

People and Wellbeing Strategy

2015-2020

May 2015

1. Introduction

Our People and Wellbeing Strategy sets out an ambitious plan to develop Brighton and Sussex University Hospitals NHS Trust (BSUH) as an employer; working towards an employee experience which is positive and contributes to wellbeing.

This is a significant shift from the current situation and requires long term work and investment. The way in which our people are treated and the culture within which we work affects our ability to provide the best care to our patients. The intention of this strategy is to build on the positive aspects of our culture, reflected in our values and behaviours, and co-create with our people a way of working which is positive and rewarding.

There are a number of short and long term challenges to be addressed and this approach will require commitment and hard work from everyone.

1.1 Context

The Trust does not currently have a People Strategy, which is clearly aligned to the Trust's Strategic objectives. In addition, due to the fact that there have been 10 HR Directors over the last 13 years, there is no consistent model of 'HR practice'. This has led to staff being confused about the role and function of HR. In addition, the HR team itself has been reduced in capacity and is able to provide only a reactive service in the majority of cases. This reduces our ability to support all staff, develop our organisation, learn from our actions and develop modern and appropriate employment practice. With the removal of HR Business partners from the structure in 2011, there are no dedicated HR business links into the Directorates to support staff and managers in a proactive way. The current HR to workforce ratio is 1:133, the national benchmark being 1:70.

The challenges which significantly affect our ability to sustain a productive and positive working environment include:-

- Poor staff survey results (below average staff engagement score)
- Large numbers of grievances and cases
- 3.75% sickness absence
- 12% turnover
- Poor appraisal rates (56%), meaning staff are not having constructive conversations about what is expected of them
- Managers asking for help in dealing with difficult situations in the absence of any in-house people management development
- Evidence of conflict and stress (via grievances)

1.2 Feedback from Staff

BSUH regularly receives feedback on staff satisfaction through a wide variety of sources including the NHS Staff Survey, local surveys, exit interviews, Staff Friends and Family Test, Staff Side representatives, BME and LGBT Networks and Values and Behaviours Champions. Figure 1 below summarises the key feedback from staff.

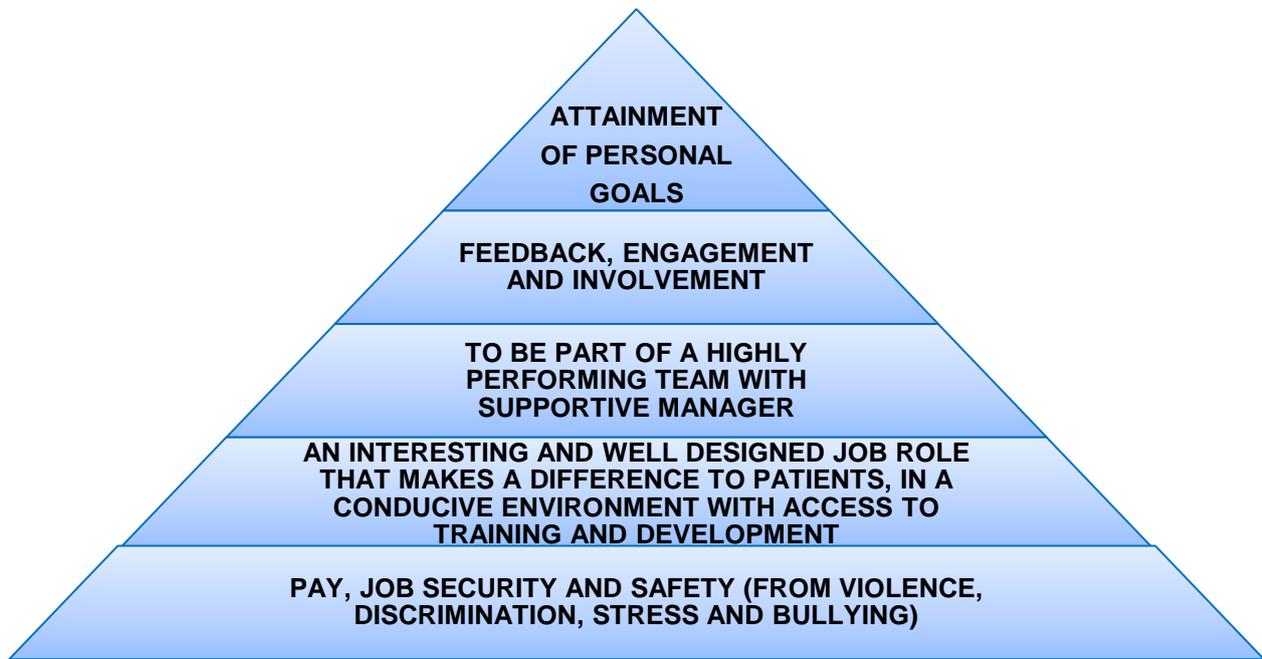


Figure 1: “BSUH Hierarchy of Needs – What Staff Want/need”

1.3 Our Ambition

“How staff feel when they are at work is key to the successful delivery of high quality patient care. Evidence shows us that having engaged, healthy staff leads to increased productivity and an overall happier workforce.” NHS Employers

Our ambition is to make BSUH as a great place to work, and care for patients, for all our staff.

This means delivering:

- An employee experience which is positive and contributes to individual and workforce well being
- Communication and engagement which creates a meaningful dialogue between people
- The infrastructure to support a large and complex workforce- workable and practical approaches to policy, process and employment practice
- An agile organisation which can grow and develop through its people
- A culture which enables everyone to excel at what they do - supportive, and challenging, in line with the values and behaviours

Achieving our ambition is a long term goal. Each aspect of the ambition will be developed below, with the short and long term actions that are required.

1.4 Specific Objectives

Implementation of our People and Wellbeing strategy along with other Trust-wide strategies will enable us to:

Attract and retain an engaged, diverse and high quality workforce

Engage, develop and support our staff to fulfil their potential and meet their career aspirations.

Retain and reward our staff through recognising and rewarding their contribution

Promote and secure **excellent people leadership and management**

Create and maintain a **progressive, collaborative, diverse and healthy working environment**

2. National Context

The workforce pressures and opportunities within the health economy are well understood. There is a growing demand for our services, and a national shortage of resources in many areas. The NHS strategic focus for the next five years places a huge dependency on the development of our people, and the development of roles and span across current organisational boundaries. In every way, our people will determine our ability to deliver safe and great care every time.

3. The Trust

BSUH is the regional teaching hospital, providing general acute services to Brighton and Hove and Mid Sussex and tertiary services for patients across Sussex and the south east of England. Working as one hospital across two sites, and playing to the strengths of both, gives the flexibility to develop services which meet the needs of our patients at different stages of their treatment and care.

3.1 Vision and Objectives

Our overarching Trust vision is to set the standard for **great care**.

We will achieve this by delivering the following objectives:

1. **Excellent Outcomes.** Driving up quality, reducing avoidable harm, developing the workforce and creating a learning culture.
2. **Great Experience.** Meeting core access standards, learning from and improving patient experience and staff experience of giving care.
3. **Empowered, Skilled Staff.** Actions to recruit, retain and develop the Trust's workforce and to engage them in the values and behaviours.
4. **High Productivity.** Delivering a financial plan that secures sustainability and supports effective investment in delivery of the strategy.
5. **Deliver the Clinical Strategy.** The programme of clinical service improvements and developments that deliver the clinical strategy.

3.2 Our Values

Our Values and Behaviours programme was launched in 2013 as part of “Foundations for Success” and over 700 staff created the behavioural blueprint for the organisation. The aim of the organisational development programme is to involve and re-engage staff in creating the type of organisation they want to work for. The People and Wellbeing Strategy will further enhance, support and embed the Values and Behaviour programme into all our people practices. The plan for 2015/16 is well developed and is not repeated in this document.

3.3 Our Workforce

BSUH employs a diverse workforce and regularly monitors a wide range of People Key Performance Indicators (KPIs). These will be reviewed at the first People Board, however in summary our indicators further support the need to engage our staff better, improve retention, focus on recruitment and ensure all staff have a meaningful appraisal. Our current KPIs will be reviewed against industry best practice at the first People Board and will be monitored at the Finance and People Committee.

Key statistics:

- We currently employ 7,259 staff and an additional 600 staff will be joining us from Sodexo in August 2015.
- We currently have 544 vacancies.
- 72% of our staff are female.
- 16.1% of our staff are BME (black minority and ethnic origin)
- 5.9% of our staff have a disability.
- 5.8% of our staff are LGB (lesbian, gay or bisexual)
- Women and BME staff are under-represented in band 8A and above management positions.
- Our current sickness absence rate is 3.75% compared to the NHS national average of 4.24%.
- Our turnover is 12.6% compared to the NHS national average of 8.7%
- Our National Staff Engagement score is below average compared to other Trusts.
- 56% of our non-medical staff have had an appraisal in the last 12 months.

4. Our People and Wellbeing Strategy

Our People and Wellbeing Strategy describes how we will deliver safe and great care, every time, by employing, engaging, developing and retaining skilled, dedicated people who are proud to work for Brighton and Sussex University Hospitals NHS Trust. It has been developed with key stakeholders in line with the NHS *Five Year Forward View*, and firmly rooted in NHS and industry best practice in staff engagement.

Our focus over the next five years will be to become a great place to work and care for our patients and to support teams and individuals to develop their skills and experience to deliver these goals. At the same time, we will continue to improve the wide range of people processes within the Trust. For example we will continue to improve our staff engagement and workforce planning processes; ensure all our staff complete mandatory training and receive well-structured appraisals; and continue to focus on our Health and Wellbeing agenda.

The purpose of this Strategy is to shape, develop and contribute to organisational effectiveness, through the identification of actions and plans that position Brighton and Sussex University Hospitals NHS Trust in the strongest possible place, to deliver great and safe care and services to our patients. This document should be read in conjunction with our Knowledge and Education Strategy, Equality and Diversity Strategy and the new Patient Safety and Quality Strategy.

4.1 Key Themes

There are five key themes that are to be central to everything that we do:

Staff Engagement

Evidence shows that healthcare teams who are engaged in their work provide safer, higher quality care. Staff engagement has significant associations with, for example, patient satisfaction, patient mortality, infection rates, absenteeism and turnover. In essence, **“the more engaged staff members are, the better the outcomes for patients and the organisation generally,”** (Professor Michael West, The King’s Fund Leadership Review, 2012). Figure 2 below summaries the link between patient outcomes and good people management practices.

Figure 2: Supporting Better Outcomes for Patients



Valuing and Respecting Difference

Our values, culture and ethos need to foster an environment that embodies our commitment to equality and diversity, and promotes a positive culture for working and caring for patients. We need to strive for a culture in which all members of the Trust treat each other with dignity and respect, and where we encourage and enforce appropriate behaviour towards colleagues. We recognise the importance of ensuring that all staff are seen to be making a valuable contribution to the success of the Trust, working in highly effective and collaborative ways to create a vibrant and dynamic community. Our working environment reflects the type of employer we want to be; emphasis will therefore be placed on creating a healthy working environment. We are mindful of the need to achieve a fair work-life balance, ensure equitable workloads, and support staff in maintaining a healthy lifestyle.

People Management Leadership

Exemplary leadership skills form an essential part of fulfilling our ambitions. We will develop our People management leadership competencies at all levels, to ensure that staff understand their own leadership styles, and can adapt them to deal with different situations and motivate and energise their teams. We will prepare staff for leadership roles early in their careers, so that they have the necessary depth and breadth of experience to take on roles with greater responsibility. Significant steps will be taken to achieve greater diversity among our leaders. To this end, it will be important to understand how we can make leadership roles more attractive and appealing to a wider talent pool.

People Management

People Management skills are equally important to leadership skills. Through development, coaching and mentoring, managers will become accomplished in creating a high-performance culture, and will be confident in dealing with every aspect of managing staff; from setting clear expectations and rewarding excellence, to managing poor performance where necessary.

Workforce Planning and Talent management

There is a powerful argument to support the need for a sustainable, high-quality workforce that has the capacity and capability to deliver great care to our patients today and in the future. To support our future success it is essential to be able to attract, retain and motivate talented staff.

Talent management is the practice of strategic, long-term, career management, which addresses retention and development. There are many different models of talent management. Adopting a 'life-cycle' model for the Trust embodies our commitment to sourcing, attracting, selecting, training, developing, retaining, promoting and moving employees through the organisation, throughout their career with us.

A long-term benefit of talent management is that it involves an ongoing evaluation of workforce capabilities, and the development required to sustain these. Staff should continue to have the skills, competencies and expertise to contribute to our future growth and development, and be able to adapt to meet new conditions and changing.

4.2 Our Measures of Success

We will be rigorous in measuring our progress in implementing our People and Wellbeing Strategy and in assessing its impact on the quality of patient care we deliver. We will establish a People Board to drive the delivery of the strategy and monitor its success through key indicators and outcomes, as summarised below.

Figure 3: our measures of success:

| Improvements in... | Reductions in... |
|--|---|
| <p>Key indicators: Staff engagement scores Staff retention Attraction levels Health of our staff</p> <p>Outcomes: Patient compliments Friends & family test scores</p> | <p>Key indicators: Sickness absence Temporary / interim employees Disciplinary cases Grievances</p> <p>Outcomes: Patient complaints Serious incidents</p> |

4.3 People and Wellbeing Objectives

Theme 1: Communication and engagement which creates a meaningful dialogue

Objective: Engage, develop and support our staff to fulfil their potential and meet their career aspirations

The Values and Behaviours programme created a turning point for BSUH whereby genuine staff engagement took place. Prior to this programme, there had been an over reliance on the national annual staff survey as a means of staff engagement. Whilst there had been attempts to demonstrate what the Trust was doing in response to staff views, based on staff participation in the annual survey, it could be argued that staff do not see this as a valid form of engagement.

Further to the Values and Behaviours programme, development of a new appraisal system will offer greater opportunity to engage with all staff. Feedback has further reinforced the need to improve ongoing communication between line manager and staff.

To improve engagement within the Trust there needs to be a clear link between the various strategies i.e. People and Wellbeing, Education and Knowledge, Patient safety, Equality and Human Rights and the Communication Strategy. What and how we communicate and how we support staff and develop our staff is central to how engaged and valued they feel.

Figure 4 below details the conditions that are needed for staff to feel engaged and to maximise their ability to contribute to the overall ambition and objective of the hospital.

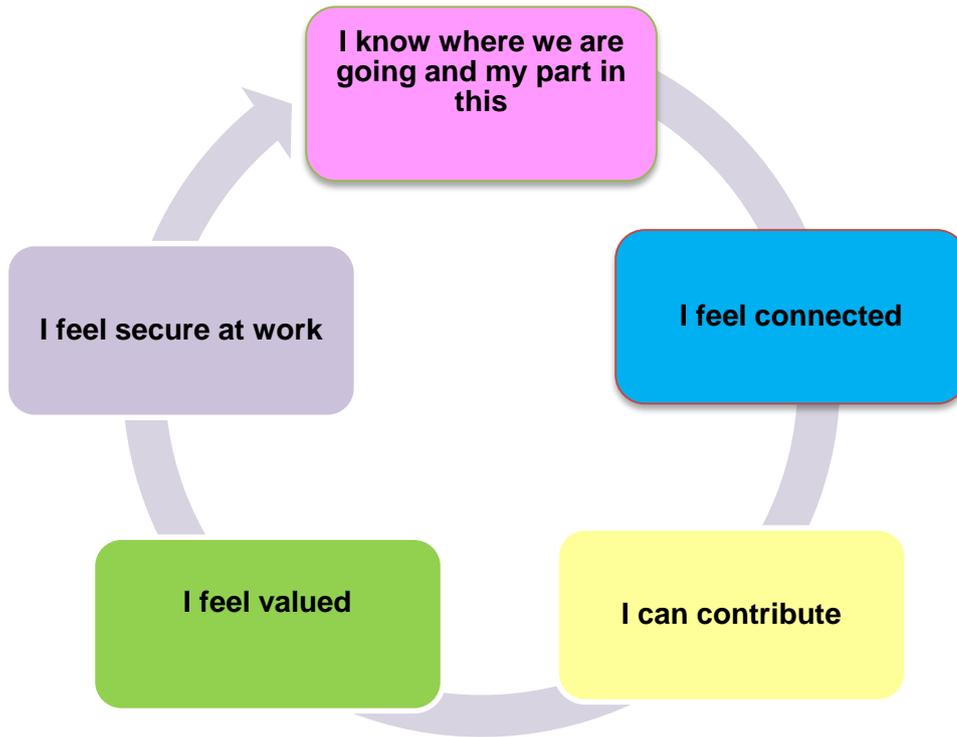


Figure 4: How do Staff Feel

Table 1 shows the position from which we will improve in these key focus areas going forward.

Table 1: Our Starting Position (2014 NHS Staff Survey)

| Focus | Conditions for Staff Engagement | National staff Survey 2014 |
|--|---|--|
| <p>Visible leadership role models our values and behaviours and articulates the collective vision for our patients and staff at a Trust and Team level. Staff know where the organisation has come from and where it is going.</p> | <p>I know where we are going</p> | <p>Only 21% reported good communication between senior managers and staff verses 45% in best trusts. 74% of staff felt satisfied with the quality of work and patient care they are able to deliver compared to 88% of best trusts.</p> |
| <p>Well-developed leaders and managers that are able to engage, coach and stretch staff whilst recognising and valuing difference, treating everyone as individuals and connect them as a team.</p> | <p>I feel connected</p> | <p>The next two key findings are scored out of 5 with the higher the score the better the result: Effective team working scored 3.76 compared to 3.94 for best trusts. Support from line manager scored 3.54 compared to 3.89 for best trusts.</p> |
| <p>There is a staff voice throughout the organisation to reinforce and challenge, and staff are seen as central to the solution.</p> | <p>I can contribute</p> | <p>91% of staff agree that their role makes a difference to patients verses 95% in best trusts. 68% of staff able to contribute towards improvements at work verses 76% in best trusts.</p> |
| <p>There is organisational integrity – our values are reflected in our day-to-day values. People are recognised and appreciated for getting it right.</p> | <p>I feel valued</p> | <p>14% of staff have experienced discrimination at work compared to 6% in best trusts.</p> |
| <p>Staff are safe and secure from the pressures of the job and behaviours of other people.</p> | <p>I feel secure at work</p> | <p>18% of staff experiencing physical violence from patients, relatives or the public in the last 12 months compared 7% in best trusts. 34% of staff experiencing harassment, bullying or abuse from staff in the last 12 months compared to 17% in best trusts.</p> |

Theme 2: An agile organisation which can grow and develop through its people

Objective: Attract and retain an engaged, diverse and high quality workforce

To attract the best people we need to have a strong Employer Value Proposition (EVP) in which people clearly understand the kind of person we want to join our organisation and the opportunities we can offer for career progression. We need to recruit skilled people, identify and develop the best staff and plan succession to key roles. Workforce planning needs to become business as usual with all managers involved in regular forward plans.

Key desired outcomes

We want to ensure staff:

- report a high degree of satisfaction and motivation about working at the Trust
- are fairly recruited and rewarded and proactively retained in well-designed roles and positive team environments
- are supported to develop their skills and careers
- understand and fulfil their role, responsibilities and their contribution to the Trust's success
- feel that their opinions and ideas are valued
- receive clear information about the Trust's activities and expectations
- achieve excellent performance and are fairly recognised for.

Key objectives

- Ensure that there is effective and fair recruitment of staff.
- Ensure that all staff are engaged in and utilise regular, effective appraisals so that they can receive feedback, understand, achieve and exceed their objectives and have opportunities for development.
- Ensure that there is proactive and supportive management for staff to enable them to perform effectively and that staff utilise this to fulfil their responsibilities.
- Increase the diversity of staff in leadership roles.
- Gain momentum in responding to Staff Survey results so that staff engage and can see their input and suggestions having real outcomes.
- Ensure that there is effective communication across and within departments/areas/teams and the Trust.
- Provide staff with regular opportunities to engage with and contribute to the purpose and achievements of the Trust.

Key risks

- There are insufficient staff with the right skills, knowledge and behaviours to provide the services that patients need.
- Staff are not of the required quality, or not engaged or developed to meet Trust's and department objectives.

Theme 3: A culture which enables everyone to excel at what they do - supportive, and challenging, in line with the values and behaviours

Objective: Promote and secure excellent people leadership and management

Over the next five years we will develop the skills and channels to enable our leaders and managers to notice, appreciate and reinforce positive behaviours that contribute to safe and compassionate care. Studies show that high performing teams experience 5 times as much appreciative feedback as criticism, reinforcing positive behaviours (*Harvard Business Review*, 2013). We will also build peoples' confidence to speak up when they have concerns and receive feedback constructively.

The current employee experience at BSUH is variable owing to a number of factors such as location, profession/discipline, limited line management development set against a backdrop of grievances and disputes.

It is recognised that the employee experience for the most part is heavily dependent on the relationship between employee and manager. The skill and ability of the line manager to support staff with day to day operational challenges, to recognise the contribution each member of staff makes by encouraging and supporting professional/career development, and the ability to fairly and consistently tackle performance issues.

It is acknowledged that very little in the way of people leadership and management development has been offered to managers other than the "Leading The Way Programme" in 2014 for 67 most senior leaders. The People Team will set out the plans for people leadership and management development that will be open to all managers and aspirant managers, to improve both their skills and confidence levels as people managers.

Key desired outcomes

- Effective leadership and management are strongly valued and recognised as essential to all aspects of the Trust's success.
- Leaders and managers understand and fulfil their roles in enabling their departments/areas/teams to demonstrate the characteristics (e.g. vision, leadership, culture, collaboration and ambition) of successful functioning.
- Leaders and managers are given and accept clear expectations and accountability for their roles.
- Leaders and managers receive and utilise the support and recognition to understand and develop their own leadership and management potential.
- Leaders and managers fulfil their roles, skilfully balancing the tensions and complexities

involved.

Key objectives

- Ensure that all leaders and managers are aware of their key people management responsibilities, have the capacity to fulfil them and that their performance is reviewed and recognised against them.
- Provide opportunities, training and development for individuals and teams to develop their management and people leadership skills at all levels of the Trust.
- Proactively manage people leadership and management succession planning and talent management.
- Reflect our Values and Behaviours blueprint within all our people management leadership training.

Key risks

- Ineffective leadership or management skills lead to the turnover of high quality staff or to staff working less effectively and not meeting Trust and department objectives.
- The cycle of expectations, development, resources and recognition is not closed so that managers disengage from fulfilling their obligations.

Theme 4: The infrastructure to support a large and complex workforce,- workable and practical approaches to policy, process and employment practice

Objective: Retain and reward our staff through recognising their contribution in the delivery of the Hospital's priorities

Key desired outcomes

- Leaders, managers and staff have an eye on the future, and key leaders identify and communicate critical changes in the Trust's environment that will impact on the hospital and its people.
- There is effective communication of the reasons for, and consequences of, proposed changes.
- There are modern and flexible employment practices and structures.
- Roles are modernised and "fit for purpose".
- Staff and their representatives are consulted and able to have an input into plans and decisions that affect them.
- Leaders and managers lead change effectively, using their understanding of the impact of systems, process and individuals' perceptions and morale.
- Staff engage positively with and adapt to change, without sense of threat, and work collaboratively to innovate and improve the work and service that they provide.

Key objectives

- Modernise and review all people processes and practices.
- Ensure comprehensive workforce planning and modernisation to deliver high quality and effective services for patients (eg seven day working)
- Ensure recruitment and retention strategies are specific and focused.
- Ensure all staff have a meaningful appraisal with their line manager at least once a year.
- Through the introduction of People and Change partners provide high-quality training, advice, expertise and support to significant change initiatives.
- Improve managers' and staff awareness and delivery of effective change management practice.
- Support all teams to have ongoing activities that prepare staff for the possibility of change and set an expectation of continuous improvement and evolution.

Key risks

- Staff, teams and / or the organisation do not innovate or adapt to changing needs resulting in the Trust not providing the services that patients require.
- Change is implemented in a way that impacts badly on staff morale and engagement, leading to disengagement, absenteeism and poor wellbeing.

Theme 5: An employee experience which is positive and contributes to individual and workforce well being

Objective: Create and maintain a progressive, collaborative, diverse and healthy working environment

Whilst the Trust has realised the benefit of moving funding from an outsourced Employee Assistance Programme to the in-house Health, Employee Learning and Psychotherapy (HELP) service, the Trust's approach and investment to wellbeing has not significantly progressed beyond this. Staff need to feel as though they matter, it is imperative therefore that staff are offered the opportunity to develop in a way that will not only improve their skills and performance but also enhance their career aspirations. BSUH needs to demonstrate the value and importance it places on all staff, regardless of their role, professional group or background. The People and Wellbeing Strategy sets out our plans to engage staff in the development of a bespoke wellbeing programme supported by a "People Centre". This service will ensure that staff are offered value added support, ranging from career counselling, clearly defined flexible NHS rewards, talent management and People Coaches who will support staff by offering mediation, advice or signposting to other services. Central to this will be valuing people and difference.

Key desired outcomes

- The Trust's environment enables and encourages efficient and innovative working practices for positive wellbeing.
- Staff are supported to manage their work demands and minimise risks to their health.

- Working safely is recognised as a vital component of positive welfare which is supported by sound practice and the comprehensive assessment and control of risk.

Key objectives

- Develop a creative and responsive wellbeing plan in consultation with staff and deliver and monitor implementation through the Wellbeing Committee (previously the Stress Committee).
- Enable managers to proactively assess and manage wellbeing within their teams.
- Ensure appropriate control measures are in place to support safe working practices for all, taking into account their ability and vulnerability.

Key risks

- Sickness levels rise because the factors which trigger poor wellbeing are not adequately managed early enough.

5. Five Year Journey

Our People and Wellbeing Strategy sets out an ambitious five year “journey” to take us from bottom quartile performance to upper quartile performance. Figure 5 graphically sets out our journey and key goals and objectives will be regularly reviewed to ensure they remain “fit for purpose”.

In summary, **year 1** will be about “Getting the Basics” right and this will include the establishment of the People Board with the workstreams and people that will deliver the People and Wellbeing Strategy. This will be supported by a restructure of the HR Team to the People Team including the introduction of People and Change Business Partners, better support for staff and their wellbeing and people leadership and management development. All people processes will be reviewed, outstanding grievances and cases will be completed and values and behaviours will be embedded in the work of the People Team. There will be a significant focus on resourcing, staff engagement and all staff will have an appraisal.

In **year 2** we will continue to build on the work achieved in Year 1 with a particular focus on “Building Capacity and Capability Now”. The People and Change Partners will work with Directorates to develop and deliver more sophisticated workforce strategies including workforce planning, design, job planning, recruitment, retention and productivity. The BSUH “brand” will be recognisable and staff will report better staff engagement and improvements in their wellbeing measured through the staff survey, improved sickness absence rates, reduced vacancy rates and improved turnover rates. The People Team will work with the Knowledge and Education Team, the 3Ts Modernisation Team and others to support the roll out of new training and workforce modernisation opportunities for staff and patients.

Year 3 will again build upon the previous two years but we will be bolder and more ambitious for our People ensuring that we continue to plan for the workforce we will need in the future particularly for 3Ts. The focus will be on “Building Capability and Capacity in the Future” and our talent management systems will be robust and effective.

Year 4 will see significant improvements in our overall performance in all KPIs. Staff will be engaged, feel valued and feel able to contribute effectively to improvements in “great” patient care.

Year 5 will be about reviewing the change journey BSUH has been through and looking to the future to further maintain and enhance our performance.

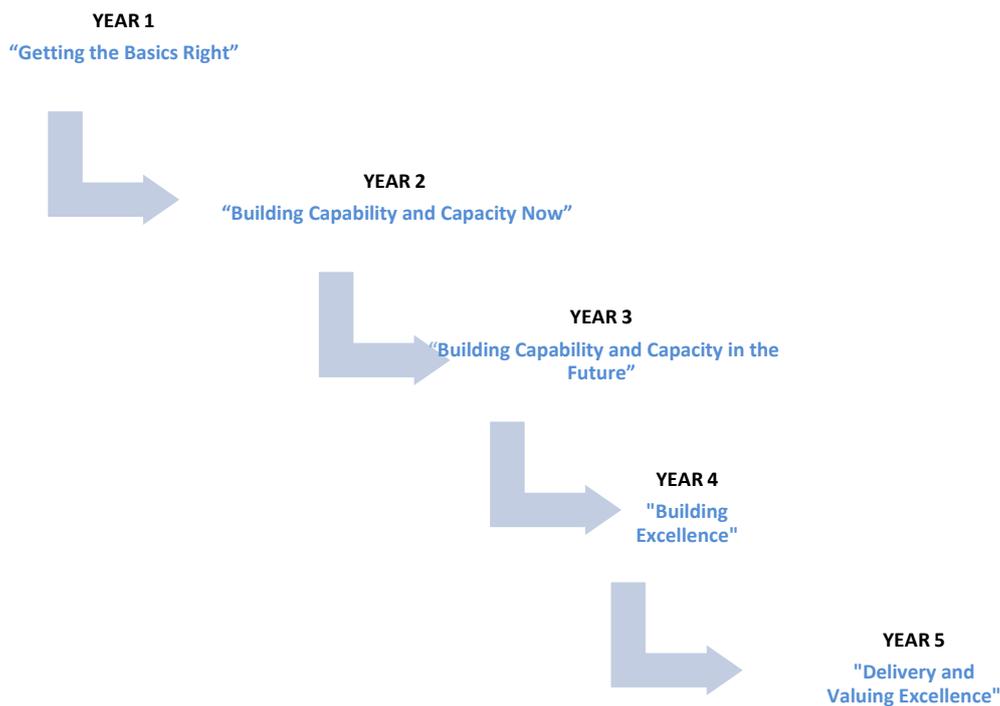


Figure 5: "Our 5 year Journey"

6. Next Steps

Through the Values and Behaviour brand, which is well recognised, a summary of our People and Wellbeing Strategy will be produced for staff which is simple, clear, and well-designed. This will be supported by a brief animation film clip that will bring the strategy to life. A roll-out plan and workstreams will be presented to the first People Board in early June.

The HR Team will restructure to ensure it is able to support the deliver the People and Wellbeing Strategy.

7. Monitoring Progress

The Trust Board will review progress against our People Strategy goals, and ensure the Strategy is aligned to the Trust's corporate strategy. The People Board will govern the delivery of our strategy. The People Board will be empowered to agree the initiatives which will deliver our goals, and be responsible for the governance of the programme. The operations of the People Board will role model the behaviours and values we are aspiring to across the Trust.

8. Conclusion

Our strategy over the next five years is to develop a culture of care for the people who work in our organisation, and through our connected, skilled and motivated teams ensure safe and compassionate care for those we serve, every time.

