

Our People Strategy 2020 - 2025





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Purpose

Welcome to our People Strategy, which has been developed to support and enable the delivery of our vision, values and aspiration to make UHDB the best place to work; a place where all colleagues in #TeamUHDB unite together to deliver 'Exceptional Care Together'.



Context and Background



In early 2020, we had to rapidly respond to the Covid-19 global pandemic. The impact has been far reaching for all our communities and colleagues. It has been a period of significant and fast paced change impacting on how we deliver our services and the ways our colleagues work. There has and will continue to be a significant emotional impact on many of our colleagues and their families and until a national vaccination programme has been rolled out, we will have to live and work with the prevalence of Covid-19 in our society.

We aspire to be a high performing trust that provides safe and compassionate care to patients across all our sites. To be a high performing trust the 'offer' we make to our 13,000 colleagues has to be tailored and focused to what they need. We have developed five strategic objectives to guide us, enabled by living and embedding our values and behaviours in all we do.

We are part of two health and social care systems in Derbyshire and Staffordshire and over the next five years we can expect to see many changes to how we work together to deliver new models of care to ensure improved outcomes for our populations. We will be supporting our colleagues to develop new skills and ways of working to enable this to happen.

We recognise that compassionate and engaging leadership will be the critical component to how we move through and beyond this pandemic and we will provide a full programme of support and development to all our leaders and their teams.

It is widely acknowledged that there are national workforce shortages within the NHS which results in a highly competitive employment market.

With changing generational ideas about careers, it is therefore imperative that we develop flexible, innovative and creative approaches to recruit, retain and utilise available resources.

In addition to our directly employed people, it is also recognised that we have over 1,000 volunteers who make a huge contribution by caring and being compassionate towards patients, as well as an elected Council of Governors who are fully engaged in determining the future plans of the Trust.



Our 5 Year Strategic Objectives



We have set out the five strategic objectives for the next five years to support the delivery of the Clinical Strategy as outlined:

- **Attract:** Develop our 'offer' to attract the best people to join #TeamUHDB
- **Retain:** Develop a culture where our people are proud to work and stay with #TeamUHDB
- **Equality, Diversity & Inclusion:** Develop a positive, inclusive and person centred culture where everyone feels listened to and supported
- **Engage, Involve & Lead Our Colleagues:** Ensure everyone feels they have a voice, is involved and can influence how the Trust works
- **Develop for the Future:** Ensure that we put our people at the heart of everything we do to enable us to deliver Exceptional Care Together across the health and social care communities within Derbyshire and Staffordshire.



Attract: We will develop an offer to attract the best people to join #TeamUHDB

We aspire to be an inclusive and diverse place to work that attracts people with the right skills, values and behaviours who are passionate and committed to deliver our vision of Exceptional Care Together.

We will take an innovative and creative approach to attract people and to ensure we strengthen our reputation nationally and internationally.

WHAT we will do:

- Provide a modern and flexible UHDB employment offer, which optimises the benefits of working for a large university hospital with an attractive employer brand, both nationally and internationally.
- As a university hospital, built upon our reputation and ambition to become a centre of excellence for multi-professional research, education and leadership, we will provide a wide range of opportunities to attract and support both students and colleagues to pursue a career and research at UHDB.

- Create roles and career opportunities that are attractive to a diverse range of people at different stages of their working life.
- We will take an inclusive approach to attract and inspire the next generation to acquire employability skills through a range of programmes such as the Prince's Trust, apprenticeships, and Project Search programmes.

HOW we will do this:

- Develop our employment offer so that it is modern, flexible and adaptable for all professions and stages of their career.
- Market UHDB as an employer with a wide breadth of career and development opportunities.
- Provide high quality placements and preceptorships that attract and inspire a diverse range of applicants and students.
- Work collaboratively with a range of partners to develop attractive joint appointments and rotations with education and research to develop multi-professional portfolios.
- Develop programmes that attract people with the right abilities and values supported by career pathways, particularly for shortage occupations.

OUTCOME: How we will measure success and impact

We will provide a wide breadth of job opportunities to attract people with the right values and behaviours from a diverse range of backgrounds.

We will review our employment offer and benefits to ensure we can attract people, by responding to what we learn from starters and leavers to UHDB.

We will measure this through:

- Number of posts filled first time and in days it takes to recruit
- Percentage of posts filled by substantive colleagues
- Bank fill rates and agency spend
- New Starter Survey feedback at three months and six months of starting
- Placement numbers per year/number of placements that return for permanent posts/ number of newly qualified students appointed
- Number of colleagues in the 'return to practice' programme



Retain: Develop an organisation where colleagues feel proud to work in #TeamUHDB

We will develop compassionate, person-centred leaders who support our colleagues at all stages of their working life, so they can feel proud of their role and the contribution they make.

Through our Retention Framework, we will work to support our leaders and colleagues so they feel valued and proud to deliver exceptional care.

WHAT we will do:

- Identify how best to 'recognise and acknowledge' the contribution our colleagues make in delivering care to our patients and support services.
- Increase the opportunities for our colleagues to achieve work-life balance throughout all stages of their career including our returners.
- Take care of our colleagues' emotional, mental and physical health and wellbeing, by taking a proactive approach to health and wellbeing priorities and pathways, including prevention and interventions.
- Provide a safe and healthy working environment, by proactively managing and learning from near

misses, to ensure that everyone leaves work as healthy as they arrived.

- Create opportunities for personal development through a range of career and development pathways and programmes to support colleagues to have a more flexible career portfolio.

HOW we will do this:

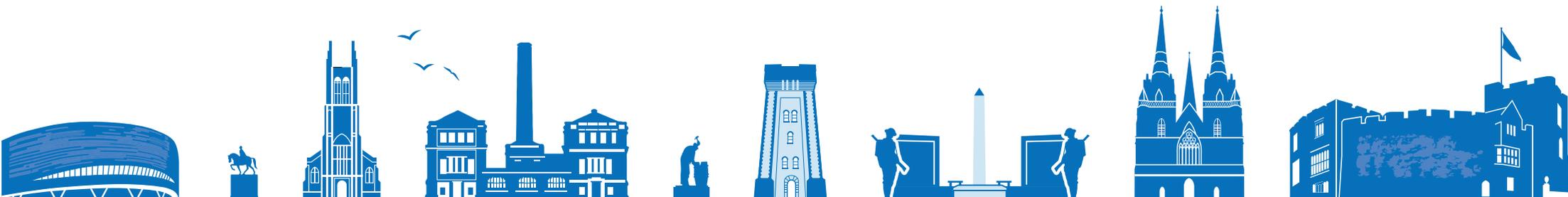
- Develop people focused practices and campaigns that promote wellbeing and support individuals to have work-life balance such as flexible working.
- Embed our values of compassion, openness and excellence into all of our policies and processes, developing a learning culture that accounts for human factors.
- Work with health and social care partners to optimise learning and development opportunities through flexible career pathways.
- Develop a comprehensive leadership development programme that supports leaders at every stage of their career.

OUTCOME: How we will measure success and impact

Our colleagues will feel supported at all stages of their working life and be proud to work for #TeamUHDB.

We will measure this through:

- Turnover and vacancy levels % by profession
- Percentage of working days lost to sickness absence
- Appraisal completion and satisfaction rates
- Percentage of UHDB colleagues recommending the Trust as a 'place to work' and receive treatment
- Percentage of colleagues who answer positively to "Does your organisation take positive action on health and wellbeing?"
- Flu percentage vaccination uptakes
- Reduction in employee relation cases numbers and time to resolve
- Reporting of safety near misses and RIDDORS (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations)
- Number of colleagues in the 'return to practice' programme



Equality, Diversity, and Inclusion: Develop a positive, inclusive and person-centred culture ensuring everyone feels listened to and supported.

We will recognise, nurture and respect the valuable contribution that our diverse workforce has on delivering Exceptional Care Together.

We will develop an Inclusion Framework to drive action over the next five years.

WHAT we will do:

- Develop our leaders as advocates for diversity and inclusion and support them to apply this in everyday practices for all our colleagues and patients.
- Embed and integrate inclusion and diversity into all our strategies and processes and embody our values.
- Celebrate peoples' differences by raising awareness of our multi-cultural teams and the valuable contribution diversity brings to delivering excellence.
- Attract, develop and engage colleagues who respect the diversity of our local communities, and educational establishments.

HOW we will do this:

- Review our education, learning and development programmes to ensure equality, diversity and inclusion is actively discussed and positively addressed across our Trust.
- Ensure our people policies and processes are inclusive and embed a person centred culture.
- Build strong and engaging Staff Networks that support the organisation to challenge and change the way we operate.
- Develop Inclusion Champions and support networks to enable colleagues to discuss concerns and help influence action.
- Implement a reverse mentoring programme so leaders at all levels of our organisation can experience, unlock and address the barriers our people and patients encounter.
- Improve the quality of our equality data collection and reporting to identify our annual improvement priorities.
- Use 'distributive' techniques and methods to challenge the way we recruit, develop and retain colleagues with protected characteristics.

OUTCOME: How we will measure success and impact

To be recognised for our positive, inclusive and person-centred culture that respects and understands peoples' differences and the contribution they make to delivering Exceptional Care Together.

We will measure this through:

- Increases in the percentage of colleagues with protected characteristics that are long and short listed through our recruitment process
- Percentage of colleagues in middle and senior leadership roles with protected characteristics
- Percentage of staff reporting in ESR (Electronic Staff Record) their protected characteristic
- Percentage of colleagues who "never" personally experienced harassment, bullying or abuse from managers/colleagues and patients in the last 12 months
- Percentage of BAME (Black, Asian, and Minority Ethnic), staff accessing development opportunities



Engage, involve, lead our colleagues: Ensure everyone feels they have a voice, is involved and can influence how the Trust works

We will develop and empower our leaders to create an open, inclusive and compassionate approach, so that colleagues feel able to speak up and influence the way we work and look after each other, in order that they can deliver exceptional care and services.

HOW we will do this – we will:

- Embed the NHS Leadership Promises, ensuring our leaders have the right knowledge, skills and behaviours to create and sustain a culture of continual improvement, compassion and inclusion.
- Enable our leaders to create an open working environment which empowers their teams to feel safe to discuss their concerns, learn from mistakes, and share ideas to improve working practices.
- Develop a range of mechanisms that provide opportunities to engage and listen to colleagues across all levels of the organisation to help influence and shape the future of services.

- Embrace digital solutions to support leadership engagement, development and learning to enable colleagues to work flexibly across the organisation and the wider health and social care community.

WHAT we will do:

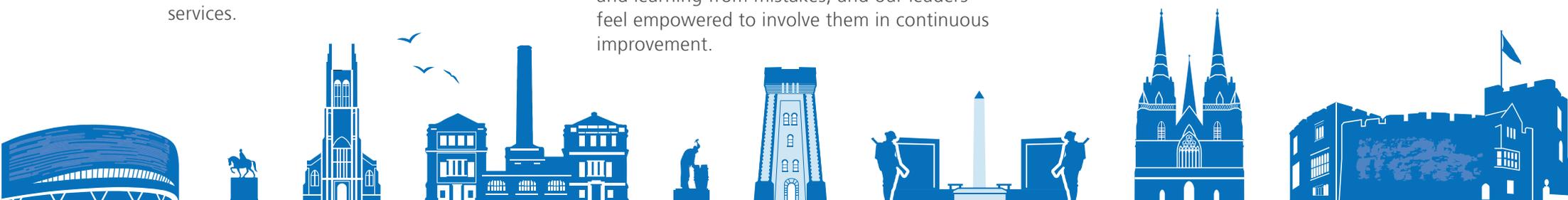
- Review our leadership development offering to embed the NHS Leadership Promises and our values and behaviours.
- Develop a wide range of engagement activities, with the help of UHDB champion roles, enabling our colleagues to get involved.
- Develop toolkits and information for our leaders to enable them to respond to concerns of unacceptable behaviour which contravene our values, such as bullying and harassment.

OUTCOME: How we will measure success and impact

We will have an open and learning culture where our colleagues feel able to share their experiences and learning from mistakes, and our leaders feel empowered to involve them in continuous improvement.

We will measure this by:

- Percentage of colleagues who would recommend UHDB to friends and family as a 'place to work' and 'receive care' measured via the staff survey and quarterly pulse check
- Percentage of colleagues participating in the quarterly pulse checks and the annual staff survey
- CQC Well Led - 'Good to Outstanding'
- Percentage staff survey Q5b: The support I get from my immediate manager
- Percentage staff survey Q8f: My immediate manager takes a positive interest in my health and well-being
- Increase in percentage of colleagues who are confident to be identified when raising a concern and report a positive outcome



Develop for the future: Ensure that we put our people at the heart of everything we do to enable us to deliver Exceptional Care Together across the health and social care community within Derbyshire and Staffordshire

We will develop a five-year workforce plan, refreshed annually to deliver efficient and effective workforce models that support our operational plans to deliver exceptional care through our services.

Our People Strategy will support our colleagues to provide:

- Safest care anywhere
- Best patient outcomes and no delays
- Efficient ways of working that are financially sustainable
- Collaborative partnership approach to improve our patient offer.

WHAT we will do:

- Develop an integrated approach to workforce planning that aligns capacity with demand, ensuring new roles and affordable workforce models are created that are safe and financially sustainable.
- Optimise our university hospital status with research and technology to support our colleagues to develop the skills and abilities that will lead the way in creating innovative practices to deliver the best outcomes and become a centre of excellence.

- Work flexibly and collaboratively with our partners across the health and social care community to support integration of services.
- Develop a system leadership offer which grows the capability and capacity of our leaders and colleagues aligned to patient pathways, new models of care and system working across organisational boundaries.

HOW we will do this:

- Develop an inclusive and engaging approach to talent management and succession planning to ensure we develop colleagues with the right skills and abilities for the roles for today and the future.
- Develop flexible multi-professional research and career routes that develop and nurture our colleagues along a breadth of pathways, including those who are new entrants or returning to practice.
- Develop and integrated workforce plan that is aligned to our capacity, capability, and responsive to fluctuating activity, delivered in the most economical way possible.

- Work in partnership with our educational providers to create innovative solutions to workforce supply, such as MSc entry to healthcare professions and academic international recruitment.

OUTCOME: How we will measure success and impact:

We will have adaptive integrated multi-professional teams who are able to work flexibly to deliver exceptional care as part of our health and social care communities.

We will measure this through:

- Numbers of International recruits, nurses, doctors etc.
- Numbers of people in training by profession
- Numbers of colleagues in training for new roles advanced clinical practitioners, Trainee Nursing Associates, MSc
- Continuous Professional Developments and Apprenticeship Levy spend
- Extent of system wide people mobility agreements



Our PRIDE Ambitions	Strategic Milestones					True North Goal
	20/21	21/22	22/23	23/24	24/25	
Develop and nurture our people	<ul style="list-style-type: none"> ■ Staff survey participation and engagement rates improved ■ Staff inclusion networks expanded to provide our people with a voice and to bring about change ■ Flexible employment offer developed and implemented ■ Health and wellbeing support provided to our staff through Covid-19 recovery ■ The four high impact Equality, Diversity and Inclusion actions outlined in our strategy delivered ■ Develop leadership offer and support launched ■ #TeamUHDB launched. ■ Workforce plan delivered that delivers the right number people with the right skills in the most economical way possible 	<ul style="list-style-type: none"> ■ Marked improvement in posts filled first time with a shorter time to recruit ■ Marked increase in the number of people in training and in new roles, including Apprenticeships ■ Step change delivered in our approach to Inclusion ■ Trust is heading to top 20% of Acute Trusts for staff survey results ■ Fully aligned workforce plan to support the Trust working in integrated care models 	<ul style="list-style-type: none"> ■ Vacancies, turnover and sickness levels reduced, with more colleagues recommending the Trust as a 'place to work' and receive treatment ■ Year on year improvement in the number of people with protected characteristics recruited, developed and promoted ■ Improvement in the number of colleagues recommending to friends and family UHDB a 'place to work' and 'receive care' ■ Increased number of generalist medical roles supporting people who have complex health needs. 	<ul style="list-style-type: none"> ■ Our people working seamlessly across our systems supporting new care models and ways of working ■ Recognised nationally for our approach to inclusion for staff, patients and public 	<ul style="list-style-type: none"> ■ CQC Outstanding for Well Led ■ Employee satisfaction scores best in England – our people feel proud to work with #TeamUHDB and as part of the local ICPs ■ A positive, inclusive and people centred culture truly embedded with everyone feeling listened to, understood and supported 	Best Place to Work



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