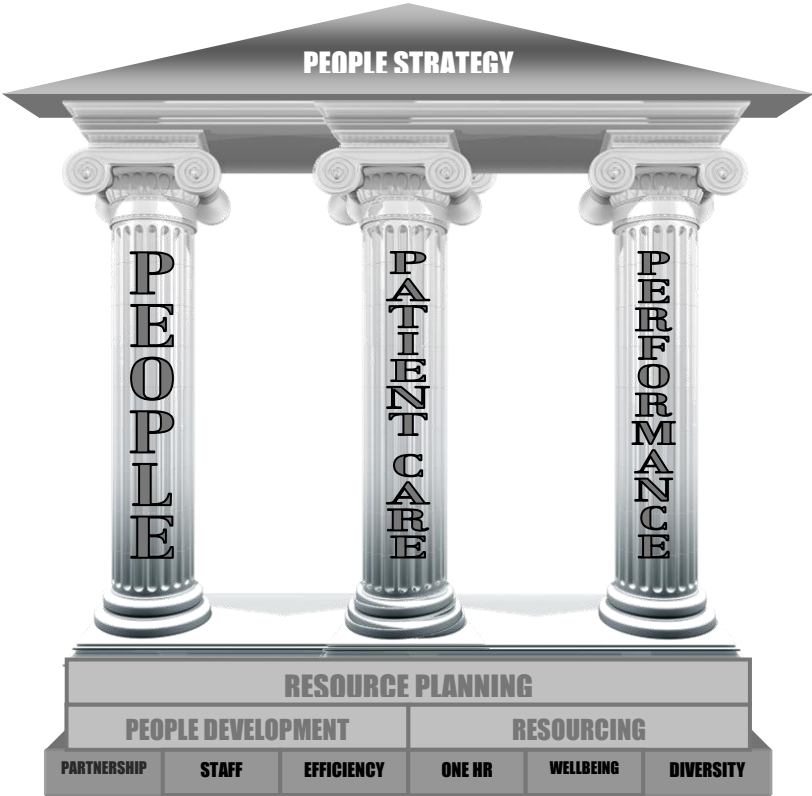


**BRIGHTON AND SUSSEX UNIVERSITY HOSPITAL
HR STRATEGY
“PEOPLE STRATEGY”
2012-2022**



Foreword from the Chief Executive

To say our staff are our greatest asset has become a bit of a cliché but that doesn't make it any less true. We employ over 6000 people and the need to create a hospital where people want to work, where careers are interesting and developed, where staff are encouraged to reach their full potential and feel their contribution is recognised and valued, has never been more important.

Since taking on the role of interim Chief Executive in June this year I have been championing the cause of refreshing our relationship with our workforce and our HR Strategy will guide and support that endeavour. The NHS is embarking on a period of unprecedented change and in order to thrive we must recruit the right people to the right posts and retain those people by ensuring our workforce are informed involved and understand our priorities and ambitions.

In addition, numerous independent polls conducted by MORI show that the public believe the most trustworthy and reliable information about NHS services comes from people who work in the NHS – both in their professional capacity and informally. By definition, keeping our staff informed and involved will also have a positive knock on effect for our external reputation and the public perception of our hospital.

*Chris Adcock - Interim Chief Executive
Brighton and Sussex University Hospitals NHS Trust*

Foreword from the Director of HR

This strategy sets out how we foresee the challenges facing BSUH in the management of our people over the next five years and beyond. It is intended to show how we in HR will support and aid the delivery of patient care. The HR Team in BSUH has much to be proud of in its response to the management of change in the past years, in addition to the improvements to the people management processes and need to introduce still further professionalism to people management. We have made significant progress to date but there is more to do.

We must continue to adapt HR to reflect the major changes we have come through. We must review our HR strategies and take stock of what the hospital and the wider health community needs for the future to support our services and ensure that we continue to meet the high standards of service delivery at a continually reducing cost. The strategy looks at our priorities in these next years and I very much look forward to working with colleagues in the hospital and other partners to ensure that we reap the benefits of this work and that BSUH continues to be at the forefront of NHS performance, patient care and effective cost control.

*Graham White - Director of HR
Brighton and Sussex University Hospitals NHS Trust*

1. Introduction

In line with the hospital's publication "Our Priorities", we want to make our hospital and our services the best that they can be for patients from across Sussex and the South East of England. Through our 3Ts programme we are planning to modernise the Royal Sussex County Hospital in Brighton and across all our sites develop and expand the services we provide for the most seriously ill and injured patients and strengthen our role as the regional teaching hospital. This is happening at a time when the NHS is becoming even more accountable for the public funds that it spends. This document sets out how the HR strategy of BSUH will support these objectives by developing and implementing leading edge HR policies, progressive people development and effective performance management as part of our Workforce Development plans that will incorporate not only employees but also partners and volunteers.

In each of these areas there are a number of work streams showing our intent to address culture, behaviour and values.

This strategy :

- Supports staff and managers through ongoing change – change, development and innovation that will transform the way we work and how our people are managed, as well as reduce our cost base to meet the challenges of the NHS in the future **(PEOPLE)**
- Ensures patient care and patient safety remain the focal point of all outcomes from staff engagement **(PATIENT CARE)**
- Has set in train a rolling programme of innovative HR development, which has energised among line managers to manage people within a modernised and responsive set of management tools **(PERFORMANCE)**

2. HR Strategic Programme

The lynchpin of our strategy (People, Patient Care, Performance) must necessarily be to support the hospital in the future decade's delivery of our transformation agenda (3T's) and the delivery of our "Audacious Goals" in order to deliver the savings required whilst retaining excellent patient care.

HR supports the BSUH Transformation Programme with work on immediate areas of weakness such as resourcing, recruitment, long term sickness management, performance management and staff engagement. During the period covered by this HR strategy we will broaden this focus into three key HR foundations of:

- **Resource Planning,**
- **People Development**
- **Resourcing**

A variety of specific projects are turning these words into measurable actions and results, including career succession planning, talent management, workforce skills mix, organisational change and equality of opportunity. This includes detailed projects looking into areas such as management structures, staffing compliments, and layers of management and spans of control, workforce capability and skills, equality of opportunity for all staff, talent management and long term skills mix.

It is currently anticipated that this will achieve two fundamental goals. Firstly, a workforce that is correctly sized and shaped to deliver health care in Sussex for the next ten years (See Ten Year Workforce Plan) and, secondly, a workforce that is equipped and skilled with the knowledge and capability that will ensure we are delivering patient care to the highest standard possible.

The programme is built on six principles that act as the underpinning on which the foundation of the strategy is built. These are:

- Joint solutions – partnership working
- Staff engagement, culture, values and behaviours
- Driving out inefficiencies and implementing technology
- One HR
- Health and wellbeing
- Equality and diversity

3. Joint solutions – partnership working

As an NHS Trust and the Major Trauma Centre with a catchment of over one million people, we are only able to provide our services because we are working in partnership with other local community hospitals, GP practices, clinics, commissioners and the SHA. The potential is huge for us to capitalise still further on the mutual benefits of working together with our partners on a range of initiatives to maximise our ability to deliver services in partnership. We will continue to support the work which is ongoing to create health community career pathways, shared learning and mutual support for front line services which will act as a platform for further joint working initiatives across the south of England.

We will specifically pursue opportunities for joint working with other HR teams in order to find economies. Initial focus will be in areas such as Occupational Health, Organisational Development, Health and Safety and shared back-office HR functions.

The Trust has built long lasting and sound Union relationships which have helped formulate partnership working with all elements of a very diverse workforce. Going forward this strategy will continue to build on this ensuring that Trust council plays a vital role in the shaping of the hospitals approach to its staff.

As the practical implications of the NHS Bill are applied we will support changes which arise as a result of this legislation once enacted. We envisage that there could be significant staffing implications.

4. Staff engagement, culture, values and behaviours

The objective of our engagement strategy is to ensure that we reflect and signal to the workforce, their representatives, partners and patients what our culture represents and how this will be seen in both our behaviours and the values that direct us.

A critical part of this is the Internal Communication Strategy, which is to effect information sharing and two-way engagement at all levels and across all locations within the hospital. This will allow BSUH to maintain the effectiveness of its workforce by engaging, motivating and influencing all staff and their representatives to participate in regular and effective two way dialogue.

The measures of success that this is working will be seen when we test:

- Are staff and staff representatives receiving accurate information?
- How are staff receiving regular information?
- Are messages consistent across the hospital?
- Do staff and their representatives understand both the goals and the results of communications?
- Do staff have sufficient opportunities to input their views and comment on matters that affect them?
- Are staff confident their comments are considered?

The fundamental risk on any communication strategy is to end up explaining what is happening but not why. The key principle of effective internal communication is to emulate the values and behaviours of our hospital by engaging them and telling them *why something is happening in the way it is*.

Seeking a culture of inclusion this strategy will ensure our staff understands the challenges we face. This will enhance ownership of the solutions we are proposing and, as a result, will ensure a proactive contribution to the solution and supporting management attempts at progress.

Effective internal engagement and communication is a means to an end, not an end in itself. For our staff to be fully engaged in their work we need to clearly demonstrate there is a natural link between our communications and our challenges. Internal communication is not an end in itself.

5. Driving out inefficiencies and implementing technology

BSUH has recently enhanced its already very successful intranet “infonet” site and this has aided HR to develop the HR online site through more effective and quicker links to relevant information sources and support documents. As part of this strategy, HR will continue to introduce new technology-based engagement methods, including Q and A’s and flow charts to accompany all policies on the infonet to enable managers to be more self sufficient.

On a wider perspective technology-based approaches are being introduced for recruitment, management information, staff engagement all of which works to retain and motivate the BSUH workforce. The strategy also includes the introduction of a self-service approach for managers where they will be able to view, analyse and investigate workforce information relating to their own staff. In addition we will manage the automation of all transactional HR processes creating self-service for staff to input, amend and update their own details.

6. One HR

We are implementing a new operating model for HR where line managers work in partnership with their own HR Relationship Managers and forge solid relationships that ensure HR is driven by the needs of the individual elements of the hospital and create less confusing demarcation of roles as we base ourselves, where possible, together as one team.

It is envisaged that the Relationship Managers will link the wider HR service in areas such as Occupational Health, Medical HR and Organisational Development to the needs of managers, staff, volunteers and partners.

We will support managers in effective case management, assisting in minimising the cost to the hospital and increasing management engagement on staffing matters. We will develop mediation as a tool to assist in reducing the casework load.

7. Health and wellbeing

As part of a Trust wide Well-Being project HR will continue to develop the BSUH Occupational Health Service and the HELP Service to foster healthy relationships, keeping in balance the physical, psychological, social, environmental and economic factors which affect all staff. We will work with managers to ensure a speedy and effective response on all OH matters.

Through this approach we will match our success with long term sickness by supporting the management to reduce short-term absence across the hospital. We also anticipate a series of wellbeing bite size presentations to staff to help them cope with work life balance pressures.

8. Equality and diversity

HR remains committed to the total eradication of any potential for discrimination across the hospital. Our staff, patients, carers, volunteers and visitors are from many different backgrounds and should be treated with dignity and respect at all times. As a major teaching hospital this strategy acknowledges and sees strength in the diversity of our workforce. We are working to ensure all staff embrace and value the benefits of the differences between individuals.

Whilst not leading on the Equality agenda HR is working with the Head of Equality, Diversity and Human Rights, and will continue to strive to ensure that no one should suffer any form of discrimination because of their race, age, disability, religion and belief, sexual orientation, gender, marital status, employment status, socio economic status, nationality or ethnic origin. And where such offences are discovered, HR will ensure such matters are treated with the severity that is required. We will also not accept any form of abusive or violent behaviour towards patients, visitors or staff by third parties and will ensure any such incidents will be dealt with in a manner that ensures individuals feel supported by their employer.

9. Measures of Success

The BSUH HR Strategy is designed to be Evidence Based. It is designed to deliver and maximise its impact on the overall success of BSUH. The strategy not only develops a clear vision of the role HR can play, but also identifies the appropriate metrics to evaluate its contribution based on what it is trying to accomplish. All too often HR as a profession measures and tracks long lists of meaningless criteria simply because of the availability of the data. The BSUH HR Strategy will evaluate our productivity in tangible objectives that can be translated into actual measures of our success.

The success of our EBHR Strategy is measured in two main ways. Firstly it measures HR performance and, secondly, and more importantly, it measures the delivery.

Measurement of the effectiveness of our HR strategy in terms of **Performance** will focus on the output of HR. This includes areas such as HR practices and HR systems. The metrics produced will include:

- Speed to reply to HR enquiries
- Completion times for grievance and discipline
- Time to recruit
- Level of internal promotion (Career succession planning)
- Turnover (including short stay averages – under 24 months)
- Tenure
- Avg Employee cost compared with NHS revenue
- Numbers and types of grievances and disciplinary incidents
- Numbers of Appraisals undertaken
- Accuracy of administrative uploads
- Throughput of Occupational Health referrals
- Level of training activities undertaken by workforce

The specific metrics in these areas will be published monthly as part of the HR Monthly Dashboard.

Measurement of the effectiveness of our HR strategy in terms of **Delivery** will focus on the outcomes of HR's involvement with management and the workforce. This includes areas such as HR practices and HR systems. The metrics produced will include :

- Staff advocacy levels (Mindset)
- Staff acknowledging and understanding the Trust's goals and objectives
- Employee knowledge (able to identify and sign up to the Trust's values and culture)
- Numbers and levels of grievances attributed to staff frustration
- Overall level of competence in each area and profession (successful development plans)
- Employee relations
- Cost of HR per employee
- Measure of BSUH Brand (Employer of Choice)

The specific metrics in these areas will be published quarterly as part of the HR Quarterly Dashboard.

