Human Resources/ Organisational Development Strategy 2015 - 2020

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Human Resources/Organisational Development Strategy for:

Northumbria Healthcare NHS Foundation Trust.

Northumbria Healthcare NHS Foundation Trust’s Trust Board
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Further copies are available from the Trust intranet.
FOREWORD

The Human Resources and Organisational Development Strategy is a key document that draws together strategically the Trust’s approach and priorities in relation to attracting, retaining, valuing and developing our workforce in order to meet its priorities.

In order to meet the new requirements of the Trust’s strategic priorities and aims, together with ensuring the provision of safe and high quality care for patients, it is vital that the Trust has the right people with the risk skills, in the right roles at the right time.

This strategy is built upon significant achievements in progressing our Human Resources and Organisational Development service to a high performing level but with a challenging landscape ahead there is a significant amount of work which strategically impacts on our workforce.

Our people are vital to the delivery of the Trust’s strategic priorities, 5 year plan, vision and values. At Northumbria Healthcare NHS Foundation Trust it is more than a Human Resources and Organisational Development Strategy, this strategy aims to support the delivery of a positive Northumbria culture. “The Northumbria Way” is gathering pace and staff are recognising the benefits of being part of a positive cultural atmosphere that encourages staff to be engaged, appreciated, satisfied happier and healthier at work.

Over the coming years we have a challenging agenda to make further strides forward whilst becoming more efficient and reducing our overall costs as a
function. We have to meet the challenge of large scale change in the move to the new hospital and learn to support small businesses in the form of the new primary care business and the facilities management company that will provide estates and facilities services to the new hospital. This takes both our Human Resources and Organisational Development strategy in a different environment but with the requirement to meet the same regulatory standards.

Our workforce is paramount to delivering high quality care for our patients and this workforce plan sets out our ambitions and also our key challenges facing us during the next five years. These key challenges are as we know them now, but we also recognise that these are likely to change and additional or different challenges may also come along. We believe that by sharing our strategic workforce plan, our ambitions and challenges will be transparent across the organisation and beyond.

This Human Resources and Organisational Development Strategy is aligned to our workforce model and is underpinned by the following regularly revised documents which should be read in conjunction with this strategy:

- The Human Resources Strategy Workplan – Appendix I
- The Organisational Development Plan – Appendix II
- The Workforce Plan – Appendix III

This plan has been approved by the Trust Board and has a six monthly regular review planned going forward.
Ann Stringer
Executive Director of HR&OD

David Thompson
Non-Executive Director

January 2015
EXECUTIVE SUMMARY

Northumbria Healthcare NHS Foundation Trust’s ambition is to provide local patients with the highest possible set of sustainable healthcare services by achieving our vision:

“To be the leader in providing high quality, caring and safe health and care services”
(NHCFT, 2014)

Our strategic goals are:

- To ensure that Quality underpins every decision
- To provide the safest health and care services to patients and service users
- To be recognised as a caring organisation locally, regionally and nationally
- Maintain long term financial strength despite the challenging environment
- Attract, retain, support and train the best staff
- Develop an internationally recognised brand and build strong local and national relationships.

In order to achieve this strategic vision and goals, attracting, retaining, valuing and developing our staff to ensure that they are equipped and able to deliver high quality health and care services, both now and the foreseeable future is of paramount importance to the success of the Trust.
At a time of significant change with the publication of the Five Year Forward View (Stevens, 2014), the configuration and skills of our workforce may be out with traditional models of care. We have the very first Specialist Emergency Care Hospital in the country due to open in Northumberland in June 2015, our HR/OD Strategy is be focussed on delivering the wide range of workforce requirements for the Trust at an ambitious time.

The recent findings of the Robert Francis QC Report (2013) and the publication of Hard Truths (Department of Health, 2014) together with the Sir Bruce Keogh’s subsequent review of 14 NHS and Foundation Trusts with higher than estimated mortality rates (2013) provide a strong focus for ensuring that our staff are clear about their roles, responsibilities and the expectations of our organisation. The new style inspection approach introduced by Sir Mike Richards as Chief Inspector of Hospitals gives a focus on all aspects of the delivery of care to our patients with a clear responsibility with the organisation to ensure that our staff levels are transparent and appropriate, our staff are trained appropriately and that they are delivering kind and compassionate care to our patients at all times.

We are focussing on continuing our support for the Health and Wellbeing programme for our staff which has evolved during 2013/14 with the achievement of the silver ‘Better Health at Work’ Award and the Trust has ambitions to achieve the Gold award during 2016/17. The development of this programme has proved significantly beneficial to our staff and we have aspirations to develop a creative approach to supporting staff to remain well and achieve their maximum potential at work.
1 The Trust
1. **Trust’s 5 year Strategy**

The Trust’s 5 Year Strategy has nine objectives and this Human Resources and Organisational Development strategy impacts across all of the objectives in some way.

The Trust has one specific Human Resources and Organisational Development overarching objective which is focused on attracting, retaining, supporting and training the best staff. This is encompassed within the key theme of “Employer of Choice”

2. **Governance Arrangements**

Human Resources and Organisational Development have robust internal and governance arrangements.

Internally the Human Resources and Organisational Development CQC outcomes, monitor requirements and risk registers are submitted to both the Workforce Committee and the Assurance Committee.

The Workforce Committee is chaired by a Non-Executive Director and the membership includes representatives from all departments across the organisation. This ensures good accountability and responsibility for
action planning is adhered to and monitored accordingly to ensure CQC compliance.

The Assurance Committee monitors the Human Resources/Organisational Development CQC Compliance, Risk Register and financial performance. In addition the Trust’s Assurance Committee also formally receives the Trust’s Training Needs Analysis to ratify following formal approval at Workforce Committee.

Externally the Trust is required to submit annual plans to Monitor within the first quarter of every financial year together with a 5 year plan. Financial costs are monitored closely and our cost improvement programmes notably impact upon our workforce. This is monitored by the Trust Board.

3. The Northumbria Way – Our culture

The Trust regularly participates in a number of key cultural barometers/survey’s. These include:

- Staff Survey
- Bespoke Culture Survey
- Medical Engagement Survey
- Friends and Family Test
- Patient Experience Survey’s
We regularly review this information, cross reference it and analyse it to ensure that our cultural direction is appropriate and we are listening to all areas of our organisation. Our actions are then reflected within our future Human Resources and Organisational Development Plans.

The Trust has developed its own values in consultation with staff and these now underpin key Human Resources and Organisational Development Activities at all levels within the organisation.

Our Values:

1. Patients First
   - Patient care will be the best we can deliver
   - We show compassion, empathy and respect
   - We respond to the needs of all patients
   - We provide excellent services
   - We ensure physical comfort and emotional support
   - We provide the right information at the right time for patients and their families.

2. Safe and high quality care
   - Quality and safety is at the heart of everything we do
   - We set clear standards and report against them
   - We will encourage new ideas and innovation
   - We will continuously improve to ensure our standard is the highest it possibly can be.

3. Responsibility and accountability
   - We take personal responsibility for our actions
   - We actively build relationships within and across teams
   - We measure performance and act on facts.

4. Everyone’s contribution counts
   - We all have a part to play in delivering excellence
   - We encourage education and personal development
   - We all take responsibility for developing others.

5. Respect
   - We lead by example
   - We aim to be good role models
   - We respect everyone’s contribution
   - We support individuals to succeed.
4. **Strategic Priorities**

The organisation’s strategic priorities state that **“our staff are the foundation for all that we do”**, we relate this to all of our HR/OD activities through promoting a positive staff experience and relating this to the patient experience.

5. **Action Planning**

Action planning is reported to the Workforce Committee monthly or at agreed intervals or on a quarterly basis to Trust Board.
The Executive Director of Human Resources provides a quarterly paper to the Trust Board outlining the actions required, timescales and who will be responsible for these.

Staff Survey action planning is shared across the workforce with information in the Staff Update and Team Brief. Staff also regularly contribute to focus groups from which the findings are fed back to the Trust Board.

Locally Human Resources Managers provide feedback to Business unit department meetings on the findings of the Staff Survey and local action plans are developed by Business Units with a you said, we did campaign which assists in promoting engagement.

6. **Continuous Improvement**

Within the Human Resources and Organisational Development function we have individuals who work with teams to support a culture of continuous improvement.

The Work of the Transformation Team is purposely aligned to a number of key Executive Strategic Projects within the Trust and support is given to project which aim to develop skills and capabilities in relation to service improvement within the Trust.

As a Human Resources/Organisational Development function, we aim to apply continuous improvement methodologies to our work at all times.
7. **Linking Staff Experience and Patient Experience**

The Human Resources and Organisational Development Strategy is underpinned by ensuring that there is a conscious link in the Human Resources and Organisational Development activities which demonstrate alignment between the staff experience and patient experience.

This builds upon the research of Michael West (2014 & 2012 and as part of our on-going strategy we need to ensure that we stay up to date with his contemporary research activity and contribute where appropriate.

8. **Branding and identification of HR/OD Activities**

Working with our Communications team, the HR/OD Team has developed a “people” branding approach which has had a fundamental impact on our ability to design and identify with HR/OD activities within the organisation.

Staff have offered feedback on the design and managers can now clearly identify with the relevant documentation to look for with its distinctive “people” brand.

As part of our strategy we will continue to define and develop our brand including using the brand through advertising, filming, on-line (social media activity) to distinctively develop the “people” brand as a recognisable format relating to HR/OD activities.
2 Workforce Model
OUR WORKFORCE MODEL

1. Principles of the Trust’s Workforce Model

The Human Resources/Organisational Development strategy is focussed on a number of key principles identified within the Trust’s Workforce Model in that: We aim to facilitate our activities relating to workforce based on:

- Attracting
- Valuing
- Retaining
- Developing

These principles are supported by key activities which focus on:

- Communication
- Engagement
- Culture
- Leadership and Talent Management

The principles and activities are not exhaustive and these are complimented by the “plan on a page” which ensures that core activities are drawn and aligned to continuing key strategic priorities
Northumbria Healthcare NHS Foundation Trust ‘Plan on a Page’
HR strategy Document 2014-16

1.1 To maintain and build on the excellent care that is provided by the organisation, continue to develop the Trust as an employer of choice, and further develop the skills and expertise of our workforce.

Why are we here?
- Develop skills and expertise of Workforce
- Employer of choice
- Excellent Care & Ongoing improvement

What do we have to be best at?
- 2.1 Creating a learning environment for quality & continuous improvement
- 2.2 Provide excellent patient-centric customer service
- 2.3 Robust HR policies and systems for safety and compliance

What else do we need to do to get there?
- 3.1 Organisational Culture and supporting excellence in the patient experience
- 3.2 Organisational Development
- 3.3 Recruitment and Selection of the right people
- 3.4 Engagement of staff
- 3.5 Good Governance for HR
- 3.6 Health & Wellbeing
- 3.7 Managing Staff Performance
- 3.8 Specialist Emergency Care Centre
- 4.1 Staff: Develop and enable
- 4.2 IT: IT Support and e-enablment
- 4.3 Funding: Maintain income and funding

We need to manage these resources.

building a caring future
OUR CULTURE “THE NORTHUMBRIA WAY”

ENGLISH

• 2015 NHS STAFF SURVEY engagement score = 88
• PROUD TO BE STAFF CAMPAIGN
• TRANSPARENT PARTNERSHIPS ACROSS STAKEHOLDERS AND STAFF – fundamental to key strategic projects, such as our new hospital
• STAFF AWARDS – recognize staff who advocate and extend the organization’s values

PATIENT AND STAFF EXPERIENCE

• SHARED PURPOSE – focusing on our shared purpose of care, compassion and kindness
• STAFF SURVEY – positive results from our staff survey year on year. Return rate of 71% in 2013
• HELLOMYSAMEE – founder Dr Kate Ganger delivered an inspirational speech to nurses who care for patients on the frontline to launch the campaign
• PATIENT EXPERIENCE – winner of three national awards for improving patient experience
• WE HAVE LISTENED CAMPAIGN – friends and family test - 70% recommend as a place of care

TRUST VALUES

• VALUES BASED RECRUITMENT – aims to identify candidates whose personal values are aligned to the organizational values
• INDUCTION – encourages staff to recognize the relevance of our values to all aspects of the Trust
• APPRAISAL DEVELOPMENT – new appraisal workbook in response to our NNE Staff Survey results
• LEADERSHIP / PROGRAMMES – wide range of multi-disciplinary development opportunities at all levels

PROUD TO BE
1. 1ST IN THE COUNTRY FOR CANCER CARE
2. 1ST IN THE COUNTRY FOR HOSPITAL ADMISSIONS
3. 1ST IN THE COUNTRY FOR A3C
4. TOP 5 IN THE COUNTRY FOR A3C

OUR CHALLENGES

• Geography
• Patient demographic
• Northumbria
• Specialties
• Emergency Care
• Hospital and base
• Clinical development
• Cost reduction

WHAT WE LEARNED

• Engagement is key
• Communication facilitates opportunities and success with OD interventions
• Patient and staff stories are powerful in helping everyone understand organisational culture

COMMUNICATION

• PEOPLE BRANDING – clearly identifiable brand used throughout recruitment and the employee’s journey. “Our staff are the foundation for all that we do”
• CHIEF EXECUTIVE ROADSHOWS – allow staff to be heard and see action taken as a result
• STAFF UPDATE/TEAM BRIEFING – weekly all staff email bulletin and increased face to face briefings and listening campaigns

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OUR WORKFORCE MODEL

CULTURE
- partnership working
- staff engagement
- communication

ATTRACTING
- HR policies / procedures
- robust systems & processes
- creative recruitment

LEADERSHIP & TALENT MANAGEMENT

VALUES
- appraisal
- KSF
- organisational goals
- aspirations

OUR WORKFORCE

RETAINING
- learning & development
- continued professional development
- culture
- NHS pride

COMMUNICATION
**ATTRACTING**

The strategy for attracting staff at Northumbria Healthcare NHS Foundation Trust (and its subsidiary companies) needs to be flexible to meet the needs of the market and the changing organisation which will be challenging during the next few years.

The NHS is facing key challenges in relation to having sufficient numbers of qualified professional registrants across a number of professions and in order to be flexible on a local, regional and national basis, the Trust’s approach will need to be refreshed year on year.

**VALUING**

Valuing our staff is a key aspect of our Workforce Model and the Human Resources Strategy. How we value our staff is a question we need to continually refresh within our strategy and this is notably focussed around ensuring the positive contribution that individuals bring to the organisation is recognised and formulated within processes such as appraisal.

Building upon our PROUD TO BE programme will a key element of our long term strategy, recognising the organisation as a top performing organisation but also communicating and reminding staff of their achievements and recognition which is locally, regionally and nationally reputable.
Retaining

Traditionally, Northumbria Healthcare has a low labour turnover with a strong reputation as a long term good quality local employer. Reward and Recognition is part of our strategy for the next five years, ensuring that we focus on an individual’s ability to be healthy and achieve continuous positive satisfaction within their role. We will continue to develop our annual Staff Awards which are based upon the Trust values and educational excellence.

We have a partnership approach with our staff side and work together to develop effective policies and strategies to maximise staff potential and contribution.
Developing

Our commitment to developing staff through personal and professional development is key to ensuring that we have a strong and supportive workforce for the future.

The Human Resources/Organisational Development Strategy has a Talent Management approach at the heart of it to ensure that we provide structured development pathways for staff at all levels within the organisation which will maximise their personal contribution.
3 Delivery of Human Resources/ Organisational Development Activities
DELIVERY OF HUMAN RESOURCES/ORGANISATIONAL DEVELOPMENT ACTIVITIES

1. Strategic Workplan

The Human Resources/Organisational Development strategy is regularly reviewed to ensure that it remains contemporary and that the activities reflected within the strategic workplan are synonymous with the:

- Trust’s strategic priorities
- National contemporary policy
- Terms and Conditions
- Trust’s Workforce Model
- Feedback from staff, patients and carers

2. Strategic Workplan Themes

The Strategic Workplan is regularly refreshed and reviewed with contemporary themes and relevant tasks which are developed as work streams. Project teams are then established to support the strategic work streams which are regularly monitored through regular six monthly reviews led by the Executive Director of Human Resources.

Project teams are required to define their work stream and milestones by the following:
The Strategic Workplan is refreshed regularly at least every 24 months.

For a most recent version of the strategic workplan see Appendix III.
4 Diversity in HR/OD Practice
DIVERSITY IN HR/OD PRACTICE

1. **Diversity Overview**

As noted by the CIPD (2015) everyone is a unique person and the Trust has nearly 10,000 staff. As part of the HR/OD strategy, the Trust aims to manage diversity by valuing everyone as an individual this includes our staff, patients, carers and visitors.

The Trust aims to ensure that we consider managing diversity as a core principle within our HR/OD activities but also that we have a responsibility for promoting and supporting diversity across all staff within the organisation but also that we provide appropriate training and support to develop the awareness and skills relating to supporting Diversity in practice. The Trust encourages various support networks for members of staff who have particular characteristics such as disability or lesbian, gay, bi-sexual or transgender (LGBT).

As an organisation which features within the Stonewall Top 100 Employers 2015, “the definitive list of Britain's most gay-friendly workplaces”. The trust actively promotes inclusivity and also is recognised as for its achievements within the Workplace Equality Index.

2. **Mindful Employer**

The trust work to the standards of Mindful Employer to ensure we utilise best practice in meeting the mental health needs of our workforce.
3. Positive about Disability

The Trust work to the positive about disabled people (two tick) standard for meeting the needs of staff with disabilities.
REFERENCES

CIPD (2015) Diversity in the Workplace: An Overview
http://www.cipd.co.uk/hr-resources/factsheets/diversity-workplace-overview.aspx


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www.midstaffspublicinquiry.com/report

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Stevens, S (2014) Five year Forward View, NHS England
http://www.england.nhs.uk/2014/08/15/5yfv/
