

# People and Culture Strategy 2020 to 2025



**James Paget**  
**University Hospitals**  
NHS Foundation Trust



## **Our Vision**

To build a fully engaged,  
inclusive and high performing  
workforce that lives our values  
and behaviours

# 1. Introduction

**The Trust's People Strategy identifies the workforce priorities required to support delivery of the Trust's strategic ambitions, vision and objectives whilst demonstrating our values in all that we do. We want to support our staff to deliver care at their best wherever they work.**

We aim to become a leading healthcare organisation, with a compassionate supportive culture that is an attractive place to work, enabling our staff to deliver the highest standard of care. We will continuously improve our culture, ensuring we support our staff with the development they need, identifying talent for the future and make sure we are inclusive.

James Paget University Hospitals NHS Foundation Trust is a leading partner within the Norfolk and Waveney health system and the Sustainability and Transformation Partnership (STP) enabling the Trust to benefit from good practice in recruitment, retention and the development of innovative new roles. As such we are contributing to the local 5-year long term delivery plan and drawing upon the National People Plan.

As an organisation we strive to improve the experience of our patients by ensuring staff are appropriately trained, equipped, supported and performing to their best to help improve efficiency and productivity. To achieve this, we believe in robust performance management to provide assurance that all staff are demonstrating our core values and behaviours at all times.

This strategy sets out our current position; where we are aiming to be and our plans for how to realise our goals.

## NHS People Plan

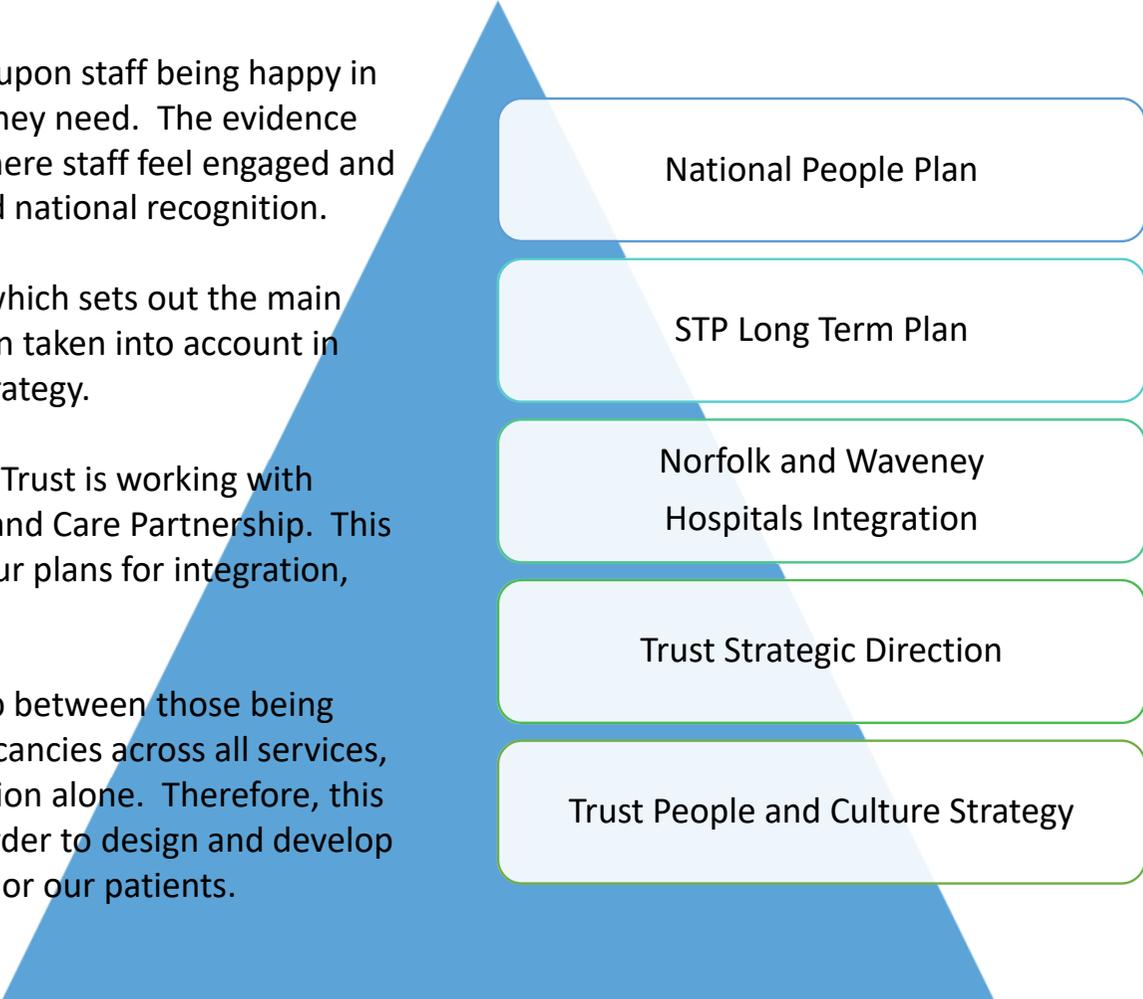
- New challenges and opportunities
- Looking after our people
- Belonging to the NHS
- New ways of working and delivering care
- Growing for the future
- Supporting our people for the long term

## STP 5 Year Long Term Plan

- Collaborative working
- Introducing more new roles
- Co-design of the future workforce
- Sites of Excellence for Education and Training
- Retention and overseas recruitment

## 2. National and local context

- The delivery of high-quality patient care depends upon staff being happy in work, being appreciated and having the support they need. The evidence relating to improvements in patient outcomes, where staff feel engaged and valued, is compelling and consequently has gained national recognition.
- The NHS has recently published the **People Plan** which sets out the main themes for workforce development. This has been taken into account in developing our Trust 5 Year People and Culture strategy.
- James Paget University Hospitals NHS Foundation Trust is working with partners across the Norfolk and Waveney Health and Care Partnership. This helps ensure our workforce strategy supports our plans for integration, innovation, and modernising the delivery of care.
- It is clear from national and local data that the gap between those being trained for roles in the NHS and the number of vacancies across all services, will not be closed through recruitment and retention alone. Therefore, this strategy sets out the actions we need to take in order to design and develop our future workforce to meet the changing needs of our patients.



National People Plan

STP Long Term Plan

Norfolk and Waveney  
Hospitals Integration

Trust Strategic Direction

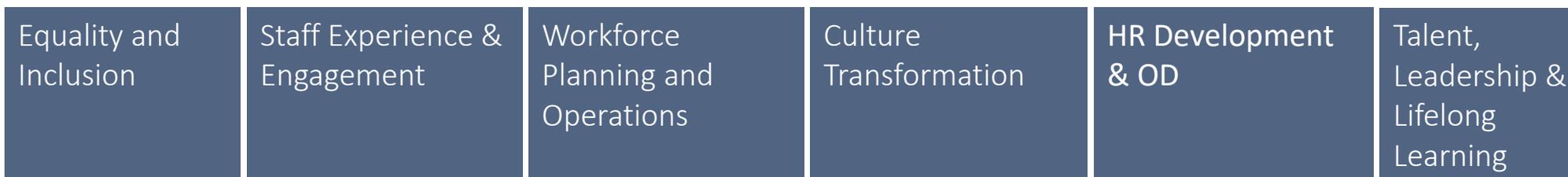
Trust People and Culture Strategy

### 3. Aligning the strategy

The **National People Plan** has several themes establishing workforce priorities. These are set out below:



These strategic aims are focused on delivering improvements in each of the following areas:



Aligning these aims and themes requires consideration of the Trust's strategic ambitions (see below); workforce impacts on all however, Ambition 2 is where we have established a set of challenging workforce priorities that will be delivered through the People and Culture Strategy.



## 4. Our workforce priorities

**AMBITION 2: Provide education, support and development for our staff to deliver excellence in practice and be the employer of choice**

The People and Culture Strategy takes on the challenge of putting our staff first in the pursuit of delivering high quality patient care. Bringing together initiatives that the Trust already has in train with a series of new projects, we have set out below our high-level priorities that will ensure we are delivering the Trust objectives and supporting workforce transformation.

1. To be a high performing organisation where staff feel valued and respected.
2. Provide a high performing recruitment service to fill vacancies quickly and minimise gaps in establishment.
3. The organisation achieve top 3<sup>rd</sup> of Trusts for staff survey results.
4. Improve the health and wellbeing of our staff through comprehensive programme of support for physical and mental wellbeing.
5. Ensure our leadership is compassionate and focused on managing all aspects of performance.
6. Improve staff engagement to support the delivery of patient centred services through a well-informed and empowered workforce.
7. Provide greater opportunities for our staff through training and education to support improved delivery of care.
8. Build and develop our approach to equality, diversity and inclusion in all we do.
9. Get the best from our staff through innovation and flexible working arrangements
10. Supporting acute collaboration by the appointment of a Group People and Culture Director and lead on new employment models and alignment of employment practices.



# People and Culture Strategy





Equality and Inclusion	Actions	Measures
<p><b>Driving Trust performance through Diversity and Inclusion</b></p>	<p>Equality, Diversity and Inclusion report to WERC highlighting services / staff groups where improvements are required, and actions being taken forward – March 2020</p> <p>Review recruitment and employee relations casework to identify areas where inclusion and equity are not in line with Trust expectations</p> <p>Equality, Diversity and Inclusion plan promoting fairness in all we do to be implemented - August 2020</p>	<ul style="list-style-type: none"> <li>Reduction in cases being raised from April 2021 onwards to no more than 20 per year</li> <li>Compliance with WRES and WDES requirements - annual</li> <li>Addressing issues of ‘fairness in promotion’ highlighted in Staff survey to increase EDI score from 8.98 to 9.3 by April 2021</li> </ul>
<p><b>Our commitment to Freedom to Speak Up</b></p>	<p>Monthly reporting and review of Freedom to Speak Up issues and linking with the HRBP team to support actions to address staff concerns</p> <p>Management development programmes to include supporting staff to raise concerns</p>	<ul style="list-style-type: none"> <li>Initial increase in the use of the Freedom to Speak Up service through 2020/21 providing staff with an opportunity to raise concerns</li> <li>Highlight top 5 FTSU concerns by June 2020, work with the teams identified to promote openness, review improvements monthly</li> </ul>
<p><b>Promoting equality for all</b></p>	<p>Promote benefits of ensuring we operate with fairness and openness at all time e.g.</p> <p>Increased staff satisfaction Better staff experience Trust reputation as an employer Improved recruitment</p> <p>Paget’s People engagement to have themed conversations on EDI 2x per year.</p>	<ul style="list-style-type: none"> <li>Improvements in staff survey results             <ul style="list-style-type: none"> <li>Fairness in career progression to 95% by April 2025</li> <li>Experiencing discrimination (patients/carers) reduce to 3% by April 2025</li> <li>Experiencing discrimination (managers) reduce to 4% by April 2025</li> </ul> </li> <li>Paget’s People conversation supporting staff friends and family test (SFFT) results</li> </ul>



Staff Experience and Engagement	Actions	Measures
<b>First class recruitment</b>	<p>High performance recruitment that proactively seeks recruitment challenges and works with clinical leads and managers to reduce vacancies:</p> <p>Integrate Medical Staffing and mainstream recruitment functions applying best practice principles for all staff groups</p>	<ul style="list-style-type: none"> <li>• Achieve best practice 'time to hire' – E of E streamlining</li> <li>• Reduction in all vacancies by April 2021               <ul style="list-style-type: none"> <li>○ 25% by year 1, 50% by year 3, 70% by year 4/5</li> </ul> </li> <li>• Reduction in agency spend               <ul style="list-style-type: none"> <li>○ 20% in year 1, 30% by year 2, 50% by year 4/5</li> </ul> </li> <li>• Performance improvements to achieve better than E of E streamlining Time to Hire by year 3 onwards</li> <li>• Developed service to become model for hospitals integration years 3 to 5</li> </ul>
<b>James Paget University Hospitals NHS FT - The best Trust to work</b>	<p>Complete revision of the 'On-Boarding' process and support to new employees. Effective management of new staff from expression of interest to first day of employment.</p> <p>Engagement plan for each new member of staff from Day 1 through the first year of employment (revised induction programme). Provided by the Recruitment Team</p>	<ul style="list-style-type: none"> <li>• New staff to complete induction and mandatory training within 1 month of starting by April 2025</li> <li>• Develop the Paget brand promoting the benefits of working for JPUH by November 2020</li> <li>• Positive staff feedback through SFFT scores</li> <li>• Positive feedback through Staff Survey Engagement score to top 20 by year 4</li> <li>• Feedback from new employees through quarterly evaluation (phone calls and online questionnaires) 90% positive by year 3</li> </ul>
<b>Establish the JPUH retention plan through the Nurse Retention Project. Principles to be applied across all staff groups</b>	<ul style="list-style-type: none"> <li>• New starter feedback</li> <li>• Exit interviews/questionnaires</li> <li>• Training programmes linked to personal development</li> <li>• Designated HR support and established 'Buddy' system</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain turnover at 7% by year 3</li> <li>• 90% of exit interviews carried out by managers from year 2</li> <li>• Training activity analysis shows 75% alignment with Trust strategic objectives by year 4/5</li> </ul>
<b>Business efficiency through top class staff engagement</b>	<ul style="list-style-type: none"> <li>• Regular Paget's People conversations building a track record of listening and action</li> <li>• Revision of leadership programmes supporting effective staff involvement in decision making</li> <li>• Develop flexibility and a local approach to decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in service pay overspend</li> <li>• Improvement in staff survey engagement score and staff involvement in decision making scores               <ul style="list-style-type: none"> <li>○ 7.2 by year 2 and 7.5 by year 4</li> <li>○ 75% by year 2 and 78% by year 4</li> </ul> </li> </ul>



Culture Transformation	Actions	Measures
<p><b>Organisational Development to build the Trust’s culture for fairness, being open and supporting staff to be at their best</b></p>	<p>High quality performance management through effective appraisal, supporting staff to be at their best and addressing under performance early:</p> <ul style="list-style-type: none"> <li>• Refresh the appraisal system and align with strategic and service objectives</li> <li>• Appraisal system demonstrates importance of the individual and their contribution to the success of the Trust</li> </ul>	<p>Staff Survey Effectiveness of Appraisal to improve to 5.50 in year 1 and 6.00 by year 4</p>
<p><b>Review management development programmes programmes</b></p>	<p>Programmes to include ‘openness and visibility’ and empowering staff to take decisions using Quality Improvement principles</p>	<p>Staff Survey Morale score to 6.4 in year 1 and 7.00 by year 5</p>
<p><b>Well-being:</b></p> <p>Develop ‘Flexible Working’ opportunities that break traditional ways of working and allow staff more control of how they work</p> <p>Effective sickness management</p> <p>Addressing manager and staff concerns</p>	<ul style="list-style-type: none"> <li>• Build flexible working options specific to staff groups</li> <li>• Develop e-Roster to allow staff to ‘Self Roster’</li> <li>• Positive, compassionate sickness absence management               <ul style="list-style-type: none"> <li>○ Streamlined process</li> <li>○ Manager training</li> <li>○ Effective support for staff</li> <li>○ Mental Health support – tackling stress and anxiety</li> </ul> </li> <li>• Regular review and auditing Wellbeing initiatives</li> <li>• Supporting teams in difficulties; Wellbeing Champions and HRBP teams</li> </ul>	<p>Staff survey work related stress reduction to 36% year 2, 30% year 3, 25% year 4</p> <p>Reduction in staff coming to work when not well 50% by year 2 and 40% by year 4/5</p> <p>Reduction in overall staff absence to 4% in year 1, 3.5% by year 2 and 2.5% by year 5</p> <p>Job satisfaction scores from the Staff Survey to improve to at least the sector average in year 1 and in upper quartile by year 3</p>
<p><b>Delivering services that always meet our Values and behaviours</b></p>	<p>Managers demonstrating values and behaviours</p> <p>Staff delivering the care they aspire to, providing the quality of care needed and their role makes a difference</p>	<p>Staff Survey scores for relationship with immediate manager to improve to 6.84 by year 2 and 7.00 by year 4</p> <p>Staff Survey, Quality of care scores to be at 7.50 in year 1, 8.00 by year 3</p>



Talent, Leadership and lifelong learning	Actions	Measures
<p><b>Leadership, Management Programmes and Staff Development</b></p> <p><b>Comprehensive review of all leadership and management development programmes</b></p>	<p>The review outcomes will embed;</p> <ul style="list-style-type: none"> <li>• A compassionate Leadership culture</li> <li>• Effective people management</li> <li>• Performance management</li> <li>• Local decision making and risk taking</li> </ul> <p>Carry out a Trust wide training review looking at how training is identified, approved and delivered and implementing:</p> <ul style="list-style-type: none"> <li>• Tailored training for staff to meet service and individual aspirations</li> <li>• Effective use of the Trust’s training resources to meet future needs in service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Improved management competence resulting in a reduction in case work</li> <li>• Measurable return on training investment reduction in sickness absence</li> <li>• Staff Survey improvement - Fairness in career progression to 95% by April 2025 (linked with Equality and Inclusion)</li> </ul>
<p><b>Talent and Succession planning</b></p> <p><b>Build upon the Trust’s current talent management system</b></p>	<p><b>Implementing Talent Management that:</b></p> <ul style="list-style-type: none"> <li>• Identifies future leaders with programmes agreed to support their development</li> <li>• Reviews Executive development, succession planning and resilience</li> <li>• Supports manager development discussions to include secondments and outplacement</li> <li>• Identifies gaps in skills and expertise and feed into recruitment of managers and executive</li> </ul>	<ul style="list-style-type: none"> <li>• Clear matrix of the Trust’s management and leadership talent and senior positions they aspire to by April 2021</li> <li>• Annual review of Executive development to revise plans to address gaps in resilience, skills and expertise</li> <li>• Established plan of support for managers</li> </ul>
<p><b>Education, Academy and Apprenticeships</b></p> <p><b>Widening access into NHS careers and lifelong learning</b></p>	<p>Establish JPUH as the lead for Educational Excellence</p> <p>Promotion and marketing of the Academy to enhance our reputation as an excellent employer</p> <p>Integrate the clinical and non-clinical apprenticeship scheme management within Nurse Education</p>	<ul style="list-style-type: none"> <li>• Agree within the Integrated Care System (ICS) to be the lead for Education by 2022</li> <li>• Increase the numbers of young people wanting to join the Trust 10% increase each year to 2025</li> <li>• Single point of access for apprenticeships and opening opportunities to move across schemes easily by April 2021</li> </ul>





HR/OD Development	Actions	Measures
High impact HR	<p>Embedding HRBPs within Divisions to work alongside</p> <p>OD to work alongside the HRBPS establishing a localised learning culture and developing support that is geared to the specific needs of the division/service they work for</p> <p>Developing networks of expertise and sharing best practice across the Trust</p>	<ul style="list-style-type: none"><li>• Clear understanding of the business they support enabling improved service delivery – monitored through service feedback by April 2021 and ongoing</li><li>• Introduced from Summer 2020, reviewed 2 x per year through HR/OD performance meetings</li><li>• These will be established from April 2021 – monitored through service feedback by April 2021 and ongoing</li></ul>
High performing HR/OD teams	<p>Develop HR/OD improvement programme / continuous improvement covering all teams, and which supports business needs</p> <p>Establishing Evidence based HR practice that supports local service delivery by:</p> <ul style="list-style-type: none"><li>• Understanding the business challenge</li><li>• Developing a hypothesis – the HR/OD teams work on ideas to meet business objectives</li><li>• Understanding the available data and what additional information is required</li><li>• Analysing and validating the data and information</li><li>• Leverage insight into decision making – piloting new ideas and changes to process to get it right and meet the needs of the services</li><li>• Continuous evaluation, reconsidering the HR/OD operating model to take account of evidence-based practice</li></ul> <p>Monthly HR/OD performance meetings to review all projects and progress</p>	<ul style="list-style-type: none"><li>• Improvement programme for short term improvements already in place. This will be developed into a long term programme and implemented from July 2020</li><li>• HRBP team development during year 1 and rolled out from April 2021</li><li>• Currently in place ; will be further enhanced by integration with the Transformation Programme from April 2020</li></ul>



## **Strategic Workforce Priorities – Measures of performance**

### **2.1 To be a high performing organisation where staff feel valued and respected.**

2.1a A People and Culture Strategy to be signed off by Board - September 2020

2.1b Deliver the targets in the People & Culture Strategy including:

- Achieve and maintain 90% compliance rate for mandatory training in 2020/21.
- Achieve 90% compliance rate for staff appraisals in 2020/21.
- Reduce underlying sickness absence from 4.7% to 4.0% by March 2021 for non-COVID-19 related absence.
- £350K reduction in agency spend in year 2020/21.
- Quarterly reporting on progress to Board from the People and Culture Committee with exception reporting in the interim

## Strategic Workforce Priorities – Measures of performance



### 2.2. Provide a high performing recruitment service to fill vacancies quickly and minimise gaps in establishment.

- 2.2a Agree a marketing and retention plan to increase retention. To be monitored by People and Culture Committee with an outcome to increase retention of Band 5 and 6 nursing workforce by 40%.
- 2.2b Work in collaboration with the local health system partners to reduce reliance on agency staff by a minimum of £30k per month and introduce monthly reporting to Board from July 2020.
- 2.2c Reducing 'time-to-hire' in line with East of England streamlining best practice.
- 2.2d Implement a staff feedback mechanism for newly recruited staff to inform improvements to the induction programme. Feedback will be sought after induction, and 6 months later. To be approved by the People and Culture Committee, November 2020.

## **Strategic Workforce Priorities – Measures of performance**



### **2.3. The organisation achieve top 3<sup>rd</sup> of Trusts for staff survey results.**

- 2.3a Raising our staff engagement score from 6.96 to above 7.0 by March 2021 as measured annually and monitored by People and Culture Committee.
- 2.3b Deliver an additional pulse survey mid-year – September 2020.
- 2.3c Improve scores for staff feeling valued at work from 69% to above 72% by March 2021.
- 2.3d Human Resources / Organisational Development function to review good practice from top performing organisations and bring learning to the Trust by end of Q4 2020/21.

### **2.4. Improve the health and wellbeing of our staff through a comprehensive programme to support physical and mental wellbeing.**

- 2.4a Integrate Trust wellbeing staff engagement initiatives into an overarching plan to provide staff with access to seamless, structured and specialist support by November 2020. To be monitored by the People and Culture Committee.

## **Strategic Workforce Priorities – Measures of performance**



### **2.5. To ensure our leadership is compassionate and focused on managing all aspects of our performance.**

- 2.5a Implement a talent management approach to identify and encourage /support those staff with leadership potential for the future by Q4 2020/21 with quarterly reporting to Board on progress.
- 2.5b Enhance our leadership and management programmes to create improved development opportunities for our staff and promote our compassionate leadership initiatives. Plan for implementation to be agreed by the People & Culture Committee in September/October, dependent on the meeting cycle of the Committee. Implementation from November 2020.

### **2.6. Improve staff engagement to support the delivery of patient centred services through a well-informed and empowered workforce.**

- 2.6a Commence roll out of new initiatives based on staff feedback from July 2020, monitored by the People and Culture Committee, with exception reporting to Board.
- 2.6b Review and amend the support and tools available to staff and Managers to reflect this - July 2020.

## **Strategic Workforce Priorities – Measures of performance**



### **2.7. Provide greater opportunities for our staff through training and education to support the improved delivery of care.**

- 2.7a Develop a plan to evolve the Education & Training Centre into a Centre of Excellence in collaboration with NNUH and QEH, including a 5-year plan to enhance the Trust's education and research provision by Q4 2020/21.
- 2.7b In line with long term workforce plans, develop new clinical roles e.g. Physician Associates, aligned with education and training commissions by December 2020.

### **2.8. Build and develop our approach to equality, diversity and inclusion in all we do.**

- 2.8a Establish an inclusion task group and plan by 30 September 2020 with progress monitored twice per year by the People and Culture Committee.
- 2.8b Support staff through the development of networks linking into national networks where appropriate, such as the national Black, Asian and Ethnic Minorities (BAEM) network, by 31 October 2020.
- 2.8c Improving our equality, diversity and inclusion score from 8.98 to 9.30 by March 2021.
- 2.8d Provide opportunities for all Board members to participate in reverse mentoring to learn from the experiences of different staff groups by September 2020.

## **Strategic Workforce Priorities – Measures of performance**



### **2.9. Get the best from our staff through innovation and flexible working arrangements.**

- 2.9a Establish new ways of working, as a result of learning from the pandemic, including increased flexibility and remote / online working by August 2020.
- 2.9b Collaborate with the local healthcare system to align new working practices, workforce policies / procedures and employment models for service re-configuration – collaboration proposal drafted June 2020 (linked with Ambition 4 - Objectives 4.1 - 4.3).

### **2.10. In support of the increased acute collaboration, appoint a Group People and Culture Director across the three hospitals to lead on workforce change, new employment models and alignment of employment practices**

- 2.10a Appoint a Group People and Culture Director by October 2020.
- 2.10b Commence development of an integrated workforce function across the three Trusts leading on the alignment of policies, working practices, economies of scale and building on current expertise by November 2020.

# People and Culture Strategy 2020 to 2025

Graeme Armitage  
Executive Lead for Workforce  
March 2020



**James Paget**  
**University Hospitals**  
NHS Foundation Trust