

Human Resources Strategy 2012 - 2016

'Excellent People'

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1 Introduction

Staff at Southend University Hospital are our most valuable asset and are essential to the hospital building a reputation for excellence, innovation and high quality patient care.

The vision of Southend University Hospital (2012 – 2016) is to deliver ‘*excellent care by excellent people*’, underpinned by six strategic themes:-

1. Patient Focus – keep getting better;
2. Staff – feel proud to work here and keep making a difference;
3. Sustainability –grow selectively;
4. Research, education and innovation – invest in the future;
5. Sustainability – keep the core strong;
6. Partnership – our hospital and our community.

To meet our vision of ‘*excellent care by excellent people*’ staff will need to be well-trained, motivated and engaged. This will require us to recruit staff that embody our values, invest in their learning and education, provide them with regular constructive feedback on their performance, provide them with clear and consistent goals, and develop responsible leaders that guide and support them.

Our core values provide the guiding principles for developing a culture for excellence at Southend Hospital:-

- **Everybody Matters** – we are recognised and valued for our contribution, and that we treat each other, patients and service users as we would like to be treated, with respect understanding and encouragement.
- **Everything Counts** – awareness that all contact with patients, users and staff within our hospital is important and it is the little things that matter, as well as the big things, to improve patient experience and staff satisfaction.
- **Everyone is Responsible** – we take responsibility for own actions and hold each other to account for delivering the highest standard of work, and providing the best possible care to patients.

The HR Strategy sets out in detail how we will enable our staff to deliver the Trust’s new vision and strategy by staff:-

- feeling proud to work for Southend University Hospital;
- feeling that they can keep making a difference;
- being equipped with the skills to shape and lead an excellent organisation.

2 Context

The key drivers considered in developing the HR strategy are:-

- Corporate Objectives - in relation to staff, these are:
 - **CO1** - Be in the top 20% of acute Trusts as measured by the NHS annual staff survey;

- **CO2** - Helping employees build the skills to deliver an improved service to our patients;
 - **CO3** - Increase the response rate to the NHS annual staff survey to 70%;
 - **CO4** - Be in the top 25% of acute trusts for sickness absence;
 - **CO5** - Increase staff engagement in service improvement activities and productivity;
 - **CO6** - Increase leadership and management capability;
 - **CO7** - Be in the top 20% of acute trusts for implementing and embedding diversity.
- Staff Satisfaction – over recent years staff have reported through the NHS annual staff survey decreasing levels of staff satisfaction and engagement which we will address.
 - Organisational Culture – developing and embedding a culture of excellence.
 - NHS Constitution - *'all staff should have rewarding and worthwhile jobs, with the freedom and confidence to act in the interest of patients. To do this, they need to be trusted and actively listened to. They must be treated with respect at work, have the tools, training and support to deliver care, and opportunities to develop and progress'*.
 - Regulatory requirements - the Care Quality Commission's (CQC) standards – *'the right staff with the right skills, qualifications, experience and knowledge to support people'*.

3 HR Strategy Aims – 2012 - 2016

The aims of the HR strategy are to ensure that Southend University Hospital's vision and strategy are delivered through our staff within a framework of best practice people management. The aims are characterised below with the corresponding agreed corporate objectives in brackets:-

1. Attract and *recruit* staff with the right skills and attitudes for now and the future. Also to *retain* talented and motivated staff that are key to the delivery of the Trust's vision (**CO5 and CO1**);
2. Support our staff to fulfil their potential, and ensure that they possess the right *skills* to meet future needs through access to effective learning and development opportunities (**CO1, CO2 CO5**);
3. An *appraisal* process that encourages our staff to deliver their objectives and develop their skills (**CO1, CO2, CO5,CO6**);
4. *Reward* and recognise staff for demonstrating excellence and positive patient experience, maximising the investment made in pay and benefits (**CO5**);
5. Maximise staff resource flexibly by *deploying* staff in the most efficient way (**CO5**);
6. Build *leadership and management skills and capability* to improve performance and the patient experience (**CO1, CO3, and CO6**);
7. Create a workforce that embraces and celebrates *diversity*, by eliminating discrimination, promoting equal opportunities and having an inclusive culture that combats stereotyping (**CO7**);
8. Support our staff in having a proactive approach to personal *health and wellbeing* to increase the quality of service provided to our patients (**CO1, CO4**)

4 Employee Recruitment and Retention

Key to the success of the hospital is ensuring that we recruit the right staff with the right knowledge, skills and attitude to deliver excellence. Traditionally our recruitment process has focussed on skills and experience, however with the development of our trust wide values; the recruitment process will include behavioural assessment so that there is a higher likelihood of new staff being engaged and highly motivated. This will require innovative approaches being adopted where practicable e.g. use of psychometric assessments for new hires and widening our current ability to offer assessments such as verbal and numerical reasoning.

The Trust will continue to:

- Work closely with chosen Universities and Medical Schools in supporting undergraduate and post-graduate medical education and training;
- Build on its community profile to enhance local recruitment and continue to provide work experience programmes;
- Harness e-recruitment and social networking sites such as LinkedIn to attract the next generation of new hires which will lead to better engagement of staff and cost savings by moving away from traditional paper based recruitment processes;

Our current staff are the most valued element of the organisation. We will continue to motivate, encourage and engage staff. However, it is a given that staff will leave the organisation, to pursue career opportunities, and the extent to which this becomes a concern depends upon the impact this has on the organisation's ability to deliver its strategic objectives. The Trust will continue to measure and monitor staff satisfaction levels and analyse exit questionnaire data. As a result of this, where applicable, retention strategies will be put in place to retain and continually motivate staff.

5 Performance Appraisal and Personal Development Plans

A performance appraisal process is an opportunity for staff to have a discussion with their manager about their performance and development, and detail the support they need to perform and progress according to their career aspirations.

The Trust expects all staff to have a performance appraisal once a year. The hospital has set a target that 85% of staff must have a performance appraisal, taking into account turnover and employee absence. The target will be reviewed in April 2013 with a view to increasing the measure to 90%, at the same time effort is being put into ensuring that these conversations are of a high quality.

A revised performance appraisal process will be implemented in early 2013.

It is important that managers understand their role in managing performance, and conducting performance appraisals in an effective and supportive manner. Training will be provided on the new process and key elements of a performance appraisal including:-

- Setting objectives and performance measurement;
- Providing constructive feedback to staff;
- Positive reinforcement of achievements;
- How appraisees can improve performance and support they need to achieve this;
- Training and development activities.

Staff personal development plans will form part of the Trust's training needs analysis and support learning and development and career management activities.

6 Staff Development and Learning

The Trust will invest in learning and development to support staff to be more effective in their role, and to assist those who wish to develop their potential and progress into different roles or more senior positions. In return, the hospital has an expectation that staff will be committed to taking a personal responsibility for their development.

The Trust will put in place clear career paths and skills frameworks for staff, providing transparency and equal opportunities for progression and promotion. Only staff that evidence high performance and excellence will be considered for promotion.

Training will be provided in a more cost effective manner, moving away from classroom based training to blended learning such as e-learning, virtual learning, and action learning sets.

There will be a realignment of training activity to the strategic objectives as follows:

- An increased focus on patient experience and the skills required to maximise this (i.e. customer service training);
- An increased focus on performance appraisal management and personal development plans to drive the training needs and training provision across the trust;
- Effective delivery of statutory and mandatory training, reducing the reliance on classroom based training which will deliver efficiency savings and ensure flexibility for managers in releasing staff for such training;
- A structured approach to vocational training for unqualified front line staff, including the development of minimum standards for such staff;
- Ensuring areas such as financial management and workforce planning/development are incorporated into training provision.

7 Reward and Recognition

Reward and recognition is a critical issue for our staff and their representatives and getting it right will enable the Trust's to achieve its vision of '*excellent people*'. Having the right reward and recognition strategy and associated policies will enable the hospital to attract high calibre candidates, and motivate staff to deliver sustained high performance and '*excellent care*'. Key to this is ensuring that our pay processes are fair and equitable at all levels.

The Trust has its own terms and conditions for all staff except medical staff together with those that opted to retain the national pay arrangements, Agenda for Change. Annual inflationary awards and any other changes to local terms and conditions are determined locally, in partnership with trade union representatives.

The Trust has exercised pay restraint for staff on local terms and conditions for the past three years to achieve higher levels of cost savings. Nationally, a pay freeze has been implemented for two years which has resulted in our pay rates being lower than national pay scales. The Trust's paybill continues to rise due to incremental pay drift, and this needs to be addressed.

The Trust recognises the impact of the current economic climate and actively pursues opportunities to provide benefits to staff that allow their salaries to stretch further by means of a range of enhanced non-pay benefits with a range of national and local organisations.

It was recognised through the development of a reward strategy in 2010 that the pay and recognition for staff on local terms required a refresh exercise with the following outcomes:

- A base salary structure which is competitive in the market (median position), that is not aligned to the national pay structures;
- Salary progression that is linked to individual performance and evidenced through the performance appraisal;

- Flexible reward structure that allows the Trust to recognise overachievement beyond the base salary structure;
- Transparent and equitable system of rewarding staff for working outside of contracted hours – unsocial hours payments / on call /stand by;
- Benefits package that is broadly competitive that is demonstrated to ‘add value’ to the Trust in terms of increasing performance and patient / carer satisfaction;
- A transparent ‘total reward’ structure so that staff are aware of the ‘value’ of their package.

Elements of the work required to meet the strategy developed in 2010 have been completed. A further review will need to be undertaken to determine whether the reward strategy is still appropriate given the revised vision and strategy of the Trust and its financial constraints. The review will include an assessment of the ‘value’ of remaining on local terms and conditions. The will be concluded in 2013, with any changes implemented in April 2014.

8 Building Leadership and Management Capability

It is recognised that our leaders and managers face an enormous challenge over the forthcoming years. To be sustainable, the Trust will need to reduce expenditure and develop new ways of delivering services. We need to meet increased patient expectation, and increase the quality of care we provide. This means that the leaders of the future will require additional knowledge and skills to meet these challenges.

The hospital has previously underinvested in leadership and management development which has been a factor in the poor staff satisfaction levels. We have recently developed our own leadership framework based on our values ‘*everybody matters, everything counts and everyone is responsible*’ and the new NHS Leadership Framework, which will enable our leaders and managers to meet the challenges the organisation faces.

A pilot assessment of senior leaders against our new leadership framework has been undertaken, and is being evaluated. It is the intention of the Trust to assess all people managers against the leadership framework during 2013 and 2014.

The Trust provides a core management development programme ‘Pathway to Leadership’ and a range of ‘soft skills’ courses covering areas such as communications, change, assertiveness and customer care. This will be reviewed to meet our new leadership framework. Senior managers and clinicians also have the opportunity to attend the Strategic Health Authority (SHA) Leadership Development Programmes such as Aspiring Senior Leaders and Aspirant Chief Executive Development.

The new Learning and Development Team will focus on:-

- Implementing the leadership framework across the Trust. The implementation costs will be built into the base budgets as part of the annual budget setting process;
- Implementing the Corporate Team development programme to ensure they continue to work together to lead the organisation and model the Trusts new values and behaviours;
- Review and re-launch development interventions appropriate to all levels of managers within the Trust based on the Trust’s new leadership framework;

- Develop a catalogue of learning and development opportunities across the Trust that are role specific and provide opportunities for staff to progress;
- Develop and implement a succession and talent management policy and process so that the Trust takes a more proactive and transparent approach to identifying and developing talent within the organisation.

9 Equality and Diversity

It is the aim of the Trust to eliminate unlawful discrimination and create an inclusive and positive working environment for staff.

The Trust's human resources policies and processes are built upon the premise of equality of appointment, development and reward, and they comply with legal and regulatory requirements.

The Trust has a Diversity Committee whose members are from a cross section staff, trade union representatives and community stakeholders. The committee reviews the work being undertaken within the diversity arena and ensures that we promote a culture which values differences. A Board of Directors Champion has been identified and is a member of the diversity committee. The membership will be reviewed in 2013 to reflect a wider range of engagement from Executive Directors and Senior Leaders.

The Trust will identify diversity champions to support the diversity agenda within business units and corporate areas, and create a diversity champions network.

The NHS created the Equality Delivery System (EDS) framework for NHS organisations to manage and monitor the requirements of the Equality Act 2010. The Trust developed EDS objectives in March 2012, and progress is monitored by the Diversity Committee and the Board of Directors. The Trust will review its EDS objectives in 2013 with staff, patients and stakeholders.

In 2012, on recommendation of the Diversity Committee, the hospital became a member of Stonewall who are the leading employers' forum on sexual equality in the workplace. Stonewall will assist the Trust in undertaking a workplace equality audit in 2013 to measure our progress in comparison with other employers with creating an inclusive workplace for our lesbian gay and bisexual staff, in addition to providing support and guidance on promoting fairness for minority staff.

The Trust has established two network groups for disabled and lesbian, gay, bisexual and transgender staff. In 2013, we aim to establish a Black and Minority Ethnic (BME) and Faith group. The purpose of these groups is to ensure that we offer a supportive working environment, raise awareness, and promote equality of opportunity and eliminate discrimination. The Trust currently provides targeted training for BME staff. In 2013 /14 we will seek to implement a targeted training programme for our disabled staff to support them in meeting their career aspirations. From 2014 onwards we will establish if there is a need to develop network groups for those staff that come under the remaining protected characteristics.

Regular audits and equality impact assessments of employment practices, organisational change processes and workforce plans will continue to be undertaken to ensure that the Trust complies with best practice requirements.

There will be increased engagement and development with the Board of Directors, Executive Team and Business Unit Directors on the equality and diversity agenda so that they have a full understanding of their legal duties and best practice methods of embedding diversity throughout the organisation.

Training will continue to be provided to our managers in good employment practices, which support equality and diversity. Equality and Diversity training for all staff will be accelerated using e-learning as the primary delivery method. We will also be introducing harassment and bullying awareness training programmes as part of our suite of mandatory training for staff together with additional anti-discrimination guidance for hiring managers.

The Trust intends to become a member of the NHS Employers' Equality and Diversity Partners Programme in 2014. This will provide the Trust with recognition that is evidence based on the progress we are making on creating an inclusive environment for staff.

10 Staff Health and Wellbeing

The health and wellbeing of all our staff is important to the Trust and we will continue to invest in providing an occupational health service (OHS) that supports staff by continuing to offer services such as counselling, complementary therapies and a range of fitness activities.

The hospital takes a preventative approach to supporting staff in managing their own health and wellbeing, and has introduced a fast track system for staff to access services at the hospital such as physiotherapy. There are economic benefits to taking this approach as it aids the reduction in sickness absence and provides a sustainable service to patients.

The OHS department has recently been accredited to SEQOHS (Safe Effective Quality Occupational Health Service) standard. The SEQOHS accreditation scheme is managed by the Royal College of Physicians and recognises that the Trust's occupational health department provides a high standard of care, thus making a difference to the health of our staff.

We intend to sign up to the Health at Work Pledges as part of the Public Health Responsibility Deal by the Department of Health. This initiative was launched in December 2011 to improve the health of staff in the workplace. It has a suite of collective pledges that help promote health and wellbeing in the workplace in a structured way. The pledges are:-

- Supporting staff in managing Chronic conditions;
- *Occupational health standards – SEQOHS;*
- *Health and wellbeing in annual report;*
- Healthier staff restaurants;
- *Smoking cessation / respiratory health advice and supportive;*
- Staff health checks (NHS Lifecheck, NHS Health Check and other NHS Screening programmes);
- Mental health adjustments.

The Trust already meets a number of these pledges (shown in italics) and we will work on achieving the remainder which will be monitored through the Health and Wellbeing Board.

Our staff are crucial to delivering the Trust's sustainability agenda and we need to work together to reduce carbon and energy usage. This can be done simply by reviewing the way in which staff travel to work. Walking or cycling rather than driving to work increases physical activity and is

beneficial to staff health and wellbeing. The Trust through the OHS will motivate and engage staff on the sustainability agenda.

11 Staff Engagement

Staff engagement is critical to the Trust achieving its vision of '*excellent care by excellent people*'. The hospital has introduced new communication channels to increase engagement with staff, which includes '*Have Your Say*' and '*Our Culture*' groups, '*Have Your Say*' confidential email to the Chief Executive, together with "*Executive Walkabouts*' and '*Meet the Boss*' sessions where staff can meet the Chief Executive and Chairman.

In order to ensure staff engagement is improving the actions detailed in the communication strategy (2011) will be implemented.

Managers will be expected to demonstrate leadership commitment to engaging and communicating with staff, and seeking, and responding to staff feedback.

The Trust will partner with key stakeholders on improving staff engagement including the recognised trade unions and worker governors.

Monitoring of staff satisfaction and engagement will continue through the quarterly local staff surveys, feedback from staff groups ('*Our Culture*' and '*Have Your Say*') and the annual NHS staff survey.

12 Organisation Development and Workforce Planning

A change strategy will developed and implemented to support our aim of directly engaging and empowering staff in redesigning their roles. We will provide staff with the knowledge and tools to design and implement sustainable improvements to the way they work, so that they feel that they have greater autonomy and empowerment.

The Trust will build upon the successful experience of role redesign undertaken locally, and we will be introducing an Associate Nurse Practitioner role to extend this work.

A structured approach will be adopted to vocational training so that unqualified front line staff have the skills to perform at the standards required of the Trust, and this will benefit staff as they will acquire a recognised standard or qualification. Preliminary work has begun in this area.

The Trust will continue to work with the local community and offer the following range of programmes:-

- Work experience and Internships;
- Apprenticeships;
- Career fairs at local schools and colleges;
- Work shadowing;
- Careers advice.

Workforce planning is an essential process to ensure that we have sufficient staff (clinical and non-clinical) to meet current and future demands, and priorities of the Trust. We take a proactive approach to workforce planning, based on the Trust strategic objectives, annual plans and cost

efficiency plans. We will continue to report to the Board of Directors intended and actual changes in workforce numbers.

We will work closely with the Local Education and Training Board (LETB) via the Essex workforce partnership group) who from April 2013 will be responsible for commissioning education on behalf of all NHS providers. The Trust will share our workforce plans, and identify any possible future gaps with the LETB's to ensure that the appropriate education is commissioned for our future needs.

13 HR Service Delivery

The HR directorate is committed to the delivery of a professional quality service recognising that ultimately, line managers are responsible for the competence, performance, development and health and wellbeing of their staff.

HR is pivotal in delivering effective HR solutions to the organisation by developing policies, procedures and providing advice, information and guidance that is both practical, and user friendly for staff and managers. Therefore the capability and competence of the HR directorate is fundamental to the delivery of the HR Strategy. In order to continue to retain this focus on the needs of the Trust the HR directorate is undertaking a:

- **Skills Analysis** – a skills analysis of the directorate will be undertaken to ensure they have the right skills for the current and future needs of the Trust. Any identified critical gaps in knowledge or experience will be addressed.
- **Service delivery** – service level agreements will be developed and agreed with the Business Units and Corporate areas which defines the service and performance expected from the HR directorate.
- **HR Systems** – The Trust has invested in a number of computerised HR systems with the Electronic Staff Record (ESR) being the core system. A schematic showing all the HR systems and interfaces with other Trust and external systems is shown at appendix 1. The Trust will continue to realise the benefits from current HR systems, such as e-rostering and my job plan for the effective deployment of staff, and where possible progress to a self-service model with an increased reliance on the Trust's intranet for initial support and guidance.
- **HR Operational Excellence** – The HR Directorate aims to be best in class in terms of cost and quality of service (using comparative NHS benchmarking data) with the aim of being in the upper quartile of similar sized acute Trusts
- **HR 'Brand'** – Internal customer perceptions are that the Directorate is perceived more positively as it proactively supports Business Units and Corporate Areas to achieve their business plans and strategic objectives. An annual customer feedback survey will be introduced so that we have formal feedback from customers (employees, managers, applicants, and corporate team) to identify and address areas for improvement, and understand where we deliver to customer needs, thereby enabling the delivery of excellent patient care and experience.
- **HR KPIs** – Comparison with other Acute Trusts highlights significant progress against a number of key HR metrics. The Trust will continue to benchmark its performance against

other NHS and non NHS organisations in order to identify opportunities for improved performance and productivity.

14 Monitoring and Review

The HR Strategy will be reviewed annually in line with best practice. Ultimately the Board of Directors through the governance framework (appendix 2) will be responsible for reviewing the strategy and monitoring its effectiveness.

This will be delivered through:-

- Monthly workforce performance reports to the Board of Directors;
- Quarterly report on progress with strategy action plan to the Quality Assurance Committee;
- Trust Board of Directors monitoring of the Trust strategic objectives;
- Quarterly report to the Board of Directors on the outcome of local staff satisfaction survey;
- Annual report to the Board of Directors on the annual NHS staff survey.

15 Implementing and Measuring the Strategy

An implementation plan is shown at appendix 3.

16 References

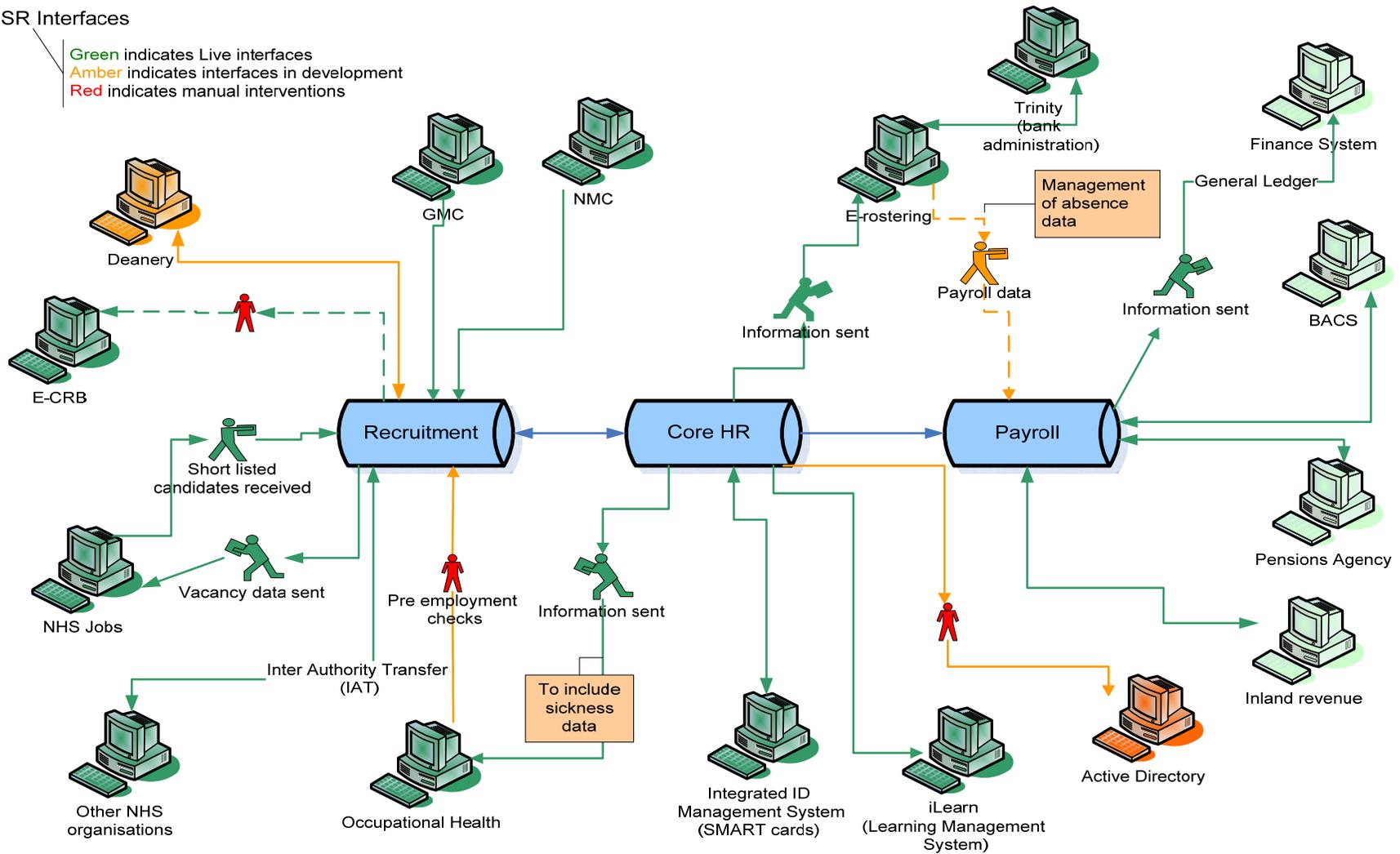
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**SOUTHEND UNIVERSITY HOSPITAL NHS
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ESR Interfaces

Green indicates Live interfaces
Amber indicates interfaces in development
Red indicates manual interventions



APPENDIX 2 – Governance Structure – HR Strategy

