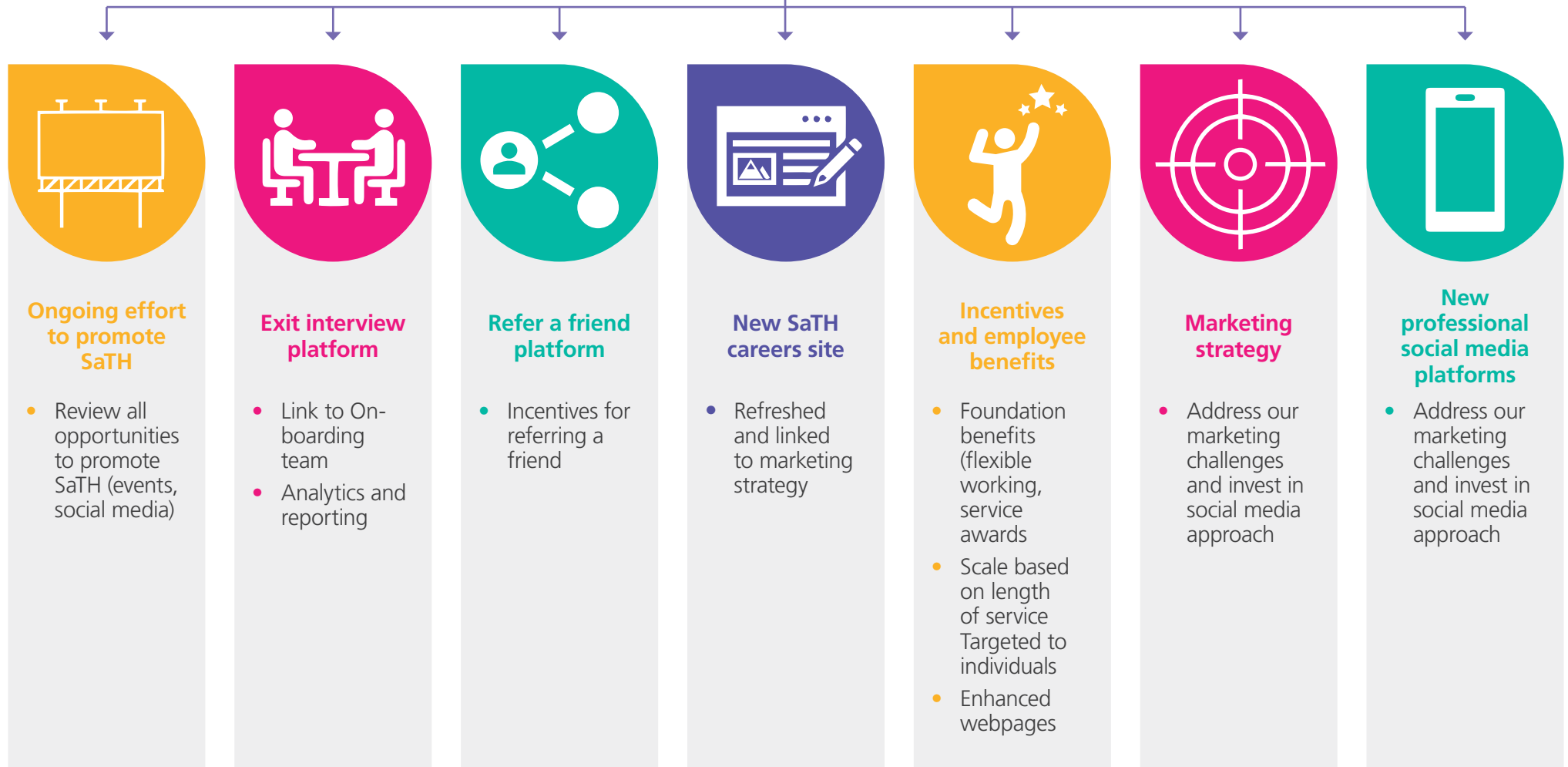
Competitive Job market

International Recruitment

Supplement strategy with international recruitment marketing with a focus on particular specialists.

Brand and Reputation

Support the enhancement of our brand and reputation of SaTH as a quality employer.



SaTH has historical reputation and perception challenges compounded by recent CQC inspection findings and media coverage. This will need to be addressed with a strong recruitment marketing strategy.

A robust partnership with a recruitment marketing branding agency would bring a more 'commercial approach' to how we attract both active and passive key/specialist candidates.

The use of social media and other online tools to overcome and create positive messaging will strengthen the Trusts ability to become an employer of choice.

In addition we will:

- Improve national visibility and SaTH brand across the NHS
- Continue to develop a strong distinctive brand, which differentiates us from other NHS and non NHS organisations
- Proactively targeting prospective candidates through enhanced tools and techniques
- Develop the organisation as a socially inclusive employer



System Working

- Work with system partners to help improve national view of the system and create a regional marketing campaign

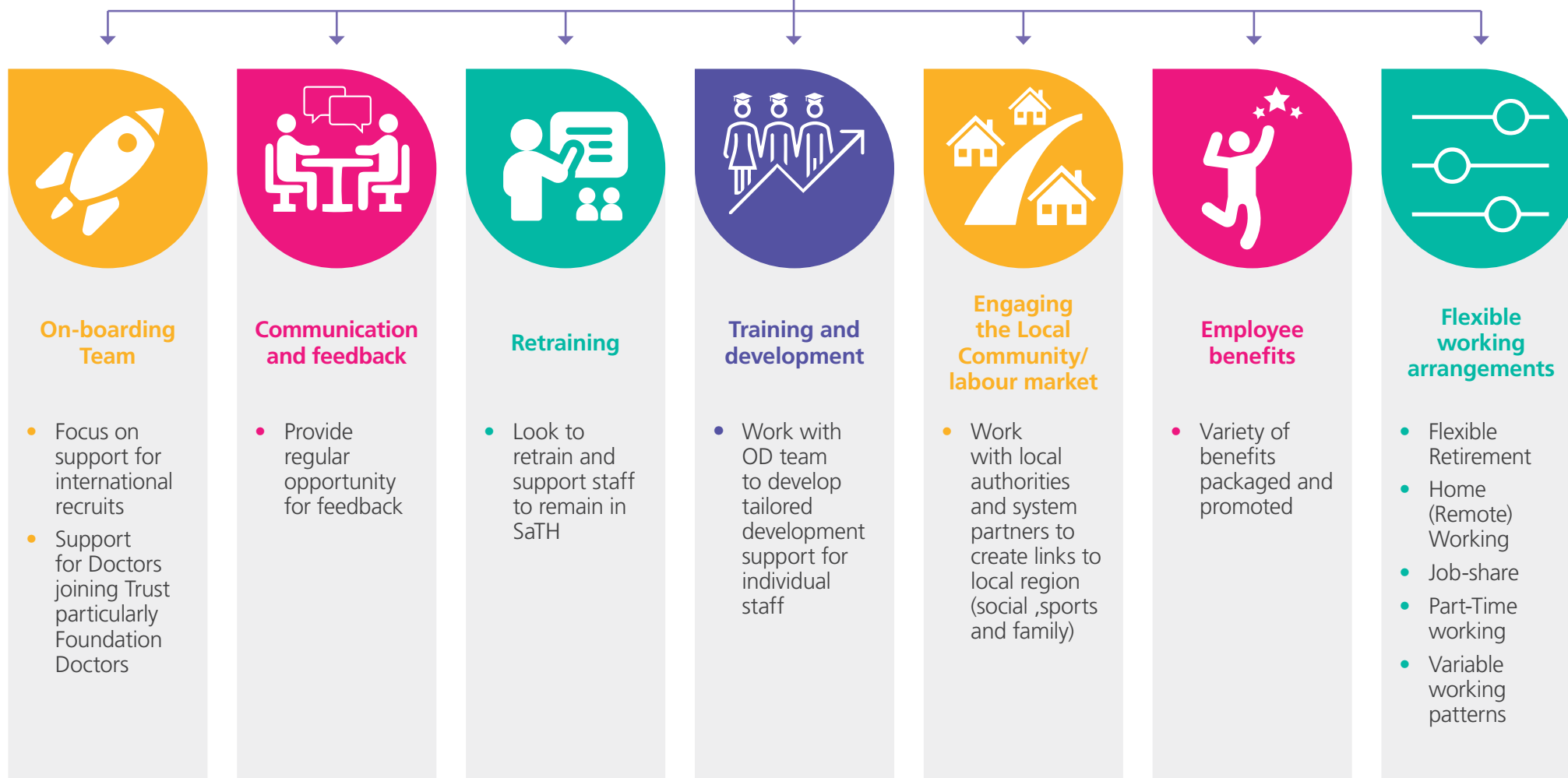
Brand and Reputation Key Actions

Support the enhancement of our brand and reputation of SaTH as a quality employer

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
Introduce a new marketing and branding approach for the Trust	Support SaTH to attract greater numbers of quality candidates in a targeted way	<ul style="list-style-type: none">Improved national visibility and SaTH brand across the NHSPromotion of our achievements	January 21
Develop benefits and incentive package for new recruits to access	Reinforces reputation as employer of choice and aids retention	<ul style="list-style-type: none">Doctor benefits and incentive policyRefer a friend (Doctor policy)Review of Allocate InstantPay	February 21
Set up social media presence advertising and analytics advertising for key/niche roles	Targets potential candidates for our key roles	<ul style="list-style-type: none">Targeted emails and direct candidate messaging	March 21
Set up exit interview platform	Provides improved data on why people leave	<ul style="list-style-type: none">Analysis and reporting	March 21
Introduce new career website with new recruitment materials	Better informs potential candidates to help appoint right person first time	<ul style="list-style-type: none">Linked to brand, benefits and general careers information	April 21

Retention

Retain the workforce we have recruited



We will focus on why people stay. We will help new recruits create more connections at work and build strong relationships.

We will identify what the priorities are in terms of retention by locating the high risk high impact staff. We will tailor retention approaches to the mind-sets and motivations of specific employees. We will also focus on International retention – including social networks, International network groups and social events.

Areas of Focus:

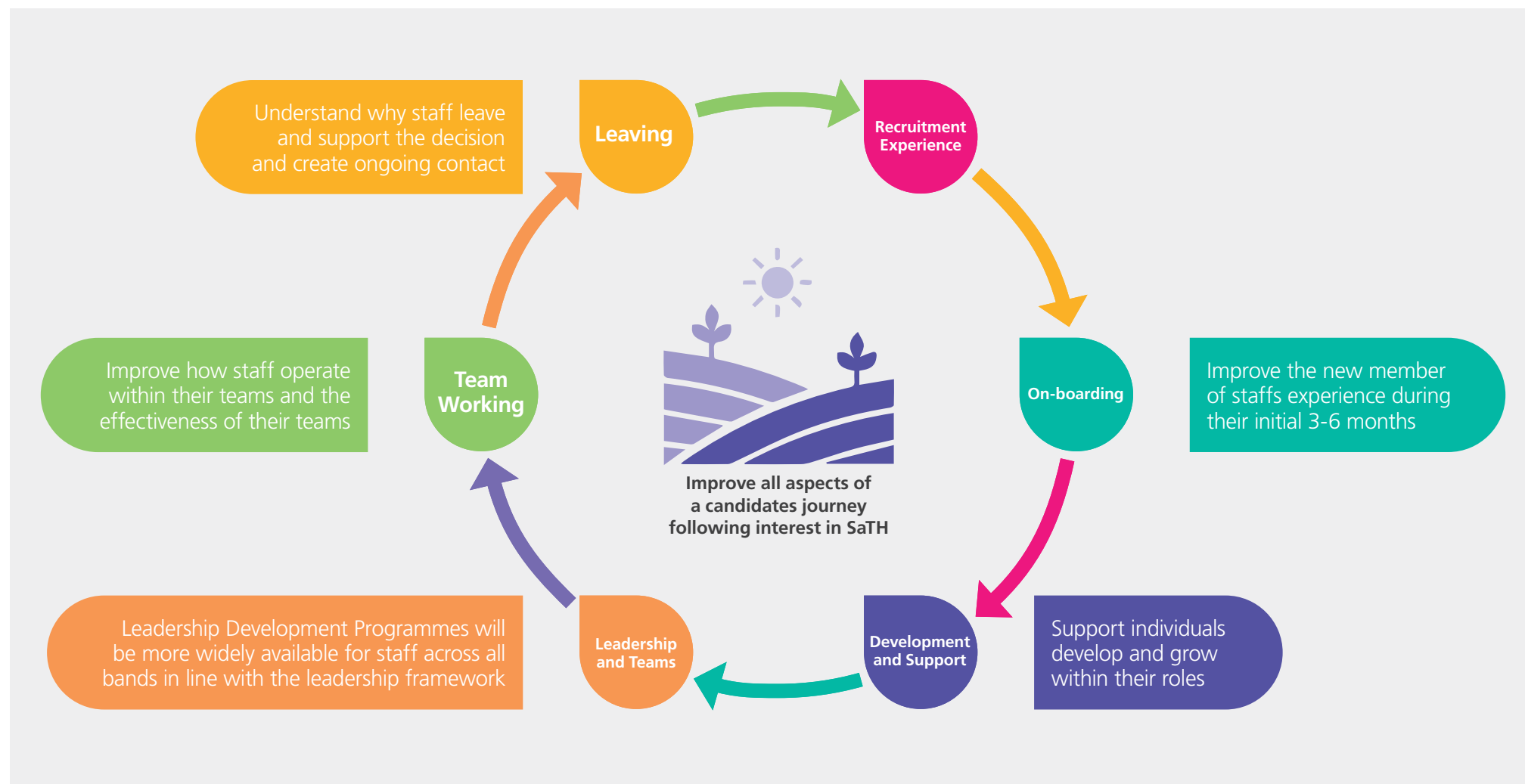
- 1) Hire the right person at the start – good selection methods
- 2) Evaluate the effectiveness of our managers – to ensure managers are doing what they can do retain people
- 3) Tailor retention approaches to specific employees
- 4) Use retention heat map to target high risk, high impact employees

System Working

- Work with system partners to develop retention approaches to encourage staff to stay within the system particularly international recruits
- Links to local community, system support, English language and local dialect and colloquiums for international recruits



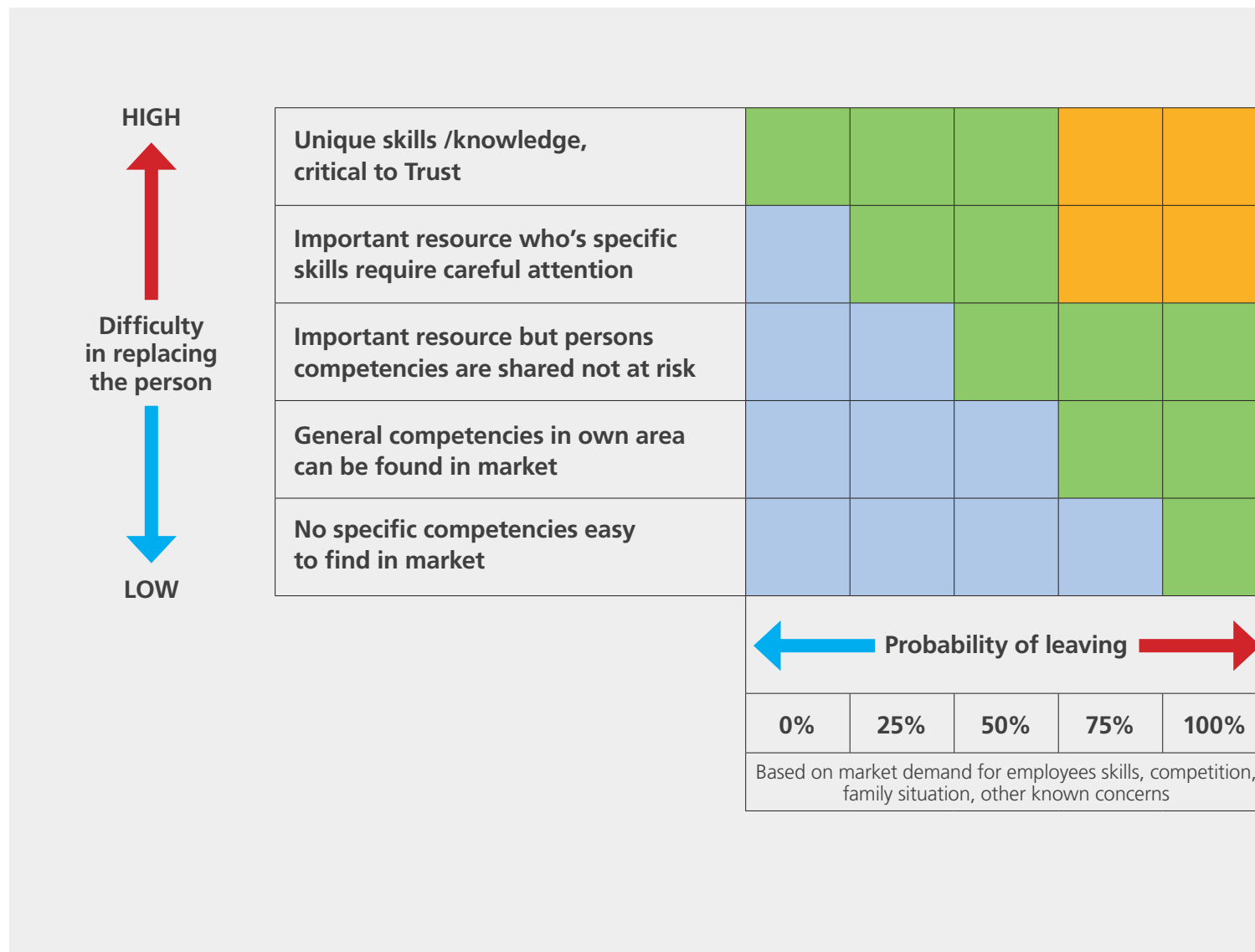
Part of our retention improvement work will be to review all aspects of the journey a member of staff takes whilst working at SATH. Each area will be improved to ensure all employees have the best possible experience.



As well as the holistic approach to retention we will also develop a much more targeted approach.

We will identify high risk, high impact roles and design tailored retention packages to target individuals. A menu of packages for staff will be developed ranging from health and wellbeing support to long service and retention payments (particular for hard to fill clinical posts). We will then tailor these packages to individuals. The following heat map is one way we will be more targeted, by identifying where our risk is across the Trust.

Retention Risk Heat Map



Priority Actions

Retain the workforce we have recruited

ACTIONS	WHAT WILL THIS ACHIEVE?	TO INCLUDE:	TIMELINE
Embed an on boarding team that also manages and supports employee benefits	Provides dedicated support to new recruits and helps them settle in to role	<ul style="list-style-type: none"> • Stay conversations • Exit interviews • Career conversations • Benefits discussion • International staff support 	December 20
Provide opportunity for feedback on staff experiences in first 12 months	Better insight into how we can continually improve our resourcing approach	<ul style="list-style-type: none"> • Feedback database 	January 21
Promote a range of flexible working arrangements	Creates more opportunity for staff which might prevent them from looking elsewhere	<ul style="list-style-type: none"> • Flexible Retirement • Home (Remote) Working • Job-share • Part-Time working • Variable working patterns 	February 21
Review opportunities for internal movement and retraining of staff	Ensures staff can seek change and opportunity within SaTH rather than elsewhere	<ul style="list-style-type: none"> • Internal transfer scheme 	February 21
Identify high risk high impact staff and set up targeted retention packages	Individual solutions to the highest risk staff who are flight risk	<ul style="list-style-type: none"> • Link to benefits and flexible working 	May 21

Medical Recruitment Strategies

Medical recruitment has specific challenges due to national shortages of doctors.

The following initiatives will help SaTH address the current short fall in medical staff:

Enhancing our direct sourcing model with support from a branding agency to have a strong presence on social media (Instagram, snapchat, Facebook) for our key roles

Refer a Doctor – A key strategy to aid UK recruitment would be a process for recognising and incentivising our existing doctors in referring other doctors to SaTH. This approach would be via a referral payment to current substantive doctors for referring another doctor.



International Recruitment

The existing approach relies on medical recruitment agencies providing CV's of doctors who are seeking employment in the UK.

We will have an overarching international strategy that sets out our approach for all specialties.

We will contact retirees / leavers to see if they would return if offered enhanced remuneration and benefits.

We will explore partnerships with international hospitals (either government or private) to provide doctors on rotation / placement.

This arrangement would see SaTH agree to take doctors for a set period of time allowing time for them to gain experience in UK and then they would return to home country.

On Site Learning Events – Using learning events held at SaTH is a strategy to help showcase our organisation and what we have on offer. SaTH would run development sessions using our Consultants to deliver day/half day events on a range of clinical issues and education. It would result in doctors coming to our site which then gives SaTH the ability to promote opportunities/jobs whilst helping develop the wider NHS. This strategy would be used post COVID-19.



Focus on the current and future development programmes at SaTH

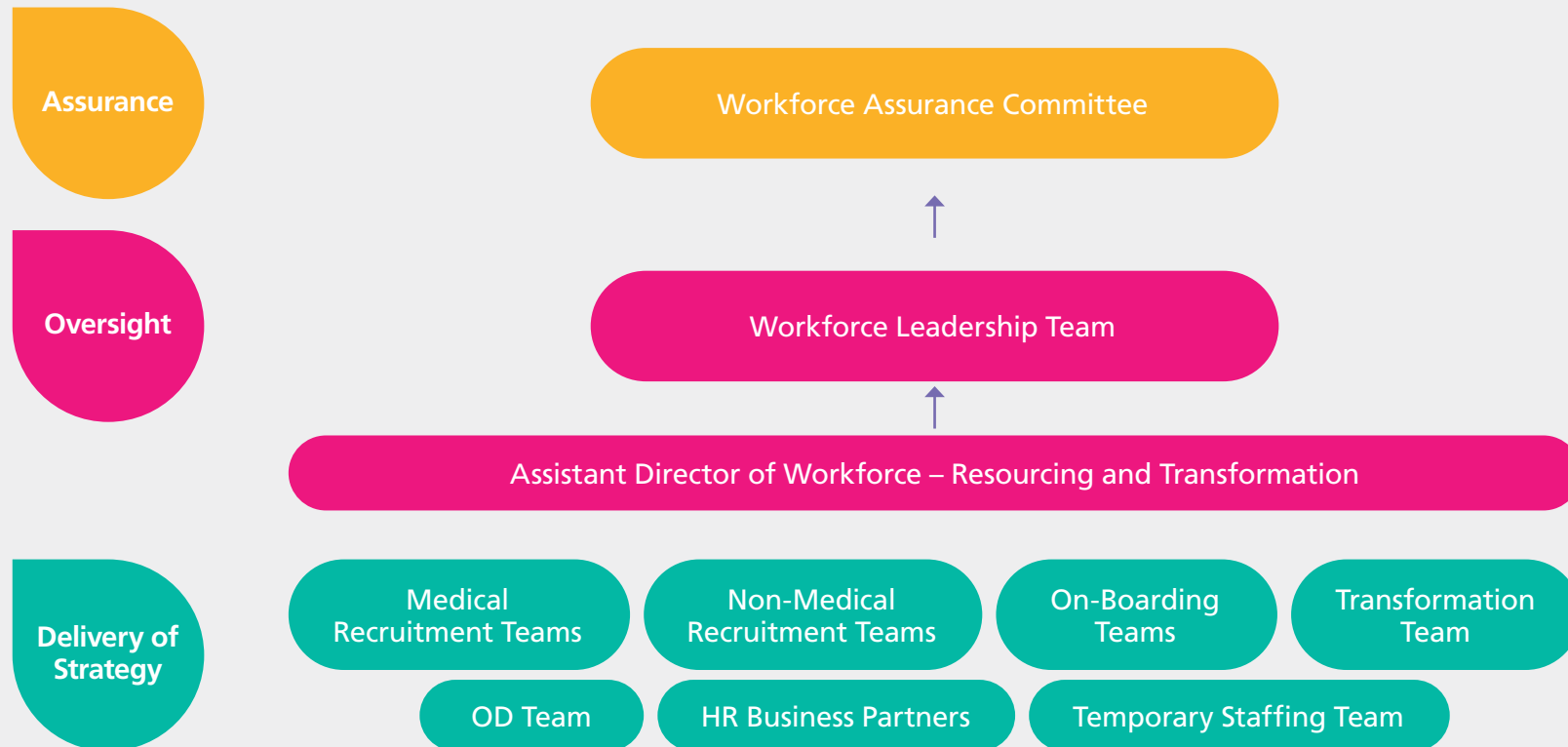
Clinical Fellowship programme – for Juniors to Middle Grade

CESR programme – to Consultant level

Aspiring Clinical Director programme and
Aspiring Medical Director programme



Governance and Delivery of Strategy



Risk and Mitigation

Risks to delivery of recruitment and retention strategy:

Cause:

Inability to recruit and retain a high quality workforce

Effect:

Inability to continue with current provision of service

Potential impacts:

- Poor experience for patients
- Delays in care
- Failure to comply with national standards and best practice tariffs
- Reduced quality of care
- Further difficulties in recruiting staff



RISK	MITIGATION
COVID pandemic impacting international recruitment –delays due to travel restrictions	<ul style="list-style-type: none"> • Larger cohorts of nurses being allocated whilst travel restrictions not in place over 150 recruited from India • UK sources of recruits and longer term nurse apprentices
Further negative media coverage creating poor image and making recruitment difficult	<ul style="list-style-type: none"> • Use of media agency to support brand and marketing that considers negative media coverage
Insufficient resource to deliver strategy	<ul style="list-style-type: none"> • Investment in Workforce Directorate structure to ensure sufficient resources are allocated to recruitment and retention
Lack of funding for new roles	<ul style="list-style-type: none"> • Work with HEE to establish funding plan for 20/21 and beyond
Managers and other stakeholders time is diverted to other winter operational matters	<ul style="list-style-type: none"> • Ensure all process improvements are streamlined and in place ahead of winter to reduce the burden on managers time
Brexit creating uncertainty and ability to recruit from EU and Non-EU	<ul style="list-style-type: none"> • Brexit continuity plan finalised . Regular review of Brexit position to ensure we mitigate new risks
COVID second peak diverts resources or creates less attractive roles	<ul style="list-style-type: none"> • Key members of team focused on delivery of plan and business continuity planned as part of COVID preparation



Partnering
Ambitious
Caring
Trusted

Our People Strategy 2020-23

Transforming SaTH Together



Partnering
Ambitious
Caring
Trusted

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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 extraordinary 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 and Telford Hospital NHS Trust a great place to work that delivers kindness, caring and safety for our patients.

Louise Barnett and Rhia Boyode



Louise Barnett
Chief Executive



Rhia Boyode
Workforce Director



Our People are as Unique as the Communities We Serve



500,000

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



Nearly half

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



Rural county

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



Disability

2.6% identify themselves as having a disability



Multi-faith

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



6,000

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



80%

Around 80% identify as female

BAME

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



Long-term conditions

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



LGBTQ+

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

* 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





WHAT WILL WE DO OVER THE NEXT 3 YEARS?

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

WHAT WILL WE DO OVER THE NEXT 3 YEARS?

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

WHAT WILL WE DO OVER THE NEXT 3 YEARS?

ELEMENT	2020/21	2021/22	2022/23	PROGRESS MEASURES
TRANSFORMING SATH TOGETHER	<ul style="list-style-type: none"> Fully develop workforce plan showing workforce requirements and future gaps by specialty 	<ul style="list-style-type: none"> Develop talent management practices aligned to workforce plan including career and succession planning for all groups 	<ul style="list-style-type: none"> Expand numbers of new roles in line with year 3 of plan 	% 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 the organisation 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.



Achieving for Our Patients

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 the Trust a great place to work and encourage people to spend their career here or within the Shropshire NHS.

There is a considerable amount of investment into recruiting people into our Trust whether it be from staff 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 in 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.



**Achieving for
Our Patients**

**Keeping
Great People**

**Engagement
and Wellbeing**

**People
Development
and Leadership**

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.



**Achieving for
Our Patients**

**Keeping
Great People**

**Engagement
and Wellbeing**

**People
Development
and Leadership**

**Support and
Belonging**

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 staff 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.





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	6.9-7.0
	% people recommending the Trust as a place to work or receive treatment	49%	55%	55-58%
	NHS Staff survey response rate	41%	45%	45-48%
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

ELEMENT	PROPOSED 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 Consultant / 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		Vacancies	%	10% Reduction in Vacancy	15% Reduction in Vacancy
		Nursing	229	14%		
		Medics	67	12%		
		AHP	9	4%		
		HCA	72	10%		





**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.





Partnering
Ambitious
Caring
Trusted