



Gloucestershire Hospitals
NHS Foundation Trust

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.

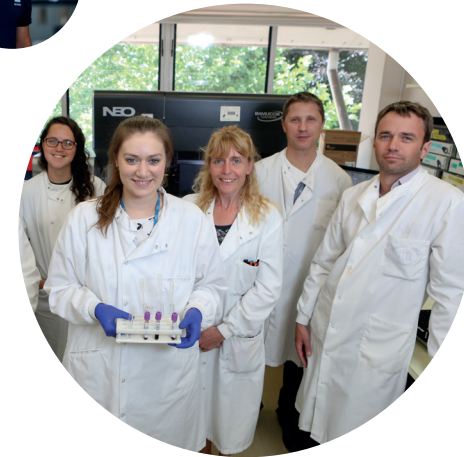
Putting colleagues at the heart of our delivery is why the People and Organisational Development directorate has entitled our people strategy ‘Caring for those who care.’ We want our services to enrich colleagues and illustrate the value we place on the care they take in their daily work, whether clinical, 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.

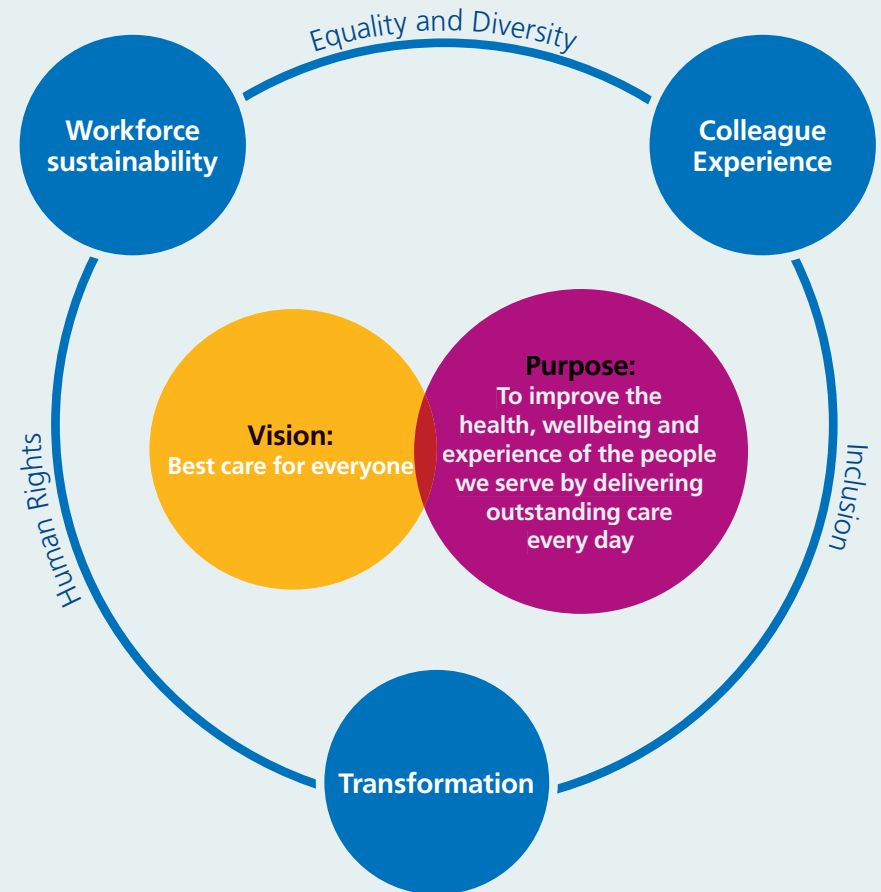
Throughout these conversations it is clear that colleagues want us to be ambitious, live by our values of caring, listening and excelling and be the very best versions of ourselves.

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



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



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.



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

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

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

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.

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.



Enabling Pillar: Workforce sustainability

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

As such we must make sure our workforce is future-proofed and the Trust focuses on attraction, development and retention of current (and future) staff.

This means we need to work on some key initiatives around Recruitment, Retention, Role development, Career pathways, Learning and Development, Continuous Professional

Development, Coaching and Workforce planning (succession planning).

The initiatives listed below are key to deliver upon Trust objectives. Over a period of one to five years, milestones have been suggested. These are not an exhaustive list and as the strategy is delivered, some may be amended or added to accordingly.

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Embed a strong unique employer brand to attract the best talent and embed value based recruitment	Ensure recruitment services are maximised to ensure time to hire is in the top quartile	Increase applications for medical grade roles by 10% in hard to fill areas	Be regarded by our peers as the best hospital to work for in the South West
	Innovate to recruit for behaviours and competencies not just skill. Integrate Human Rights principles in recruitment, appraisal and development	Develop innovative ways to attract staff and assess them	
	Improved supply routes to the Trust for key roles and build more bank networks Improved attraction and pipeline of nurses – establish a pipeline that looks to improve supply by 5–10% annually Ensure colleagues are recruited for their values and managers developed to role model the right behaviours	Close the gap to ensure the proportion of BAME colleagues employed in Leadership roles is consistent with local demographic data and BAME workforce percentages	
	Identify, publish and commence delivery of targets for BAME representation across Junior, Middle and Senior level Leadership roles		

Enabling Pillar: Workforce sustainability

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Recognise the talent of colleagues and retain	Improve nurse retention by 1%	Improve nurse retention by 1%	Improve nurse retention by at least 2% in line with NHS Long Term Plan and a Vacancy Factor of 5%
	Reduce vacancy factor for nurses 0.75-1% per annum	Reduce vacancy factor for nurses 0.75-1% per annum	
	Reduce overall trust turnover to benchmark with peers in the top quartile		Reduce overall trust turnover to be the best in top quartile
	Reduce turnover in Health Care Assistants and Admin and Clerical roles by at least 1% per annum to ensure parity with other Trusts		Reduce turnover in Health Care Assistant roles by at least 5% and admin and clerical by 3%
	Improve retention measured by stability index by 1% each year		Improve retention measured by stability index. Aim to be in top quartile of good and outstanding large University Status Trusts
	Embed and improve the visibility of our talent pools and Accelerated Development pool		
Develop new roles and career pathways	Delivery of grow your own / succession planning schemes		
	Grow Nursing Associates (50 per annum) and Chief Nurse Fellows (5–15 per annum)	Have at least 2 Nursing Associates on each ward by 2023	Trust will have developed at least 25 colleagues through the Chief Nurse Fellowship route
	Develop 'step on' Nurse degree pathways to BSc	Expand the number of Nursing Associates stepping onto the BSc Nursing Degree pathway	

Enabling Pillar: Workforce sustainability

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Develop new roles and career pathways (cont)	Co-design MSc modules with Higher Education Institutes for Advanced Clinical Practitioner (ACP) roles and align supply with the workforce plan	Have a ready supply of professional colleagues educated to a Masters level in Advancing Clinical Practice	
	ACP role development and delivery into roles in stroke, ICU, frailty and acute response team	Have a developed and embedded ACP role and plan for 5 years	See the consistent use of advanced clinicians in roles more traditionally filled by medics
	Implement Associate Specialist roles in Acute medicine	Implement Associate Specialist role in Audiology, Pathology, theatre/Operating Department Practitioners and radiography	
	Develop and deliver an Assistant General Manager to General Manager to Director of Operations career pathway	Reduce the vacancy position in radiography and have a sustainable succession pathway	
	Commence radiography in-house training programmes	At least 5% of staff will be in the Accelerated Development pool and there will be a fair representation of diversity and protected characteristics	
	Embed talent development processes		
	Co-design Assistant Practitioner opportunities and Health Care Scientists with Integrated Care System (ICS) partners	Increase the number of higher level apprenticeships to meet Assistant Practitioner and Healthcare Scientist vacancy levels	Increase the number of staff accessing these pathways for career development opportunities

Enabling Pillar: Workforce sustainability

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Understand supply changes and demands and analyse current and future needs	Develop a 5 year workforce plan which establishes gaps, future gaps and provides plans to resolve these within divisions	Reduce agency spend to meet NHSI control total	Efficient use of resources rated as outstanding by NHS Improvement (NHSI)
Develop and implement new workforce models within the Trust and with partners	Improve attraction and pipeline for hard to fill roles – Doctors in training, consultant posts in Care of the Elderly (COTE), Acute, Radiographers, Cardiac Physiologists, Paediatric Nurses	Have a confident social media and on line presence as a prospective employer	
	Consider alternative methods for attraction and develop sources of supply		
	Grow Apprenticeships by at least 10% and add 5 new standards per annum to our offer	Achieve national target for apprentices by 2021	
	Spend/transfer levy available to ensure none is unused	Maximise Levy spend for internal use Become an end point assessor organisation	
	Develop the Apprenticeship hub model with Health Education England.	Achieve an Integrated Care System Apprenticeship hub	Achieve provider status for standards such as Business and Admin, Health and Social care and Assistant Practitioner

Enabling Pillar: Workforce sustainability

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Integrated Care System (ICS) education and work force collaboration	<p>Deliver an education ‘plan on a page’ for year one.</p> <p>Deliver upon programmes of work together with Health Education England (Nursing Associates, leadership skills and tool kits, OD skills, Advanced Clinical Practitioners)</p>	<p>Deliver upon ICS priorities of shared procurement for education and development programmes and commissions</p>	<p>Deliver the 5 year ICS Local Workforce and Advisory Board plans for workforce development and sustainability</p>
	<p>Deliver upon an Integrated Care System (ICS) workforce plan and commence solution building to work in partnership rather than competition</p>	<p>Deliver workforce models and career development together ensuring partners develop skills required across organisational boundaries. e.g. ICS need for GPs to recruit roles traditionally found in other providers</p>	
	<p>Implement the ICS Pilot High Potential Scheme to encourage colleagues with aspirations to become Directors</p>		
	<p>Take action to encourage BAME colleagues to participate in organisation and ICS-wide Leadership Development Programmes</p>		

Enabling Pillar: Workforce sustainability

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Placement capacity and student experience	Increase adult nursing placements by 10%	Increase placement capacity by a further 15%	Continue to work with Higher Education Institutes to maximise numbers of locally trained health care professionals
	Improve student experience of placements by 10%	Implement recommendations from the National RePAIR project to improve the experience of students on placement	
	Bid for Health Education England funds to improve student experience		
	Improve collaboration with Higher Education Institutes to ensure local educational provision meets the Trust and Integrated Care System (ICS) 5 year workforce plan		
	Participate in the national RePAIR project relating to the retention of our older professional workforce, particularly in creation of alternative roles towards the end of careers and post-retirement	Implement recommendations from RePAIR relating to the more experienced workforce	

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.

Enabling Pillar: Colleague experience

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’.

In order to be the very best employer we can, we will work together to ensure colleagues have a positive experience of our Trust and feel engaged, listened to, respected and valued. In order to deliver an outstanding employment experience the People and Organisational Development strategy seeks to collaborate with colleagues to better understand how to engage and facilitate personal autonomy.

To achieve this we need to improve our health, safety and wellbeing services, improve engagement offers, embed our values, behaviours and freedom to speak up mechanisms, improve management and leadership, our learning and development offers, achieve improved inclusion and work to eliminate violence, aggression, bullying and harassment.

The initiatives listed below are key to deliver upon Trust objectives. Over a period of one to five years, milestones have been suggested. These are not an exhaustive list and as the strategy is delivered, some may be amended or added to accordingly.

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Develop a culture where our values are well embedded in all our practices and policy	Ensure recruitment services are maximised to ensure time to hire is in the top quartile of peers	Improve experience indicators as measured by staff survey to be the best of Acute Trusts	To be recognised nationally as an employer of choice via national awards
	Tailor pulse surveys to determine colleague experience		
	Agree new models of communication and listening into action methodologies		
	Improve experience indicators as measured by staff survey to be in top quartile of Acute Trusts		
	Embed our values and define the associated behaviours. Launch ‘Civility Saves Lives’ and integrate with defined organisational behaviours and Human Factors training.		

Enabling Pillar: Colleague experience

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Secure equity for all	Workplace Disability Equality Standard first report published	Closure of Workplace Race Equality Standard and Workplace Disability Equality Standard experience gaps	Annual reports indicate no experiential discrepancies between staff groups
	Improve reported experience gaps as measured by the Workplace Race Equality Standard	Closure of gaps in Gender Pay reporting	
	Reduce divisional reports of inequitable treatment relating to protected characteristics		
	Embed the Diversity Network further		
	Colleagues recognise that they can have a say in matters relating to them and influence change		
Remove violence and aggression, bullying and harassment from colleagues' working lives	Improved reporting of bullying and harassment resolution and ensure faster resolution of cases	Reduce year-on-year grievances relating to bullying and harassment	Colleagues have confidence that the Trust has a zero tolerance approach to violence, aggression, bullying and harassment
	Improve in staff survey results relating to violence and aggression, bullying and harassment to meet top quartile of Acute Trusts	Improve staff survey results relating to violence and aggression, bullying and harassment to be among the best of Acute Trusts	

Enabling Pillar: Colleague experience

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Promote health, safety and wellbeing	Deliver and embed the staff support and advice hub. Embed processes for reasonable workplace adjustments and requests	Expand the staff support and advice hub to more proactive campaigning and ICS inclusion	Be recognised nationally for health, safety and wellbeing services
	Reduce colleague absence specifically for musculoskeletal and mental health illnesses	Closure of gaps in Gender Pay Report	
	Absence rates to match model hospital best peers	Be recognised as having improved and safe systems of work for colleagues	
	Reduce safety incidents involving colleagues in key areas: sharps, manual handling and incident rates per 100 staff in line with peer Trusts	Achieve full compliance with the Workplace Wellbeing Charter	
		Improve staff survey results to show disabled staff report the same experience as their non-disabled colleagues	
Embed new leadership and management practice	Deliver new education and development standards for managers and leaders	Ensure no people manager is in post without the prerequisite training and development	Ensure all people managers are professionally qualified in people management skills
	Improve on-boarding for management colleagues	Improve and embed a coaching and mentoring offer for managers and staff	The Trust has a coaching and mentoring culture
	Improve the ratings in the following NHS Staff Survey Themes: Immediate Manager, Quality of Appraisals and Staff Engagement		
	In collaboration with Integrated Care System (ICS) partners, develop new standards for Managers and Leaders. Design and deliver associated development opportunities to embed these and extend BAME representation		

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 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.

Enabling Pillar: Transformation

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.

To achieve this we will focus our priorities on education and professional development, research, patient pathway and service redesign within our Trust and with the Integrated Care System (ICS), design of new roles for staff and improve the digitisation of People processes such as rostering, job planning, temporary staffing and self-service technologies to be as efficient as we can.

The initiatives listed below are key to deliver upon Trust objectives. Over a period of one to five years, milestones have been suggested. These are not an exhaustive list and as the strategy is delivered, some may be amended or added to accordingly.

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Deliver the best professional education, learning and development	Ensure continuous improvement of education content, material and methods of delivery	Deliver upon the education requirements of nurse, midwifery, Allied Health Professionals and Health Care Scientist career pathways	Be recognised as a learning organisation
	Support and develop programmes which enable colleagues to develop personal skills via either accredited or non- accredited means		Be recognised as having an embedded coaching and improvement culture
	Target the needs of colleagues as linked to the operational workforce plans and implement programmes which span pre-employment, on-boarding and ongoing development		

Enabling Pillar: Transformation

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Deliver new patient pathways within the Trust and the Integrated Care System	Ensure colleagues are engaged and contribute to changes in service delivery	Colleagues will transition into new pathways and services with ease	Colleagues will reflect that the change processes for them was engaging and well managed
	Colleagues will report an improvement in their views on quality of care and their ability to deliver this to match national averages	Nursing Assessment and Accreditation System (NAAS) ratings are blue	Colleagues will report an improvement in their views on quality of care and their ability to deliver this to match best in class Acute Trusts
	Nursing Assessment and Accreditation System (NAAS) ratings are all green		
Deliver digital and technological efficiencies for people processes	Deliver upon a technological solution for temporary staffing	Technological solutions for temporary staffing and the Employee Relations tracker have reduced costs – temporary staffing spend, sick pay, legal costs and improved staff experience	
	Introduce the Employee Relations tracker to enable HR Advisory services to better support staff and managers with grievances, sickness management and disciplinary cases	Implement further self service and Manager modules on ESR	
	Deliver improved demographic data capture relating to protected characteristics on ESR to enable improved reporting on staff experience		

Enabling Pillar: Transformation

Key initiatives	Year 1–2 milestones	Years 3–4 milestones	Year 5
Deliver digital and technological efficiencies for people processes (cont'd)	Safer staffing levels are consistently achieved at ward level		
	Improve job planning compliance		
	Broaden electronic rostering to all front line clinicians		
Deliver upon University Hospital Status	Scope the opportunity, benefits and requirements for becoming a University Hospital	Develop additional research projects with a focus on education	Maximise the opportunities presented by being an Accredited University Hospital
	Develop further research funding sources		

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

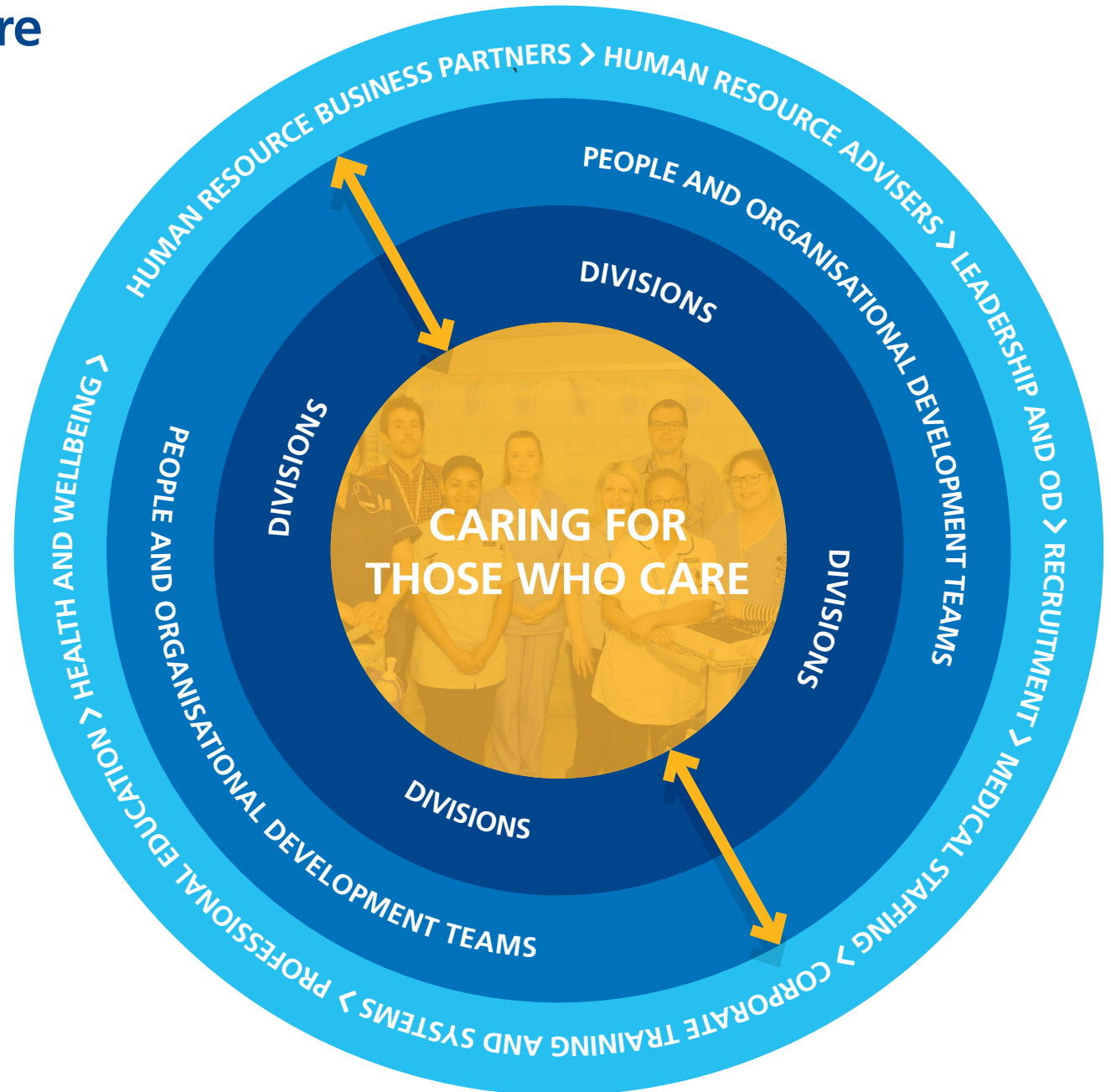
What patients will say



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.



Human Resource Business Partners

Working collaboratively with leaders to achieve Trust and divisional objectives and ambitions by designing, delivering and implementing the best people solutions

Human Resource Advisers and Workforce Information

Providing accurate and timely information and advice to enable support to Managers to achieve the best staffing outcomes to deliver the high quality patient care and/or services.

Leadership and Organisational Development

Providing solutions to deliver transformational change, improve staff engagement, develop talented colleagues and deliver innovative leadership development solutions

Recruitment

Transforming the way we attract, recruit and on board high quality staff and colleagues who share our caring, listening and improving values.

How do we support the vision of the
BEST CARE FOR EVERYONE
 and care for those who care?

Medical Staffing

Providing medical colleagues with support throughout their career including attraction, recruitment, appraisal, job planning and career development.

Corporate Training and systems

Delivering and developing induction and mandatory training, providing support for professional registration, expenses and Smartcards, overseeing training and appraisal systems and innovating provision of education through a learning technology team.

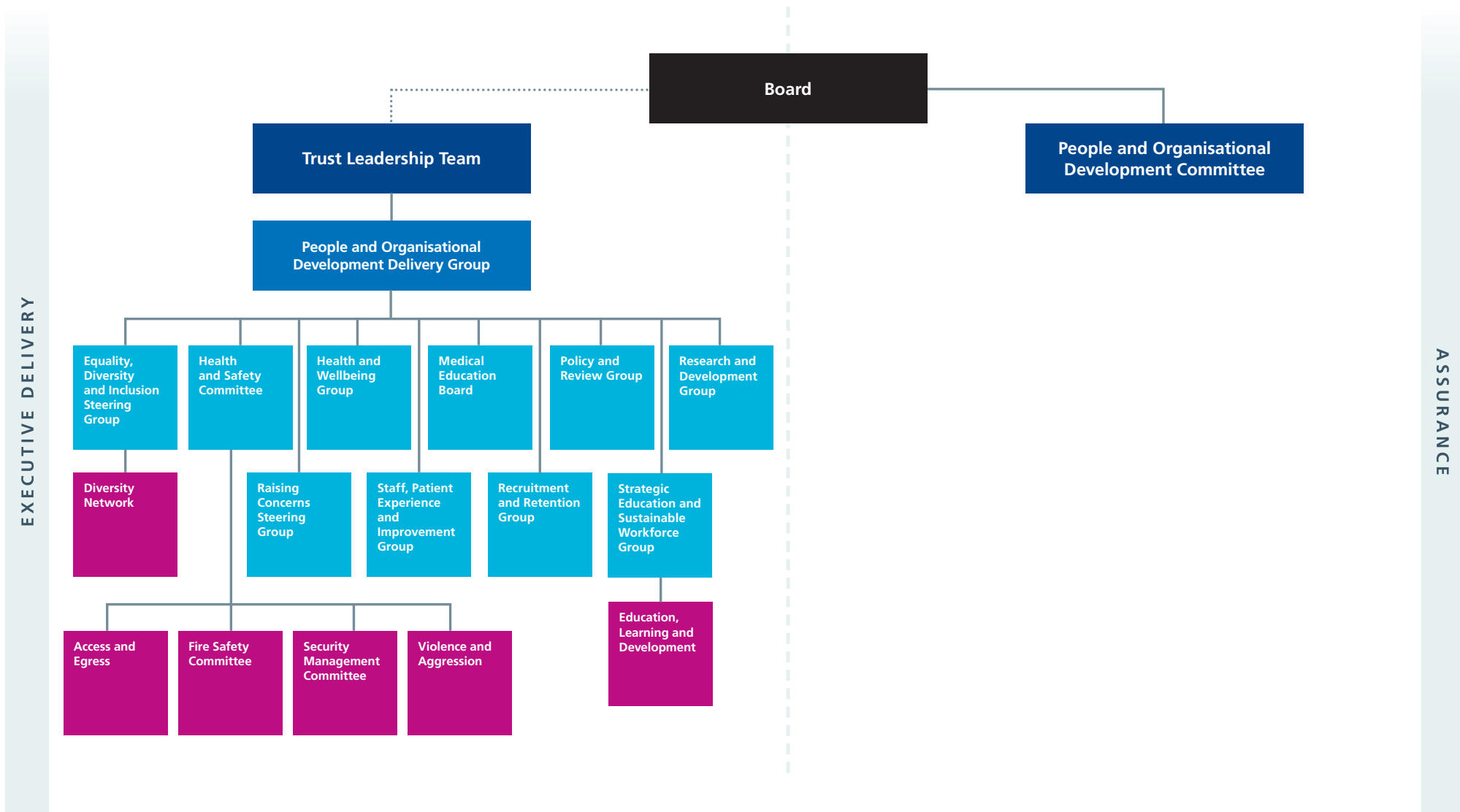
Professional Education and Lifelong Learning

Providing learning opportunities that meet the changing needs of our services and practice. Working with partners to deliver apprenticeships, overseas nurse programme, professional education and undergraduate student placements; enabling our employees to access career pathways and role development.

Health and Wellbeing

Supporting colleagues through the promotion of a healthy, happy and safe environment by embedding staff health and wellbeing in everything we do. Specifically oversee the Staff Advice and Support Hub, Occupational Health services and Employee Assistance programmes and schemes.

People and Organisational Development governance chart



EXECUTIVE DELIVERY

ASSURANCE

Annex 1: Strategic and divisional objectives

To ensure that the objectives are met, a number of measures will be reviewed in executive meetings and at assurance committees.

These will help to deliver our aspirations and also focus our activities on the key priorities. Strategic measures will form part of the new dashboard for the People and Organisational Development committee and operational measures will be reviewed as part of the Executive review process.

Workforce sustainability

Strategic measures

- ▷ Improve nurse retention by 2% by 2025 (Long Term Plan) and aim for a Vacancy factor of 5% (subject to national supply chain improvements) by 2028
- ▷ Improve retention from 11% - 9% by 2024 with a minimum 0.5% improvement year-on-year
- ▷ Reduce Vacancy factor currently at 9% to 5%, reduce by a minimum of 0.75-1% per annum
- ▷ Reduce turnover to meet top quartile in model hospital. Aim in year 1 to achieve national median and in year 2 next best peer. By year 5 match best in model hospital peers (moving year-on-year target)
- ▷ Reduce turnover in roles identified annually. In year 1-2 reduce Health Care Assistant turnover from 15.5% to 10% from 2019 to 2024 by reducing 1% year on year. Admin and clerical turnover to reduce from 13% to 10% by reducing 0.75% year-on-year
- ▷ Improve retention measured by stability index against Model Hospital data. Aim to be in top quartile of good and outstanding large university trusts. 1% each year until reach 92% and thereafter to maintain to be best in group
- ▷ Delivery of grow your own / succession

- planning schemes (identify most important as linked to sustainability, Integrated Care System and Long Term Plan) In year 1–2. Grow Nursing Associates by 2 X 25 per annum and thereafter at a rate to achieve 2 Nursing Associates on each ward by 2023. Advanced Clinical Practitioner role development and delivery into roles in year 1–2 in Stroke, ICU, Frailty and Acute Response Team. Year 1–2 implement Associate Specialist role in Acute Medicine and in year 3–5 in Audiology, Pathology, Theatre/ODP and Radiography. In year 1–2 Assistant General Manager – General Manager route developed and pathway to Deputy Director of Operations. In year 1–2 radiography in house training programmes commence. Chief Nurse Fellows year 2–5–15 per annum
- ▷ Improved attraction and pipeline of nurses – establish a pipeline that looks to improve supply by 5 - 10% annually
- ▷ Improve attraction and pipeline of hard to fill medical roles – Doctors in training, consultant posts in Care of the Elderly, Acute, Radiographers, Cardiac Physiologists, Paediatric Nurses. Establish a pipeline and consider alternatives for attraction and develop sources. Reduce vacancies to match peers

Operational measures

- ▷ Appraisal 90%
- ▷ Mandatory training 90%
- ▷ Apprenticeship growth in division for basic roles to meet national targets by year 2 (currently 170, GRH have 130 apprentices). 10 apprentices additional in each division
- ▷ Staff in Accelerated Development Pool to be represented across all divisions. Steady growth of staff in the pool to reach 5% of headcount (based on natural distribution of talent – bell distribution by year 2)
- ▷ Divisions to support innovations of new role and career opportunities as linked to shortage and hard to fill areas/roles
- ▷ Divisions to deliver upon retention programmes to reduce turnover by at least 1% point per annum
- ▷ Divisional responsibility for delivering work force plans as agreed in the operational and 5 year plan (delivered at end year 1)

Colleague experience

Strategic measures

- ▷ Staff survey improvements specifically under themes; Staff engagement and Morale, Equality Diversity and Inclusion, Health and Wellbeing, Immediate Managers, and morale see table below for next 3 years (based on 2018-19 best in class Acute performance). Years 4 and 5 to be assessed in year 3
- ▷ Improvements in Workplace Race Equality Standard and Workplace Disability Equality Standard by year 5 to show closure of gaps in experience for BAME and disabled staff
- ▷ Improved reporting of Bullying and Harassment and resolution of 85% of cases within 6 weeks by year 2. Reductions year on year in grievances relating to Bullying and Harassment
- ▷ Delivery of the Health and wellbeing business case benefits
- ▷ Delivery of corporate Health and Safety objectives as set and agreed and measured by People and Organisational Development Committee
- ▷ Percentage of total incidents not reviewed within 7 day timeframe
- ▷ Incident with greatest number of days overdue following expiry of 7 day timeframe
- ▷ Percentage of total incidents not investigated within the 20 day timeframe

- ▷ Incident with greatest number of days overdue following expiry of 7 day timeframe
- ▷ All risk assessments reviewed annually by March 2021 (to be reviewed by the Health and Safety committee and exception reports escalated)

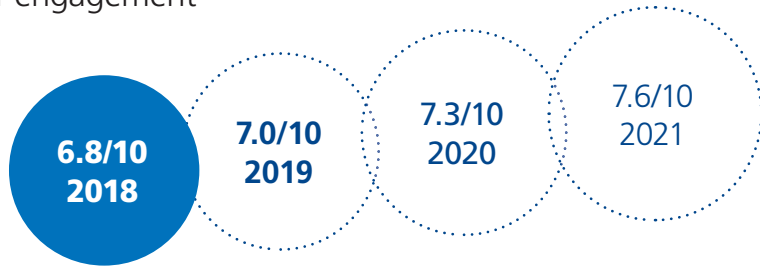
Operational measures

- ▷ Complaints and grievances regarding Bullying and Harassment within division and improvement in cases reported and resolved in times lines set
- ▷ Number of staff, managers and supervisors undertaking Bullying and Harassment training and people management programmes. Percentage of overall staff with management responsibilities undertaking this training. Ambition to ensure 80% of colleagues trained in year 1, 90% in year 2 and 95% by year 3
- ▷ Membership and activity in the Diversity Network and with Equality and Diversity initiatives of divisional senior team
- ▷ Local staff survey result improvements by division and role as per divisional aspirations and achievement of staff survey action plan (Tri or department lead with Human Resources Business Partner to select key areas per division per annum)
- ▷ Absence rate to meet best peers from model and aim to reduce by 1% per annum

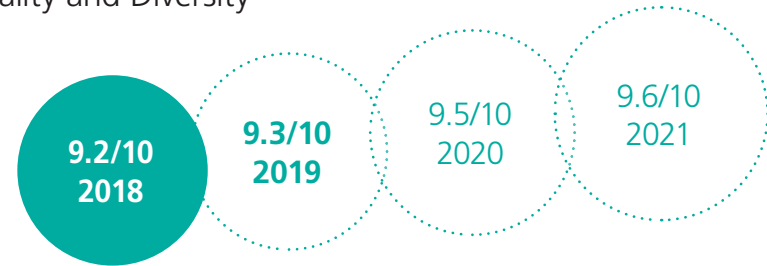
- ▷ Improved Health and Safety risk management - 15% reduction in the annual number of sharps injury in year 1
- ▷ 10% reduction in lost time for stress related illness by year 2
- ▷ 10% reduction in lost time for manual handling injuries by year 2
- ▷ Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reporting in statutory timeframes

Staff survey objectives

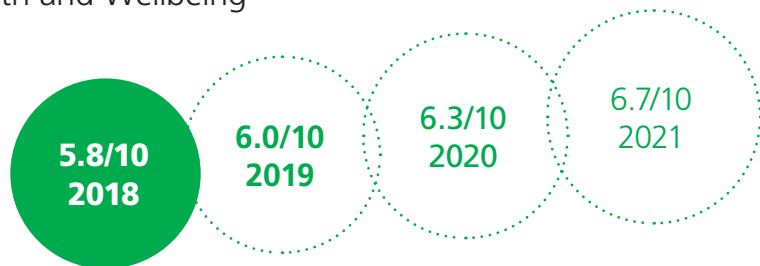
Staff engagement



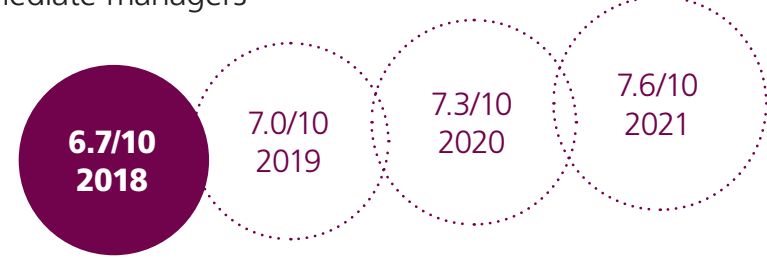
Equality and Diversity



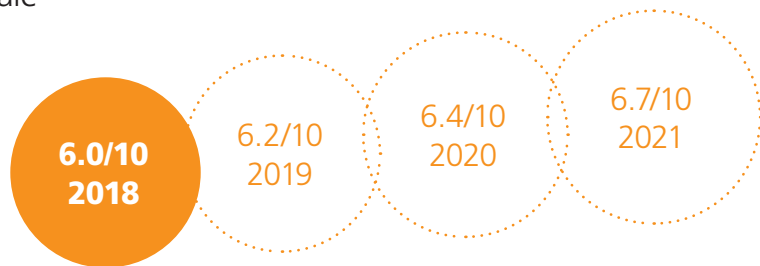
Health and Wellbeing



Immediate managers



Morale



Transformation

Strategic measures

- ▷ Successful delivery of Integrated Care System integration pathways (to be quantified each year as pathway change is operationalised)
- ▷ University hospital status and progress made as per programme delivery phases
- ▷ Improved digitalisation of People systems –realise benefits from the Employee Relations tracker by year 2 and Implementation of ESR self service and manager service to ensure electronic management of items such as absence, appraisal and annual leave by year 2
- ▷ Act as lead in apprenticeship hub model for Integrated Care System by 2022 and add at least five more apprenticeship opportunities per year to the Trust's portfolio
- ▷ Increase number of apprentices by 10% year on year and maximise levy spend
- ▷ Become an apprenticeship provider by 2024 to provide clinical and health service levels 2-5
- ▷ Improved quality of care indicators in staff survey from 76% (GRH) to 80% (average) by year 2 and best in class by year 5 currently 89%
- ▷ Improved measure of aspiring to deliver the best care from 62% (GRH) to 67% (average) in year 2 and 81% by year 5

- ▷ Improve coaching and mentoring offers through Leadership and OD and Academy by 10% year-on-year

Operational measures

- ▷ Rostering and job planning improvements and compliance (baseline where now and improvement) 100% job planning by end 19/20 inclusive of uploading and compliance with the medical operational dashboard
- ▷ Temporary staffing improvements such as divisions meeting agency ceiling, automating medical interims, reducing agency use and increasing bank offers
- ▷ Safer staffing/live safe implementation across all wards by year 1
- ▷ Wider Nurse Assessment Accreditation System (NAAS) implementation with further wards attaining green and blue status

Equality, Diversity, Inclusion and Human Rights

Strategic measures

- ▷ Improvements in staff survey reports against the 9 Protected Characteristics but specifically for disabled staff members
- ▷ Drive improvements in staff experience for bullying, abuse, harassment or violence as evidenced within the staff survey, grievance and disciplinary cases and Freedom to Speak Up reports
- ▷ Workplace Race Equality Standard and Workplace Disability Equality Standard and Gender Pay audit report data to show continual improvements year on year to reach the ambition that staff with disabilities and those of a BAME background report the same experiences as their non disabled and white counterparts. Our gender pay gap will continue to narrow
- ▷ Integration of Human Rights principles in staff recruitment, performance management and development (fairness, respect, equality, dignity and autonomy)
- ▷ Meet objectives and outcomes identified in the Equality of Opportunity, Diversity and Inclusion action plan (set annually)

Operational measures

- ▷ Reduced divisional reports of inequitable treatment as measured through Freedom to speak up, discipline, grievance and dignity at work issues
- ▷ Divisional support for staff with protected characteristics to apply and be recommended for inclusion in the Accelerated Development Pool



Gloucestershire Hospitals
NHS Foundation Trust

**People and
Organisational
Development
Strategy**

V3, May 2019