



Great Western Hospitals
NHS Foundation Trust

People Strategy

2019 - 2024

**Great People.
Great Place.
Great Western Hospitals.**

Our Vision



We will deliver great joined up services for local people at home, in the community and in hospital, helping them to lead independent and healthier lives.

Our 4 Pillars

What we'll be known for



Outstanding patient care and a focus on quality improvement in all that we do



Staff and volunteers feeling valued and involved in helping improve quality of care for patients



Improving the quality of patient care by joining up acute and community services in Swindon and through partnerships with other providers



Using our funding wisely to give us a stronger foundation to support sustainable improvements in quality of patient care

We want to create a place known for outstanding patient care, made possible by our dedicated people.

To develop a diverse and inclusive workforce, attracting talent from across the country and around the world, where everyone feels valued and supported to be their best and proud to be part of our team.

Great People
Great Place
Great Western Hospitals



People Strategy

2019 – 2024

Welcome

Welcome to our People Strategy, which sets out our approach to developing, strengthening and retaining our workforce over the next five years.

Now, more than ever, we need our people to feel valued, equipped and empowered to provide the best possible experience and outcomes for patients.

An ageing and growing population, a greater prevalence of chronic diseases and innovations in technology, mean we need to think differently about how we provide care. Every member of the team is key to addressing these challenges, and together, developing services which provide the highest quality of care to our patients. We also know that equality, diversity and inclusion must be central to everything we do, for ourselves, for patients and the community.

Creating this strategy has involved listening to our staff and exploring best practice both within the NHS and in other organisations. We have also focused on the priorities in the Interim NHS People Plan, NHS Long Term Plan, and our Sustainability and Transformation Partnership (STP).

To achieve our vision, it's vital that we engage all of our staff and volunteers and ensure that everyone understands the huge difference they make to each patient's journey.



A handwritten signature in blue ink that reads "J. Gray".

Jude Gray

Director of Human Resources

Where we are now

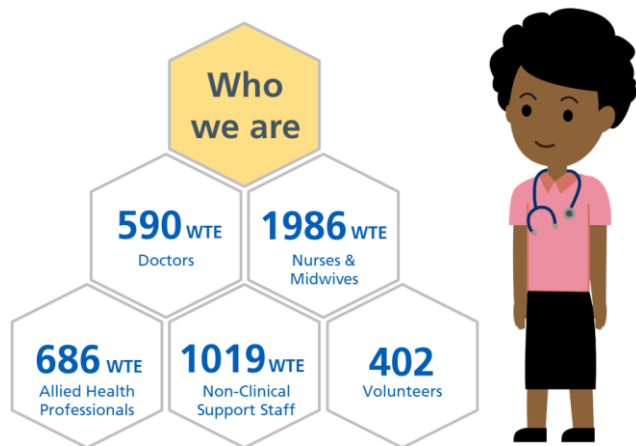
Over the last five years we have increased our staff numbers but there are some roles which, nationally, are hard to fill. We need to think differently about how we might recruit to these posts.

We know that our staff and volunteers work really hard, doing exceptional work in often very difficult settings to provide the highest possible care for our patients. We know that we need to invest more in our staff to help them shape our journey into the future and deliver our Trust Strategy.

Who we are

We have almost 5,500 staff and volunteers working across a huge range of clinical and non-clinical roles, to deliver healthcare to the people of Swindon and beyond.

Our staff have been involved in helping us to shape our overall Trust Strategy through listening events and feedback from our divisions, and our People Strategy has evolved from that, building on our previous People Strategy for 2014-19.



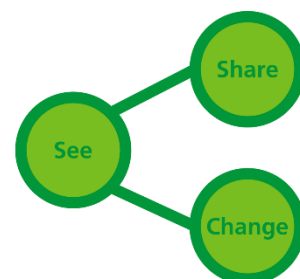
How we score

We know that our levels of turnover and sickness are good for a Trust of our size, but we are not complacent and know that recruitment and retention needs constant monitoring and attention.

We measure staff engagement scores and these are average for similar sized Trusts, but we have aspirations to do even better and have a truly engaged and valued workforce.

While almost 60% of staff would recommend our Trust as a place to work, we want to increase this to make our Trust a real employment destination, attracting a diverse range of people.

We encourage staff to speak up which supports an open and honest culture, and 96% of staff have reported they would raise concerns. We are proud that our Freedom to Speak Up scheme enables staff to have confidence to speak up and have their concerns heard. We are investing heavily in our health and wellbeing strategy and ensuring



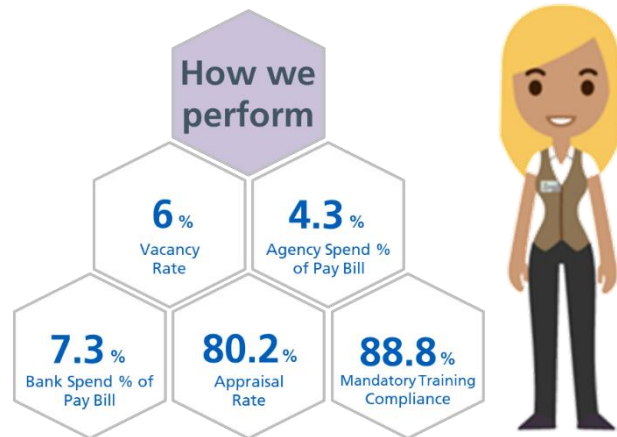
Freedom to Speak Up

that we do all we can to look after our staff, many of whom work under often very demanding circumstances.

We are also investing in staff recognition schemes, ensuring that exceptional work does not go unnoticed.

How we perform

The number of staff having annual appraisals is high, but we want to ensure that all staff have an appraisal. It's also important that these appraisals are really meaningful and staff are recognised for their contribution to improving patient care. We also want to identify top performers, ensure good succession planning is in place, and understand people's career aspirations and how we can achieve these together.



We acknowledge our agency spend is too high, and we are working hard to increase our permanent and temporary workforce as the preferred way of addressing short-term recruitment needs. While our vacancy rate is low and has reduced, we need innovative approaches to respond to the local and national challenges with hard to recruit roles.





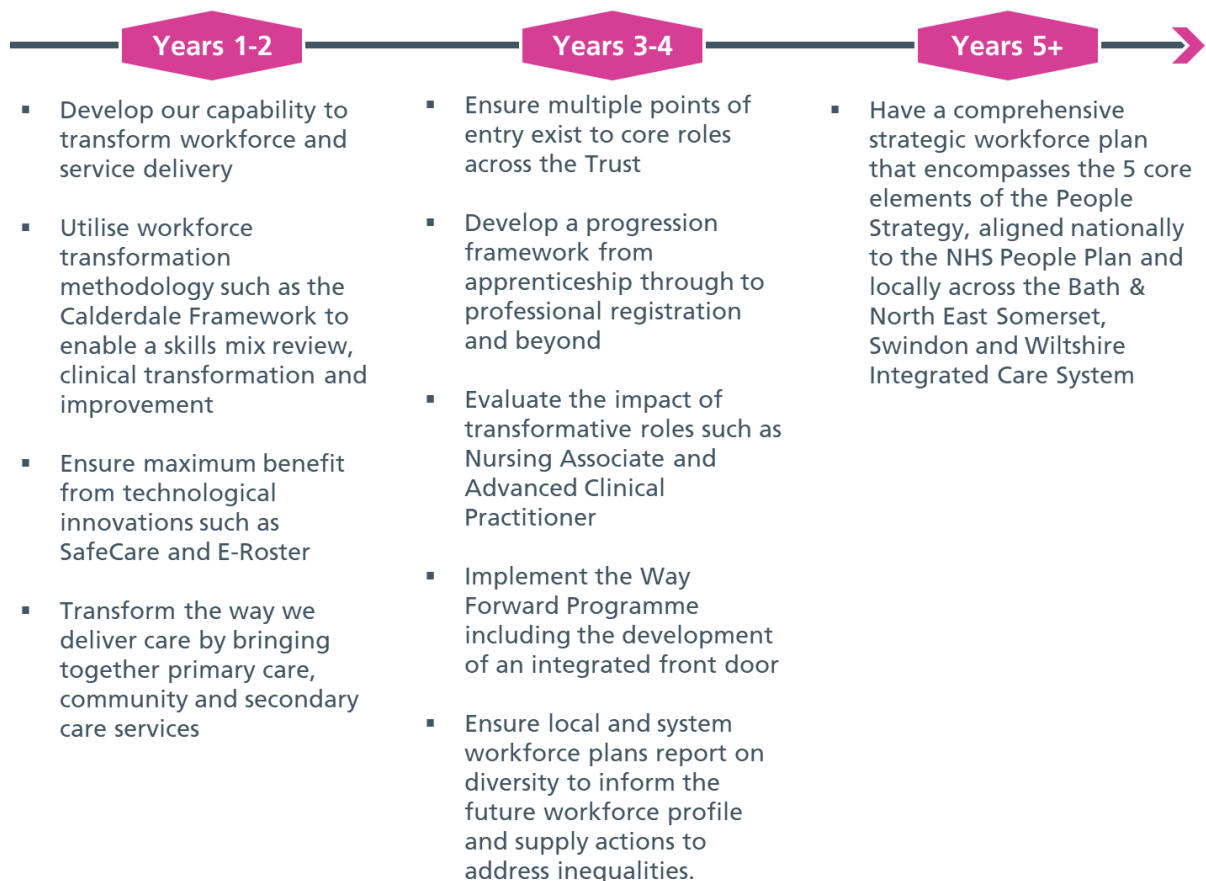
Great Workforce Planning

Our Ambition:

Understand our workforce diversity and maximise opportunities for all individuals regardless of background and belief.

This includes:

- Developing a richer skills mix and new ways of working, with colleagues empowered to work to top of scope rather than capacity
- The introduction of new roles, scaled up with multi-professional and hybrid roles that provide sustainable solutions to current workforce supply challenges
- Exploiting the enablers that release time to care, including technology and workforce transformation methodology
- Creating and aligning workforce opportunities to the development of services and improvement of patient pathways
- Taking an active part in an integrated care system model, delivering the benefit of system led initiatives at a local level.



Measure:

- Implementation of new roles and ways of working that alleviate capacity demand, whilst delivering quality care through reduced vacancies and improved staff satisfaction
- Engagement and training of clinical and non-clinical staff in workforce transformation methodology
- A published strategic workforce plan.



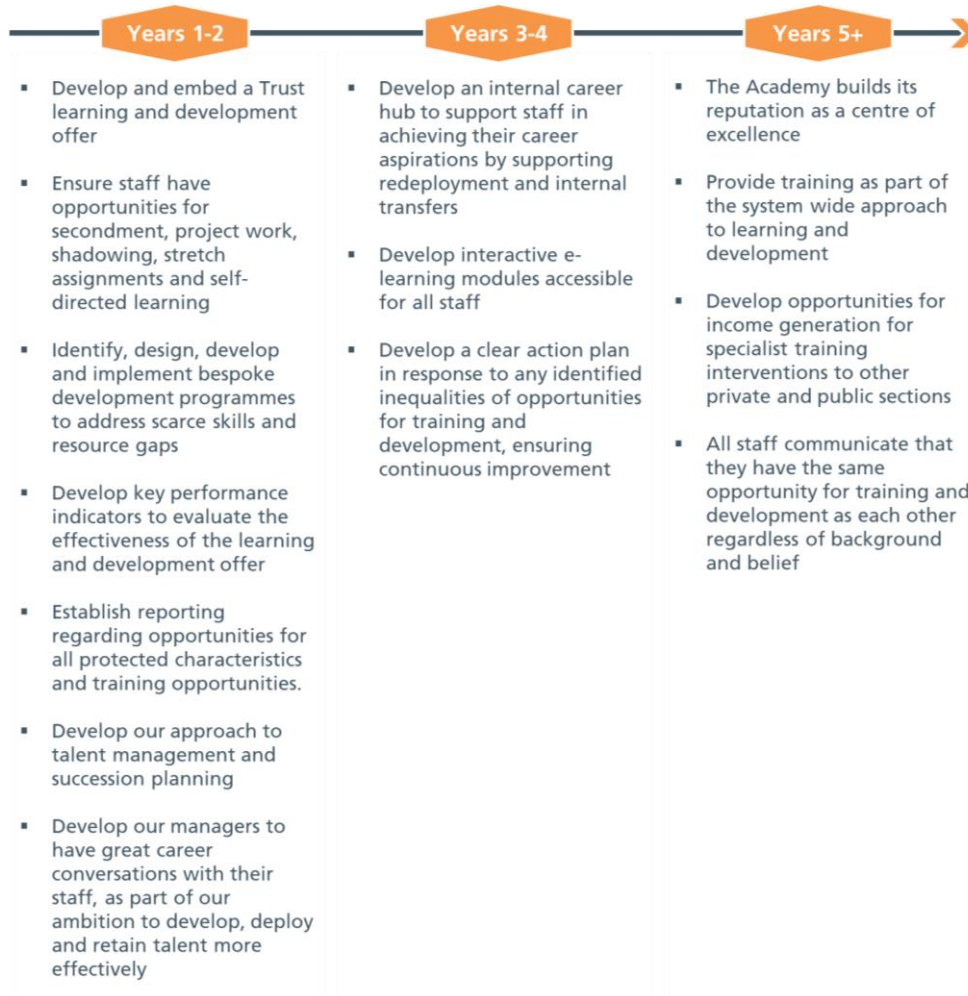
Great Development

Our Ambition:

Enable our workforce to reach their full potential through the provision of learning and development opportunities and ensure we have the skills, competencies and leadership qualities to deliver outstanding patient care.

This includes:

- Developing and roll-out of the Trust learning and development offer
- Developing our approach to talent management to ensure our staff have the opportunity to maximise their potential
- Supporting staff through a variety of career pathways including apprenticeships
- Developing our staff via learning on the job, self-directed learning and formal training programmes
- Maximising use of our apprenticeship levy
- Developing learning and development intervention in support of the strategic workforce plans
- Creating a culture that encourages learning and development at every opportunity.



Measure:

- Number of participants in key programmes
- Rates of statutory and mandatory training
- Staff survey scores on training and development
- Appraisal compliance rates >90%
- Appraisal quality measure in staff survey
- Staff feedback.





Great Leadership

Our Ambition:

Develop our leaders to deliver appreciative, compassionate and improvement focused leadership. To inspire others, embedding the Trust leadership framework.

This includes:

- Developing our leaders to deliver appreciative, compassionate and improvement focused leadership (includes roll-out of our leadership principles and leadership framework)
- Identifying ways to ensure we have a diverse and representative pool of leaders
- Developing our leadership offer based on our leadership framework and define what we expect of our leaders at different levels
- Identifying and exploit opportunities to develop leaders across the wider system, within an integrated care system or the STP to maximise economies of scale
- Have succession planning in place for Board level, sub Board level roles and other key roles across the organisation.
- An open minded leadership culture, free from conscious or sub-conscious bias.



Measure:

- Number of participants in leadership programmes
- Measurable outcomes from leadership development
- Impact of leadership development in local areas
- Leadership statements in NHS staff survey
- Reduced staff turnover
- External reputation and recognition.



Great Opportunities

Our Ambition:

Inclusive career development opportunities for all where our values are upheld. Attracting top talent from around the world where diversity is promoted and embraced.

This includes:

- Embedding and strengthening the 'Great People, Great Place, Great Western Hospitals' branding to become an employer of choice
- Better co-ordination of international recruitment through framework agencies
- Using social media to develop stakeholder and candidate interest and successfully market our brand message
- Developing effective systems to deal with the end-to-end hiring process, streamlining our recruitment to ensure time to hire efficiency and encouraging specialism to maximise recruitment opportunities
- A flexible and responsive recruitment process to meet the needs of managers and candidates
- Continually review our approach to welcoming new starters, utilising technology to improve the employee experience.

Years 1-2

- Develop a modern and flexible structure to deliver an efficient and effective recruitment service that sources top talent and manages high volume recruitment campaigns effectively
- Introduce the recruitment TRAC system
- Optimise social media to connect with and attract candidates
- Seek service feedback and go above and beyond to ensure the Trust has a strong reputation for being a great place to work
- Develop a unique microsite clearly signposting candidates to Trust vacancies and promoting our brand and employer commitment

Years 3-4

- Use analytics to measure service feedback to improve recruitment experience and candidate engagement
- Embed an inclusive employer brand that works in partnership with the local community to encourage diverse recruitment
- Build a positive brand image that represents the Trust, its people and its values
- Develop a range of volunteer roles which attracts diversity from our community

Years 5+

- Deliver a confident and competitive offer reaching and attracting passive candidates across the world
- Collaborative and integrated recruitment with regional partners
- Candidates compete for employment with the Trust based on reputation and employer experience with a positive talent pool of candidates
- Employer of choice for local communities offering positive networks to encourage diverse application at all levels

Measure:

- Increased recruitment and retention all staff (substantive and temporary)
- Successfully implementing recruitment tracking system with Key Performance Indicators
- Improved time to hire metric
- Increased and strengthened temporary worker pool, covering harder to fill areas
- Reduction in reliance on agency staff.

Great Experience

Our Ambition:

Through an open-minded culture and practical policy of inclusiveness, we understand and support your beliefs.

This includes:

- A working environment which is inclusive and values equality and diversity at all levels and across all our services
- Ensuring our recognition scheme gives thanks and recognises the invaluable contribution from our hardworking staff and volunteers
- Developing opportunities for innovation and ideas to be championed
- Creating multiple channels for employees to have a voice, be heard and feel empowered to speak up.

Years 1-2

- Refresh the Equality, Diversity and Inclusion Programme
- Expand our Employee Recognition Programme enhancing our wellness events, lifestyle and resilience support and improving staff relaxation areas
- Refresh the Trust's retention plan to improve morale, performance and productivity
- Introduce Schwartz Rounds to support staff resilience through sharing feelings of stress and isolation
- Improve our speaking up culture and ensure learning is embedded and promoted
- Develop strong partnership working with our Union colleagues
- Apply for the 2020/21 Diversity and Inclusion Partner Programme, utilising the benefits and building on best practice
- Develop and implement a volunteer strategy which supports our ambitions

Years 3-4

- Implement, review and develop the Trust engagement and Organisational Development programmes, ensuring continuous evaluation of impact
- Deliver a flexible and holistic health and well-being strategy to support our workforce
- Embedded awareness of equality, diversity and human rights across the Trust and confidence to celebrate best practice
- Provide an internal mediation and coaching service
- Develop a culture of fairness, openness and learning, through Just and Learning principles and equipping managers
- Flexible approach to enable employees of all faiths and beliefs to share ideas enable change through positive networks

Years 5+

- Supported and adaptable workforce with a range of flexible workforce options
- Inclusive culture at all levels of the organisation setting aspirational diversity targets for appointments
- Our staff survey engagement score rates in the top 20% of the south west region

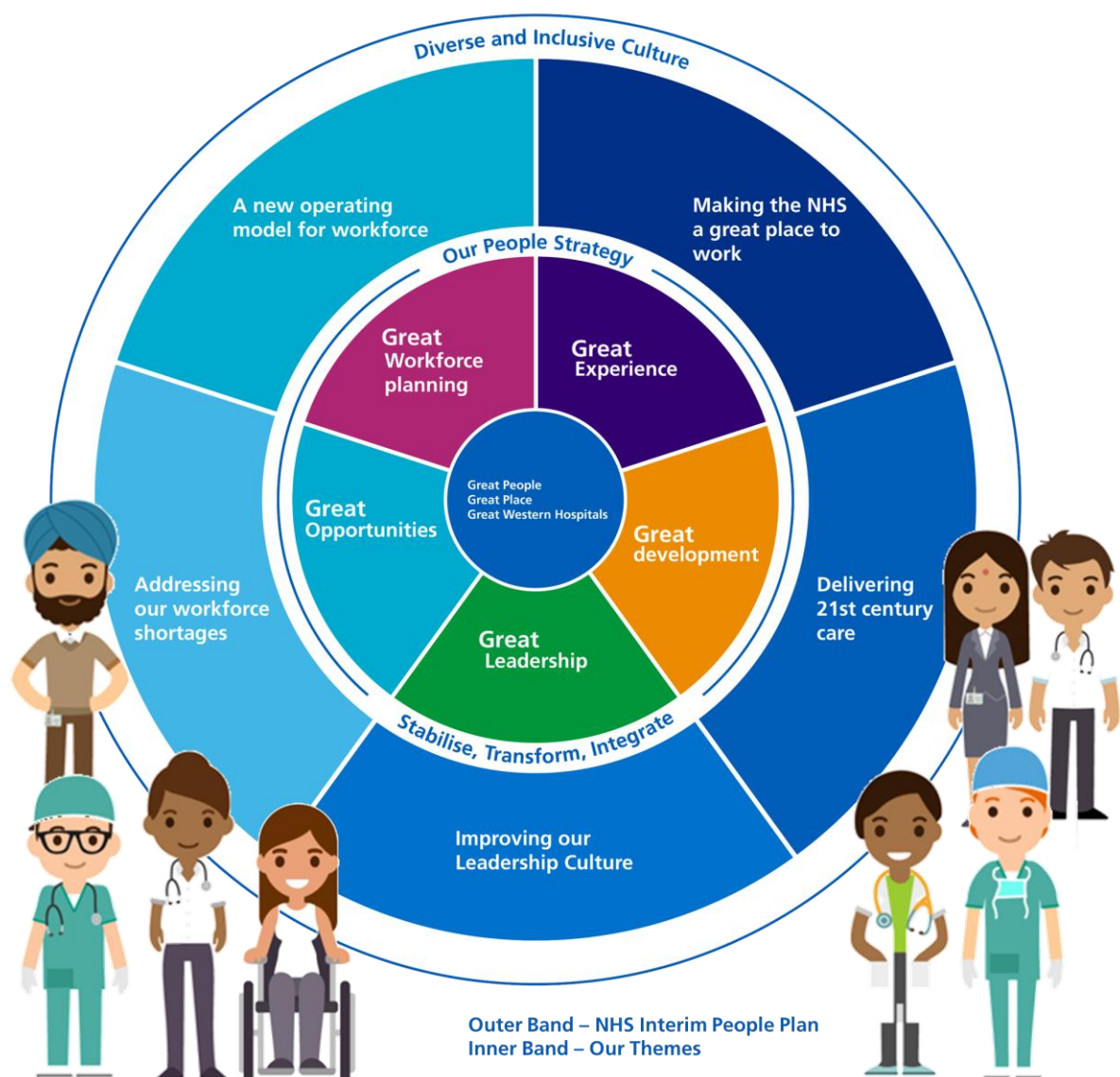
Measure:

- Staff survey scores, especially Employee Engagement Index (EEI)
- Measures of equality, diversity and inclusion
- Feedback on welcome and exit interviews
- Reduction in grievance cases and employment tribunals
- Sickness absence rates and reason
- Glassdoor and other sites rating of the Trust.

Meeting the NHS Interim People Plan

In 2019 the NHS launched its first National People Strategy which acknowledges the scale of the workforce challenges the NHS is facing. The NHS Interim People Plan sets out the long-term strategy to recruit, retain and develop more staff to meet the growing demand for 21st century care. The Trust's People Strategy translates the national vision into local ambitions and priorities supported by detailed delivery plans.

We continue to listen and evolve the Trust Strategy in response to our changing environment both locally and nationally which includes the launch of the final NHS People Plan.



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