

Short version

People and Organisational Development Strategy

Caring for those who care



Foreword

People are at the heart of the services we provide and we recognise that we need motivated, skilled and engaged colleagues to achieve our vision of Best Care for Everyone.

It is our desire to excel and treat colleagues and patients with fairness, respect, equality and dignity that drives the priorities within this People and Organisational Development Strategy for 2019 – 2024.

Putting colleagues at the heart of our delivery is why the People and Organisational Development directorate has entitled our people strategy ‘Caring for those who care.’ We want our services to enrich colleagues and illustrate the value we place on the care they take in their daily work, whether clinical, non-clinical, on a ward or in an office. If we can deliver upon the priorities in this strategy and treat colleagues as we commit to treating our patients – demonstrating our core values of Caring, Excelling and Listening; we will be able to improve

the health, wellbeing and experience of the communities we serve.

We equally want our Equality, Diversity, inclusion and Human Rights agenda to be embedded as ‘business as usual.’ Treating colleagues fairly to eliminate unfair discrimination and bias is a core feature of living our values and these expectations are threaded throughout our ambitions and enabling pillars.

By keeping these values at the centre of our programmes of work and priorities we know we can excel as a Trust and positively contribute to our ‘Journey to Outstanding.’

Emma Wood
Director of People and Organisational Development and Deputy CEO



Caring for those who care

Our People and Organisational Development strategy has developed as a result of colleague, patient and partner engagement.

Together we have been defining the type of organisation we want to work in.

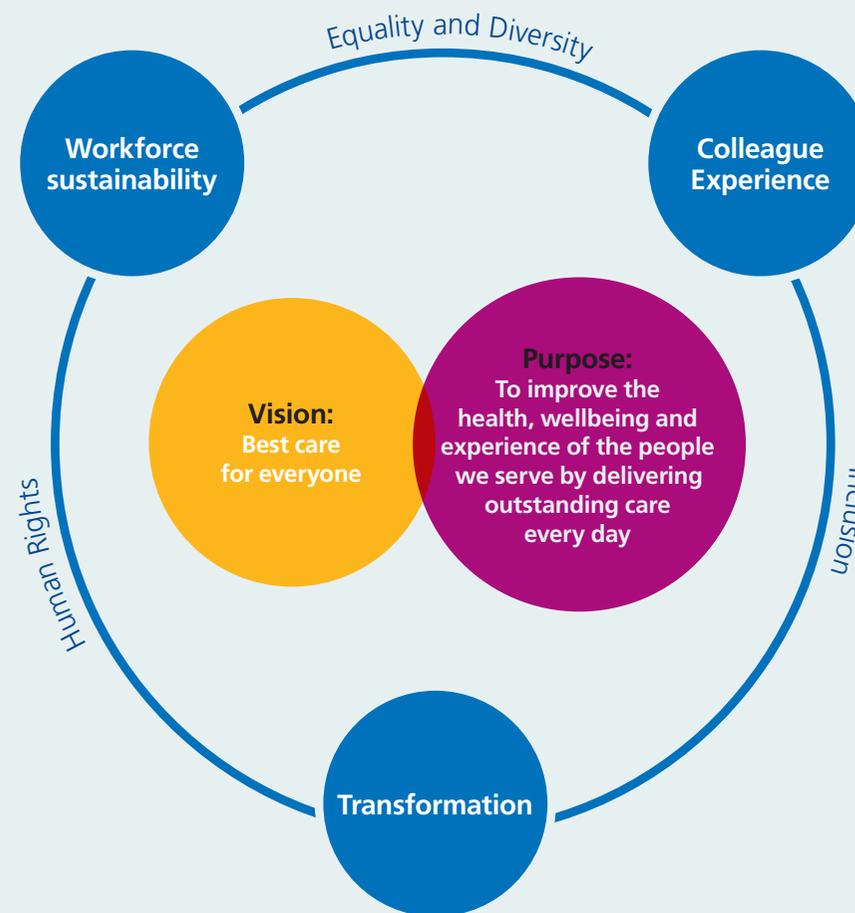
Throughout these conversations it is clear that colleagues want us to be ambitious, live by our values of caring, listening and excelling and be the very best versions of ourselves.

Our Journey to Outstanding ambitions have captured our imaginations to strive for improved services for our patients and our community and to focus on our commitments to colleagues, ensuring we grow and develop together to ensure best care for everyone.

We know from listening to you that if we focus on delivering upon two outcomes defined in our overall Trust Strategy, we will make a difference for one another and our patients:

- ▷ **We have a compassionate, skilful and sustainable workforce, organised around the patient, that describes us as an outstanding employer who attracts, develops and retains the very best people**
- ▷ **Quality improvement is at the heart of what we do; our staff feel empowered and equipped to do the very best for our patients and one another**

Enabling pillars to deliver the strategy



Workforce sustainability

A caring, compassionate and skilled workforce. A Trust able to attract, retain and develop the best people.

Equality, Diversity, Inclusion and Human Rights

Colleagues will recognise we act with fairness, respect, equality, dignity and encourage autonomy. Colleagues will recognise that this is central to our values and behaviours.

Colleague experience

Colleagues recognise the Trust as outstanding, they feel empowered and are confident that the Trust is driven by its values and ambition to excel in patient care.

Transformation

Colleagues are organised around the patient, equipped and inspired to deliver best care for everyone.

Where we are



We have a stable workforce and benchmark well with our peers, but we have some gaps in our medical and clinical rotas which we have not resolved



We have not consistently placed staff safety at the centre of our people practice



We do not always engage well with colleagues through operational service changes



We still have many colleagues who feel bullied, harassed and that their personal characteristics are an impediment to being treated fairly



We have a consistent absence rate which benchmarks well, but colleagues do not feel we provide enough support for their health and wellbeing

We do not fill vacancies quickly enough and at times cannot attract the right people in the competitive market



Where we want to get to



We will have the right staff in the right place with the right skills to meet the needs of our patients. We will have created new roles and developed colleagues to bridge workforce gaps



We will have a visible staff safety culture alongside a growing improvement academy



We will have new staff support and advice services to improve personal health and well-being



Regardless of colleagues' protected characteristics, everyone will feel valued and respected and this will be evident through staff survey responses, our progress in the Workforce Race Equality and Workforce Disability Equality Standards and Gender Pay Gap



Colleagues will tell us they feel supported, developed and there are enough people employed to deliver care around the patient

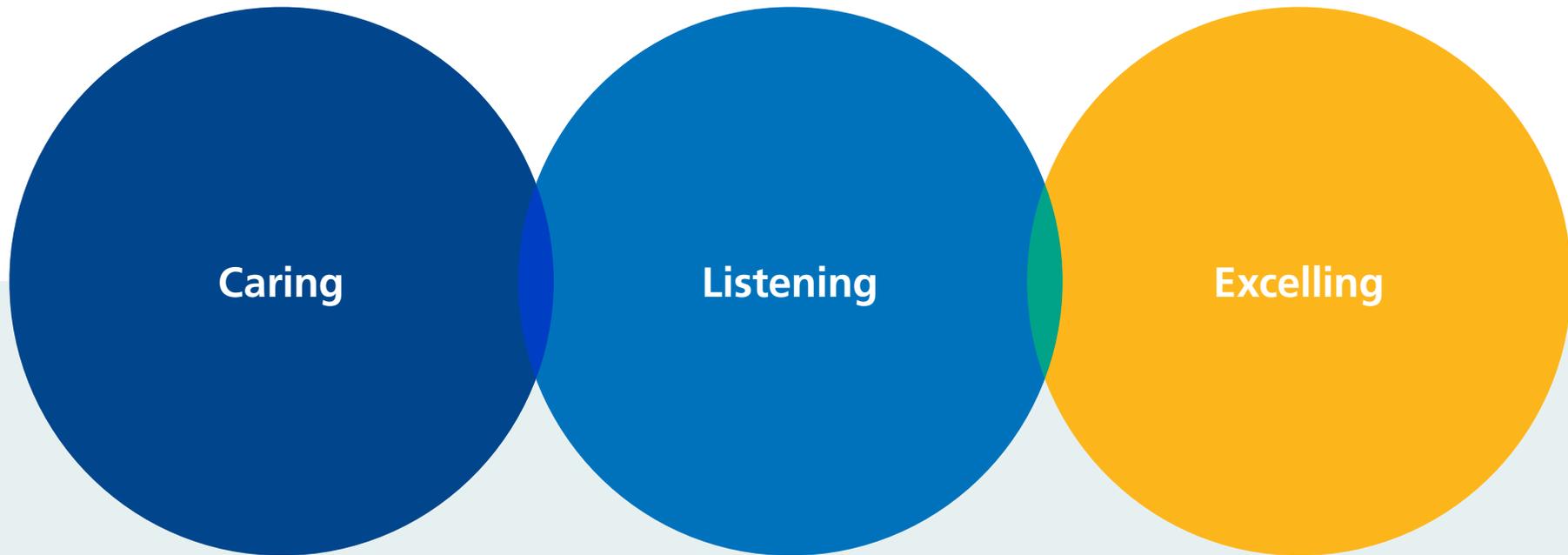


Colleagues will be engaged and excited to work in new patient care pathways within the Trust and beyond; being confident that both the patients and their needs have been met



We will be an employer of choice and recognised as such by being the best in our peer group for attraction, retention and stability indices. We will be among the best University Hospitals in the UK

Values



Caring

We care for our patients and colleagues by showing respect and compassion.

Our ambition is to continue to develop how we recruit and retain colleagues who recognise the importance of caring, understanding the needs of others and responding to these with kindness, dignity and professionalism.

Listening

We listen actively to better meet the needs of our patients and colleagues.

We value the diversity of our colleagues and aspire to be inclusive and recognise everyone's contributions. We believe we can do this by acknowledging one another, actively listening and responding appropriately and clearly.

Excelling

We are a learning organisation and we strive to excel. We encourage a culture of improvement in the Trust and we expect our colleagues to be and do the very best they can.

Our Journey to Outstanding will enable us to excel in our patient care and colleague services to fulfil our purpose to improve the health, wellbeing and experience of the people we serve.

Equality, Diversity, Inclusion and Human Rights

Equality, Diversity, Inclusion and Human Rights are vital components of good quality care.

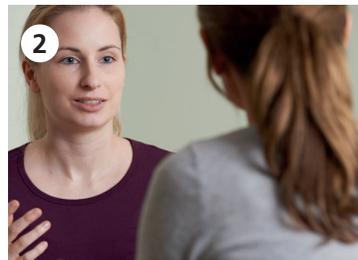
As a Trust we believe in the principles of Human Rights; Fairness, Respect, Equality, Dignity and Autonomy.

When colleagues feel included they provide excellent care and services, they help us to improve by speaking out and place their service users at the heart of everything they do.

We are committed to a culture of fairness, equity and inclusion and as part of our commitment to ensure everyone feels safe we publish an annual equality, diversity and inclusion action plan.

This addresses issues raised by colleagues in our staff survey, pulse surveys, through Freedom to Speak Up channels, Workplace Race Equality Standard, Workplace Disability Equality Standard and Gender Pay Gap reporting. Our ambition is to celebrate difference and ensure that everyone feels they are treated fairly, regardless of their personal circumstances or protected characteristics.

Equality, Diversity, Inclusion and Human Rights must become business as usual and be embedded. As a Trust we publish objectives to seek to improve experience gaps but our ambition is to behave respectfully and ensure Equality is at the heart of everything we do and becomes second nature.



Key metrics

National reports will show that the experience gap between colleagues with single or multiple protected characteristics have been eliminated. Staff survey reports will show that colleagues are treated fairly, unfair discrimination is eliminated and BAME staff are not disproportionately subject to disciplinary or grievance processes.

Significantly strengthen the support provided to staff with disabilities and support/education offered to line managers who work with disabled colleagues.

Improve the support and reporting mechanisms for colleagues when they experience or witness bullying, abuse, harassment or violence. Eliminate unfair discrimination.

Each year we will refresh our equality of opportunity, diversity and inclusion action plan to ensure changing priorities are captured.

These objectives relate to our 2019 - 2024 Equality Duty Standard commitments





Enabling Pillars to deliver our Strategy: Workforce sustainability

Our ambition is to continue to develop our skilled, compassionate and caring workforce to meet the needs of our patients, colleagues and partners.

We need to ensure that in our ambitions to place patients at the heart we are mindful of future needs, demands and service changes.

Key Initiatives

- ▶ Embed a strong unique employer brand to attract the best talent and embed value based recruitment
- ▶ Recognise the talent of colleagues and retain
- ▶ Develop new roles and career pathways
- ▶ Understand supply changes and demands and analyse current and future needs
- ▶ Placement capacity and student experience
- ▶ Develop and implement new workforce models within the Trust and with partners

Enabling Pillar: Workforce sustainability



Key metrics

- ▷ Vacancy factor 5%
- ▷ Nurse retention improved by 2%
- ▷ Overall turnover is best in class
- ▷ Increased applications for hard to fill roles
- ▷ Established succession plans
- ▷ Role creation and innovation
- ▷ Career paths
- ▷ Increased number of staff accessing career opportunities
- ▷ Reduced agency spend



Outcomes for patients





Enabling Pillar: Colleague experience

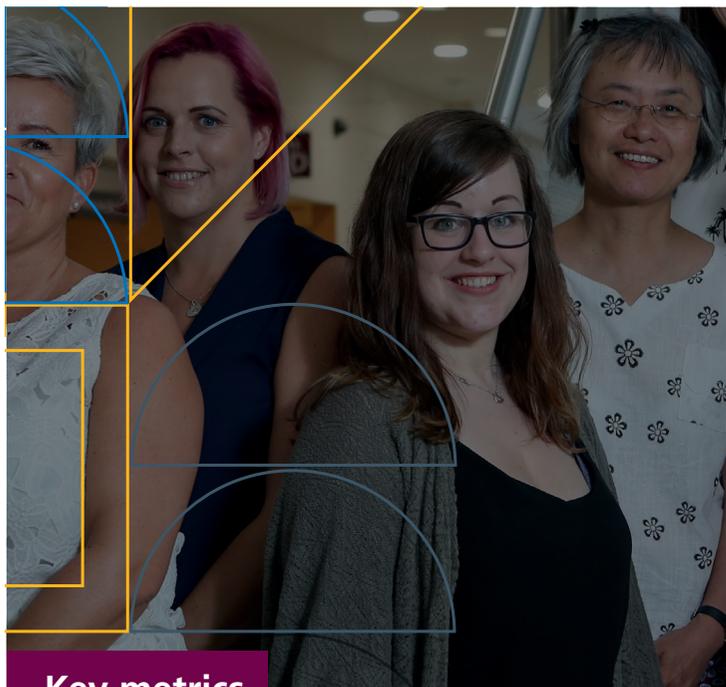
Our ambition is to continue to develop our skilled, compassionate and caring workforce to meet the needs of our patients, colleagues and partners.

Our ambition is that colleagues will recognise the Trust as an outstanding employer, one which lives our values and enables staff to deliver upon the ambition 'best care for everyone'.

Key Initiatives

- ▷ Develop a culture where our values are well embedded in all our practices and policy
- ▷ Secure equity for all
- ▷ Remove violence and aggression, bullying and harassment from colleagues' working lives
- ▷ Promote health, safety and wellbeing
- ▷ Embed new leadership and management practice

Enabling Pillar: Colleague experience



Key metrics

- ▷ Improved staff survey results across staff experience themes to meet best in class peers
- ▷ Reduced safety incident and RIDDOR reportable accidents demonstrating a safety culture
- ▷ Zero tolerance to violence and aggression bullying and harassment
- ▷ Improvements in Workplace Race Equality Standard and Workplace Disability Equality Standard to show closure of gaps in experience for BAME and disabled staff
- ▷ Delivery of the Health and wellbeing business case benefits



What colleagues would say

What patients would say



Enabling Pillar: Transformation

Our ambition is that colleagues will be equipped and inspired to be organised around the patient and do things differently to deliver best care for everyone.

Our workforce will embody the spirit of driving change to make improvements and striving for excellence at the heart of the service we provide for patients, colleagues and partners.

Key Initiatives

- ▷ Deliver the best professional education, learning and development
- ▷ Deliver new patient pathways within the Trust and the Integrated Care System
- ▷ Deliver digital and technological efficiencies for people processes
- ▷ Deliver upon University Hospital Status

Enabling Pillar: Transformation



Key metrics

- ▷ The trust has become a University Teaching Hospital
- ▷ Staff survey results show colleagues believe they provide the best services possible
- ▷ Staff are actively involved in more research and innovation
- ▷ The patient is at the heart of integrated pathways
- ▷ Digitalisation has made simple tasks more efficient
- ▷ Colleagues can recognise the multiple opportunities available for them in their professional development across the Integrated Care System



What colleagues will say

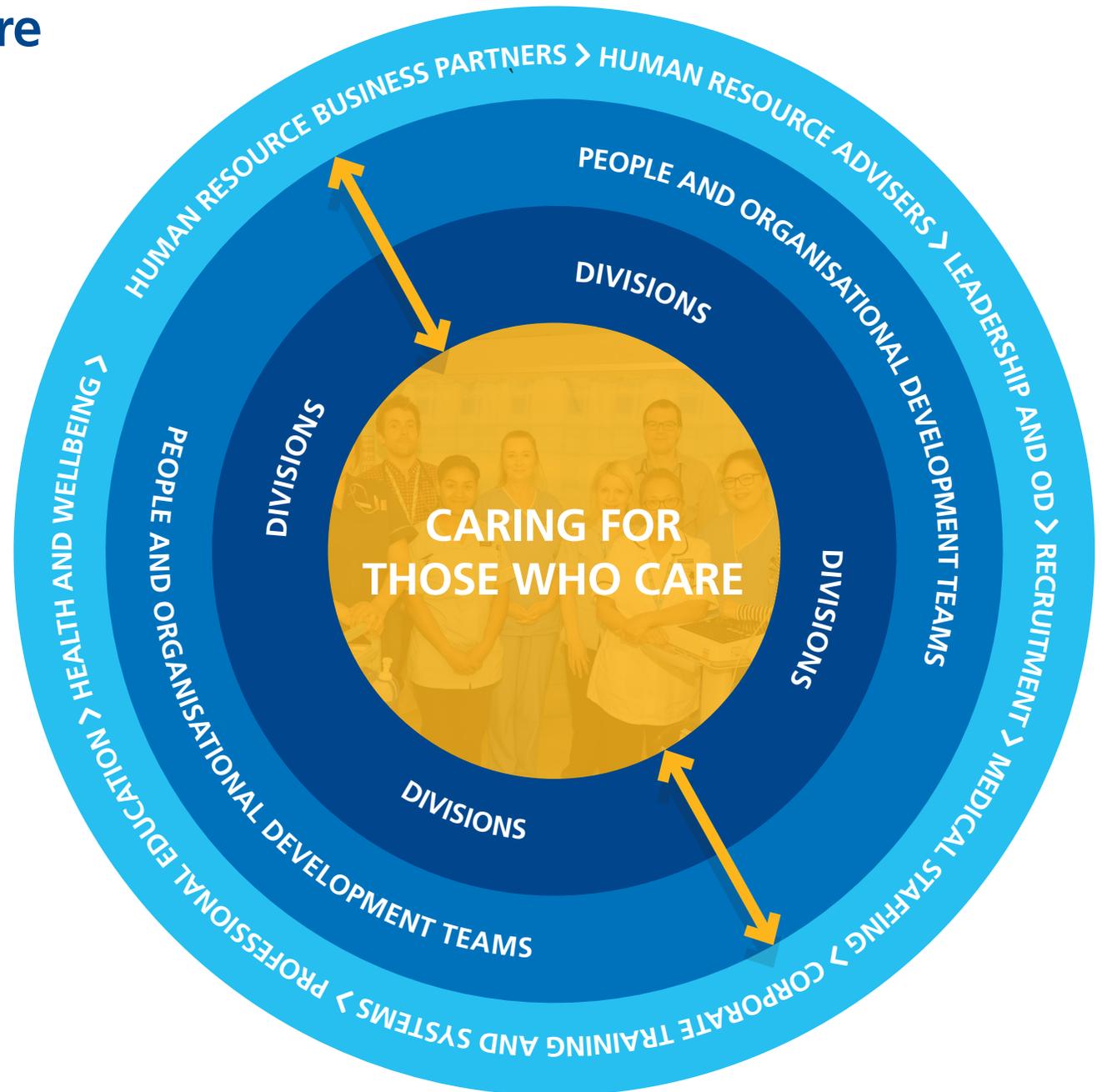
What patients will say



Caring for those who care

This model describes how the People and Organisational Development teams work on your behalf.

We aim to live our values and ensure our services are well connected so you can get the best from us.



Staff survey objectives

Staff engagement



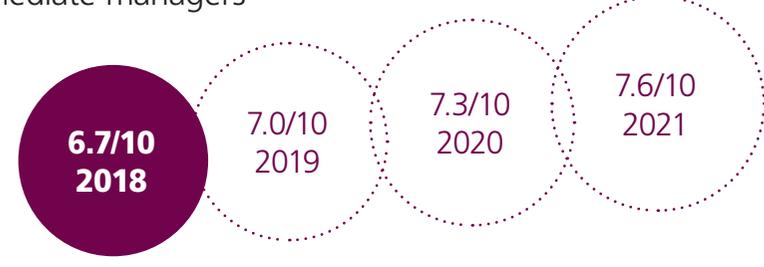
Equality and Diversity



Health and Wellbeing



Immediate managers



Morale





Gloucestershire Hospitals
NHS Foundation Trust

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V3, September 2019