

REPORT TO THE TRUST BOARD (Part 1 - Public)

6th April 2016

Title	Human Resource Strategy		
Sponsoring Executive Director	Chris Palmer, Executive Director of Financial & Human Resources		
Author(s)	Mark Elmore, Deputy Director of Human Resources		
Purpose	For approval		
Action required by the Board:	Receive		Approve X
Previously considered by (state date):			
Sub-Committee	Dates Discussed	Key Issues, Concerns and Recommendations from Sub Committee	
Trust Executive Committee			
Audit and Corporate Risk Committee			
Charitable Funds Committee			
Finance, Investment, Information & Workforce Committee	23/2/16	Recommended for approval	
Mental Health Act Scrutiny Committee			
Remuneration & Nominations Committee			
Quality Governance Committee			
Please add any other committees below as needed			
Board Seminar	15/3/16	Recommended for approval	
Other (please state)			
Staff, stakeholder, patient and public engagement:			
Since FIIWC first had sight of this document on 6th January 2016 it has been widely circulated across the organisation and comments sought. Comments received, which included support from medics, have been incorporated into the final document.			
Executive Summary & Analysis:			
<p>The Workforce Strategy was agreed during 2014 as an appendix to the Integrated Business Plan.</p> <p>With the HR function moving to the Executive Director of Financial and Human Resources we have taken the opportunity to review the current strategy so that it reflects the current portfolio and to recognise new and future ways of working, for example Vanguard and transformation opportunities for the workforce.</p> <p>During January 2016 we took comments from the wider organisation ahead of now seeking agreement to the Strategy in April 2016. We want to ensure that Medical Recruitment, School liaison / Work Experience, Integration opportunities, innovative recruitment and volunteers are all delivered through this Strategy.</p> <p>The "HR Performance Group" will monitor the application of the Strategy, establishing KPI's for both the HR function and Business Units/Corporate areas to ensure best management and use of our human resource across the organisation.</p>			
Recommendation to the Board:			
To approve the updated HR Strategy			

Attached Appendices & Background papers

HR Strategy

For following sections – please indicate as appropriate:

Trust Goals & Priorities	This Strategy will help to support all Trust Goals & Priorities.
Principal Risks (BAF)	Quality, Finance, Workforce, Strategy & Planning, Culture, Local Health & Social Care Economy Resilience.
Legal implications, regulatory and consultation requirements	

Date: 21 March 2016

Completed by: Mark Elmore, Deputy Director of HR



Isle of Wight 
NHS Trust

Working ‘Beyond Boundaries’ to be the preferred choice for sustainable integrated care

Human Resource Strategy

Updated February 2016



 Hospital  Ambulance  Community  Mental Health



Contents

Executive Summary.....	3
Increase the health and well-being of our staff:.....	4
Building a high performing staff resource:	4
Recruiting and retaining our staff:.....	4
Being recognised as a great place to work:	5
Recognising and supporting Diversity and Inclusion:	5
Implementing and measuring this strategy	5
Summary	6



Isle of Wight NHS Trust Human Resources Strategy

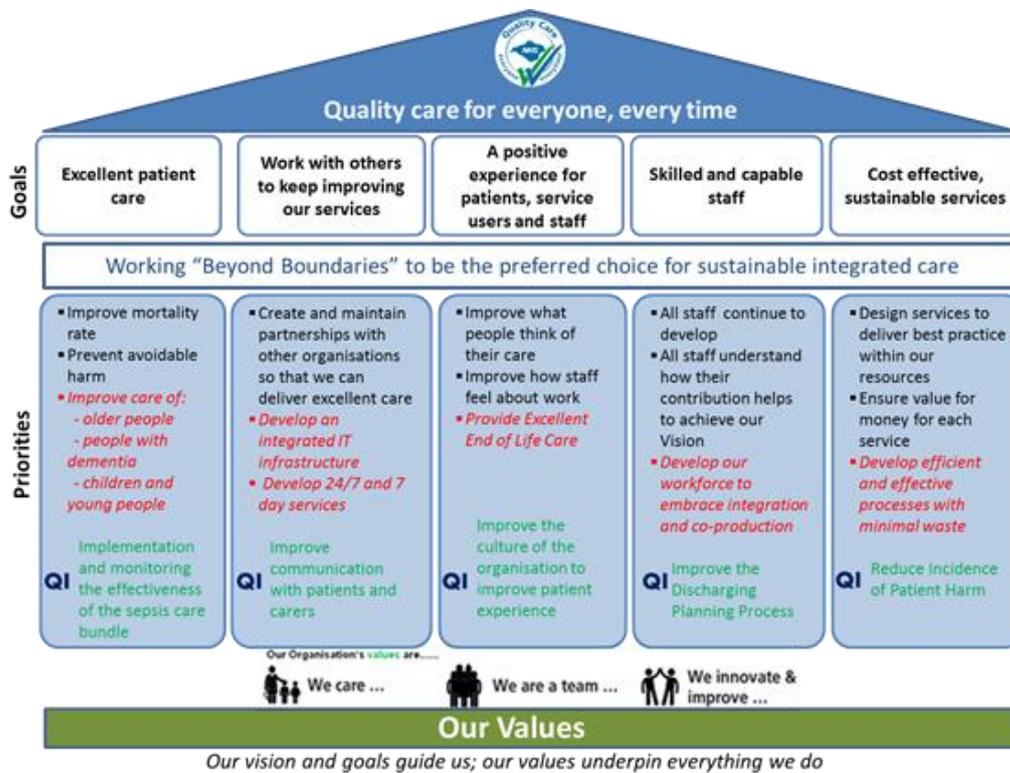


Figure 1

Executive Summary

As recruitment within the NHS becomes increasingly competitive, it is essential that Isle of Wight NHS Trust create the best possible culture and environment in which our staff can provide quality services and person focused care. We are striving to be the employer of choice from a local, national and international workforce perspective, and to find new and innovative ways of recruiting and retaining staff.

Our strategic intent is that our staff are fundamental to the delivery of our core values illustrated above. We are committed to putting patients and people using our services first and in working together with others to ensure people receive the highest standards of care. We must also operate in a way that prepares all of our staff for the new ways of working that our Vanguard “My Life a Full Life” brings. Our Strategy will help us to transform our workforce ready to meet this new and exciting opportunity for delivering Health and Social Care locally.

Alongside our values, goals and priorities (Figure 1) this strategy is influenced by other internal strategies and key external levers that affect our Trust, including the NHS Constitution and the NHS financial challenge. The key strategies to consider alongside the Human Resources Strategy are:

- Trust Strategy (including the strategic enabler “A workforce embracing integration”)
- Long Term Quality Plan
- Clinical Strategy “Beyond Boundaries”



- Estates Strategy
- Information Management & Technology Strategy
- Leadership Strategy
- Financial Strategy (The Long Term Financial Plan)
- Transformation and Quality Improvement Programme
- The Integrated Business Plan
- Health & Wellbeing Strategy
- Risk Management Strategy

This Human Resources Strategy sets out how we will deliver the Goals and Priorities (Figure 1) for our current and future staff. In particular, and in close liaison with our colleagues in Organisational Development and Training, we will:

- Improve how staff feel about work
- Ensure all staff continue to develop
- Ensure all staff understand how their contribution helps to achieve our vision

We will achieve this as follows:

Increase the health and well-being of our staff:

- We will seek to improve the health and wellbeing of our staff, by providing them with an environment and opportunities that encourage them to lead healthy lives and make choices that support their wellbeing.
- We will treat our employees fairly and consistently through the creation of, and adherence to, appropriate HR policies.
- We will develop and deploy effective employment and management practices, which alongside excellent communications will provide a robust appraisal, performance management and revalidation mechanism.
- We will provide a safe and trusted environment in which our staff can raise concerns, through a Freedom to Speak Up Guardian hub.

Building a high performing staff resource:

- We will provide our staff with the opportunities to develop their individual and team skills and competencies, harnessing their individual talent, enabling the Trust to deliver the highest quality services to those receiving our care.
- Where necessary and appropriate, we will seek to develop new terms and conditions that aid retention, support motivation and productivity, and reward performance.

Recruiting and retaining our staff:

- We will strive to recruit and retain the right number of staff, with the right skills, in the right place, at the right time.



- We will align our workforce plan with the Trust demand, capacity, quality and financial plans to ensure that appropriate short and longer-term workforce planning decisions are made.
- We will succession plan so that wherever possible we are able to secure and develop our human resource and in close engagement with the schools on the Isle of Wight, offer opportunities to help grow our workforce for the future.
- We will constantly test whether we have the right staffing model reviewing the balance of permanent or flexible workforce or whether there are partnership opportunities. As part of this we will support the Trust Strategy in creating a workforce embracing integration with our partners in My Life A Full Life.

Being recognised as a great place to work:

- We want to be in the top 20% of NHS employers and have the best possible reputation locally, and beyond, creating a working environment where staff have the right tools and support for their role.
- We want our staff to be proud to work here and to be able to recommend the Trust as a place to work and for friends and family to come for treatment. We want staff to not only identify with their local team, but with the whole organisation as a great place to work.
- We will provide policies, processes and Human Resources services with the quality and expertise to enable our staff to make the Trust a great place to work.

Recognising and supporting Diversity and Inclusion:

- We will create a culture in which diversity and inclusion are promoted actively and where unlawful discrimination is not tolerated.
- Managing diversity is crucial to being recognized as an employer of choice. We will recognise that everyone is different, valuing equally the unique contribution that individual experience, knowledge and skills can make.
- We will promote fairness, tackle disadvantage and stigma and ensure that there is no discrimination, whether direct, indirect or by way of victimisation or harassment, against existing employees or those wishing to seek employment with the Trust.

Implementing and measuring this strategy

This Strategy will be implemented through the HR Performance Group.

Progress will be measured using Key Performance Indicators and reported through the HR Performance Group and in conjunction with our colleagues in Organisational Development & Training, improvement will be visible through the results of the Annual Staff Survey.

Using the tables on the following pages our staff, and our managers, will be able to understand how their efforts will contribute to the achievement of the Human Resources Strategy and delivery of the Trust's Goals and Priorities.

The HR Performance Group will ensure that managers and staff are aware of this strategy, what it means and their contribution. Wherever an opportunity arises we will align Human Resources (HR) actions to the Trusts Quality and Performance agenda.



Summary

This is a strategy that builds on our strengths but also takes us to new ways of working both within the organisation and through My Life a Full Life. We will recruit, develop and retain our staff so that we can deliver the transformational challenges and become an employer of choice and be recognised as a great place to work.

(1) Increase the Health and Well-being of our staff

- Summary:** To improve the health and wellbeing of our staff, providing them with an environment and opportunities that encourage them to lead healthy lives and make choices that support their wellbeing. Treating our employees fairly and consistently through the creation of, and adherence to, appropriate HR policies. Developing effective employment and management practices and providing a safe and trusted environment in which our staff can raise concerns.

As Staff, We Will:	As Managers, We Will:	As an Organisation, We Will:
<ul style="list-style-type: none"> Work in an environment that feels healthy and safe. Understand the value of well-being within the workplace and understand our responsibility in maintaining our own health and wellbeing. Have access to a range of services such as Occupational Health and employee assistance programmes. Discuss and record with our line manager our own well-being during our annual appraisal. Take reasonable care of health and safety at work for ourselves, our teams and others, and cooperate with the Trust to ensure compliance with health and safety requirements. Understand what services are available through Occupational Health to support our health and wellbeing at work, and how to access them. Be able to raise issues and concerns being confident that they will be taken seriously and acted upon in a timely manner. 	<ul style="list-style-type: none"> Understand our role in delivering Health & Safety Legislation requirements. Understand our role in managing and influencing the well-being of staff, and support those in their area of responsibility. Understand how well-being issues link to Trust priorities. Understand our responsibilities in managing well-being, working time, breaks and absence and how to undertake stress assessments or raise concerns to senior managers. Be able to access support from experts such as Human Resources and Occupational Health. Understand the value and impact that appraisal and well-being discussions have on employee health and ensure that this happens for all of our staff. Listen to, and act upon, staff concerns Ensure all staff receive appropriate support when returning from sickness (such as return to work interviews) Plan for an environment that is enhanced to better meet staff needs for changing, rest areas, discussion space and access to IT. 	<ul style="list-style-type: none"> Have a nominated Board member with a lead for Health & Wellbeing who ensures compliance in accordance with legislation Develop a Health & Wellbeing Strategy. Demonstrate employee health and well-being has a positive benefit on staff satisfaction rates through the staff survey. Build the capacity and capability of management at all levels to improve the health and well-being of staff. Host a Health and Well-being forum with staff side representation. Act upon concerns raised by staff, ensuring these are effectively responded to within a safe and trusted environment. Demonstrate that employee well-being and engagement has a good effect on the quality of service, patient care, recruitment and retention. Demonstrate that our Trust has a robust system for managing stress and health and safety risks with clear accountability. Consider the wider impacts of well-being, such as travel to work arrangements and the working environment, within the IT and Estates strategies.

(2) Building a high performing staff resource		
<ul style="list-style-type: none"> Summary: Providing staff with the opportunities to develop their individual and team skills and competencies, harnessing their individual talent, enabling the Trust to deliver the highest quality services to those receiving our care. Developing new terms and conditions that aid retention, support motivation and productivity, and reward performance. 		
As Staff, We Will	As Managers, We Will	As an Organisation, We Will
<ul style="list-style-type: none"> Have the opportunity to discuss personal performance and development in appraisal in a way that provides a clear understanding of what is required in our role. Have sufficient and regular opportunity to discuss our needs in relation to immediate work responsibilities and broader personal development. Be able to agree how discussions and meetings relating to this will be structured and conducted, with those responsible for assessing personal performance. Actively engage in revalidation. Achieve Trust and personal objectives. 	<ul style="list-style-type: none"> Set clear “SMART” objectives that provide a “clear line of sight” to the Trust-wide goals and priorities. Set clear “SMART” objectives that will enhance individual performance and meet career development needs. Implement the Trust’s appraisal guidelines and ensure that the Trust annual percentage of staff having a quality appraisal is achieved. Review progress on objectives and actions necessary to assure achievement. Effectively manage the performance of all staff, using Trust policy to address underperformance. 	<ul style="list-style-type: none"> Through practice and policy demonstrate that quality appraisals and revalidation are part of the Trust performance management process. Demonstrate that performance, where challenged internally and externally, is fair. Through building a high performing staff resource, achieve standards of care that we are proud of. Ensure performance standards and performance improvement goals are clearly expressed. Ensure that staff are appraised and able to undertake their role to the highest possible standard. Facilitate a culture of staff satisfaction and pride to work here

(3) Recruiting and retaining our staff

- Summary:** Recruiting and retaining the right number of staff, with the right skills, in the right place, at the right time. Aligning our workforce plan with the Trust demand, capacity, quality and financial plans and succession planning so that we are able to secure and develop our staff and in close engagement with the schools on the Isle of Wight, offer opportunities to help grow our workforce for the future. We will pursue partnership opportunities and support the Trust Strategy in creating a workforce embracing integration with our partners in My Life A Full Life.

As Staff, We Will	As Managers, We Will	As an Organisation, We Will
<ul style="list-style-type: none"> • Have opportunities for career progression and postgraduate training programmes. • Be responsible for developing our skills, maintaining professional requirements and meeting the needs of our roles. • Have flexible working opportunities consistent with the needs of patients and the way people live their lives. • Be treated fairly and equitably when rostered for holidays and unsocial hours to achieve work life balance. • Comply with health and safety requirements in taking breaks and adhere to staffing patterns that ensure safe staffing. • Support those who are here on placements. • Receive reasonable notice for regular rosters. • Act reasonably to respond to urgent safety requirements outside of normal rosters. • Agree an annual Job Plan where required. 	<ul style="list-style-type: none"> • Make plans aligning activity, capacity and staffing requirements within the financial budgets we are responsible for. • Match operational staffing plans to safety objectives, budgets, capacity need and requirements for statutory and mandatory training and leave. • Adhere to the standards for safe staffing levels and maintain compliance with regulations through effective management of staff. • Design out long hours working, reducing reliance on regular overtime working and review emergency cover. • Plan the recruitment pipeline including supporting learners, induction of newly qualified staff and maximising the use of graduate and local talent. • Ensure rosters are created and communicated in a timely manner. • Review Job Plans annually. 	<ul style="list-style-type: none"> • Have a workforce plan that is fully integrated with financial, activity and quality plans. • Optimise productivity measured by reducing the ratio of paybill to revenue. • Benchmark our staffing with others and learn from productivity opportunities. • Demonstrate compliance with current regulatory requirements. • Partner with education providers and others to deliver and influence the supply of future workforce. • Manage risks to supply of key staff through succession planning and developing attraction strategies. • Provide a positive HR experience for applicants, employees, and retirees and collaborate with departments to recruit, develop, support, and retain diverse and talented employees who are the key to Isle of Wight NHS Trust’s reputation and success.

(4) Being recognised as a great place to work

- **Summary:** To have the best possible reputation locally, and beyond, creating a working environment where staff have the right tools and support for their role, where staff are proud to work here and to be able to recommend the Trust as a place to work and for friends and family to come for treatment. We will provide policies, processes and Human Resources services with the quality and expertise to enable our staff to make the Trust a great place to work.

As Staff, We Will	As Managers, We Will	As an Organisation, We Will
<ul style="list-style-type: none"> • Understand the Trust strategy, annual goals and priorities of the Trust and how our role contributes to their achievement. • Be engaged in setting the work priorities in our ward or department. • Recognise good standards of performance and conduct and as a member of staff apply these consistently. • Be able to raise issues and concerns being confident that they will be taken seriously and acted upon in a timely manner. • Understand the role of representative bodies (eg Staff Partnership Forum & Local Negotiating Committee) • Play our part in improving services by working in partnership with people, the public, and other organisations. 	<ul style="list-style-type: none"> • Be clear on the value of partnership working and employee engagement ensuring robust two way communication systems in our service area. • Be aware of our leadership style and how it motivates staff. • Engage appropriate staff side bodies at an early stage when considering organisational change. • Be accountable and make decisions which are communicated effectively to all of our team. • Recognise and acknowledge excellent performance. • Listen to, and act upon, staff concerns, taking them seriously and acting upon them in a timely manner. • Recognise our responsibilities under all of our Policies. 	<ul style="list-style-type: none"> • Involve staff in decision making. • Communicate regularly with all staff. • Act upon concerns raised by staff, ensuring these are effectively responded to within a safe and trusted environment. • Provide the appropriate policies, processes and guidance to enable all staff to manage effectively. • Show a Board level commitment to working with staff through positive engagement with our staff side representatives. • Deliver HR services, guidance, and communications that add value for our prospective employees, current employees, and retirees • Provide the capacity and flexibility to manage our employee relations.

(5) Recognising and Supporting Diversity & Inclusion

Summary: The Trust is committed to creating a culture in which diversity and inclusion are promoted actively and where unlawful discrimination is not tolerated. The Trust recognises that it has a responsibility to work towards building and maintaining an environment on the Isle of Wight which values diversity as it believes this to be ethically right and a socially responsible thing to do.

As Staff, We Will	As Managers, We Will	As an Organisation, We Will
<ul style="list-style-type: none"> • Understand the value, and implications, of equality and diversity in the workplace as well as the wider community. • Report and incidents of discrimination and encourage colleagues to do the same. • Demonstrate non-discriminatory conduct at all times. • Not discriminate against patients or staff and adhere to equal opportunities and equality and human rights legislation. • Protect the confidentiality of personal information held unless to do so would put anyone at risk of significant harm. • Work in a workplace free of discrimination, bullying and harassment. 	<ul style="list-style-type: none"> • Be aware of the benefits of being an inclusive employer with regard to equality and diversity issues and understand their role in the delivery of non-discriminatory, services. • Create a workplace free of discrimination, bullying and harassment. • Develop and deliver services from the standpoint of achieving equality of access and improve health outcomes for all. • Offer equal opportunities through transparent and inclusive people management processes. • Encourage staff to attend relevant networks if they have a protected characteristic. • Foster links with our local labour market and seek a workforce that reflects the diversity of our local community. 	<ul style="list-style-type: none"> • Achieve a people-centred non-discriminatory culture within the Trust. • Achieve compliance with legal requirements of the Equality Act 2010, in particular the Public Sector Equality Duty. • Achieve the objectives of the Equality Delivery System which relate to the performance of the Trust as an employer of choice. • Benchmark using National organisations (such as Stonewall). • Learn from, minimise and successfully reduce claims of discrimination in relation to employment practices of management and staff. • be an inclusive employer attracting people from diverse groups (including ethnic backgrounds, people with a disability (both learning & physical), sexual orientation, different religions or beliefs, gender, age, and other groups as defined by Equality Legislation) taking positive action as necessary to demonstrate benefits. • Have a zero tolerance of bullying and harassment endorsed by signage across the organisation from the CEO.



Isle of Wight

NHS Trust

Our Strategy is underpinned by the NHS Constitution.

NHS Constitution: Values, pledges, employee rights and expectations of staff

NHS Values

Respect and Dignity

We value each person as an individual, respect their aspirations and commitments in life and seek to understand their priorities, needs, abilities and limits. We take what others have to say seriously. We are honest about our point of view and what we can and can't do.

Commitment to quality of care

We earn the trust placed in us by insisting on quality and striving to get the basics right every time: safety, confidentiality, professional and managerial integrity, accountability, dependable service and good communication. We welcome feedback, learn from our mistakes and build on our successes.

Compassion

We respond with humanity and kindness to each person's pain, distress, anxiety or need. We search for the things we can do, however small, to give comfort and relieve suffering. We find time for those we serve and work alongside. We do not wait to be asked, because we care.

Improving Lives

We strive to improve health and well being and people's experiences of the NHS. We value excellence and professionalism wherever we find it – in the everyday things that make people's lives better as much as in clinical practice, service improvements and innovation.

Working together for patients

We put patients first in everything we do, by reaching out to staff, patients, carers, families, communities and professionals outside of the NHS. We put the needs of patients and communities before organisational boundaries.

Everyone counts

We use our resources for the benefit of the whole community and make sure that nobody is excluded or left behind. We accept that some people need more help, that difficult decisions have to be taken and that when we waste resources we waste others' opportunities. We recognise that we all have a part to play in making ourselves and our communities healthier.



NHS Pledges

- Provide all staff with clear roles and responsibilities, and rewarding jobs for teams and individuals that make a difference to patients, their families and carers and communities.
- Provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.
- Provide support and opportunities for staff that maintain their health, well-being and safety.
- Engage staff in decisions that affect them and the services they provide, individually and through their representative organisations and local partnership working arrangements.
- Empower all staff to suggest ways to deliver better and safer services for patients and their families.

Employee Rights

Your rights are there to help ensure that you:

- Have a good working environment and flexible working opportunities, consistent with the needs of patients and with the way that people live their lives;
- Have safe and healthy working conditions – free from harassment, bullying or violence;
- Have a fair pay and contract framework; receive fair and equal treatment that is free from discrimination; and
- Can raise an internal grievance / seek redress if it is felt that a right has not been upheld.

Expectations of Staff

- Accept professional accountability and maintain the standards of professional practice as set by the appropriate regulatory body applicable to your professional role.
- Take reasonable care of health and safety at work for you, your team and others, and co-operate with employers to ensure compliance with health and safety requirements.
- Act in accordance with the express and implied terms of your contract of employment.
- Don't discriminate against patients or staff and adhere to equal opportunities and equality and human rights legislation.
- Protect the confidentiality of personal information you hold unless to do so would put anyone at risk of significant harm.
- Be honest and truthful in applying for a job and carrying out that job.
- Maintain the highest standards of care and service, taking responsibility not only for the care you personally provide, but also for your wider contribution to the aims of your team and the NHS as a whole.
- Take up training and development opportunities provided over and above those legally required for your post.
- Play your part in sustainably improving services by working in partnership with patients, the public and communities.
- Be open with patients, their families, carers or representatives (including if anything goes wrong).
- Contribute to a climate where the truth can be heard and the reporting of, and learning from, errors is encouraged.



- Welcome feedback and address concerns promptly and in a spirit of co-operation, and
- View the services you provide from a patient standpoint, involving patients, their families and their carers in services and working with them, their communities and other organisations, and making it clear who is responsible for their care.



Source: NHS Constitution