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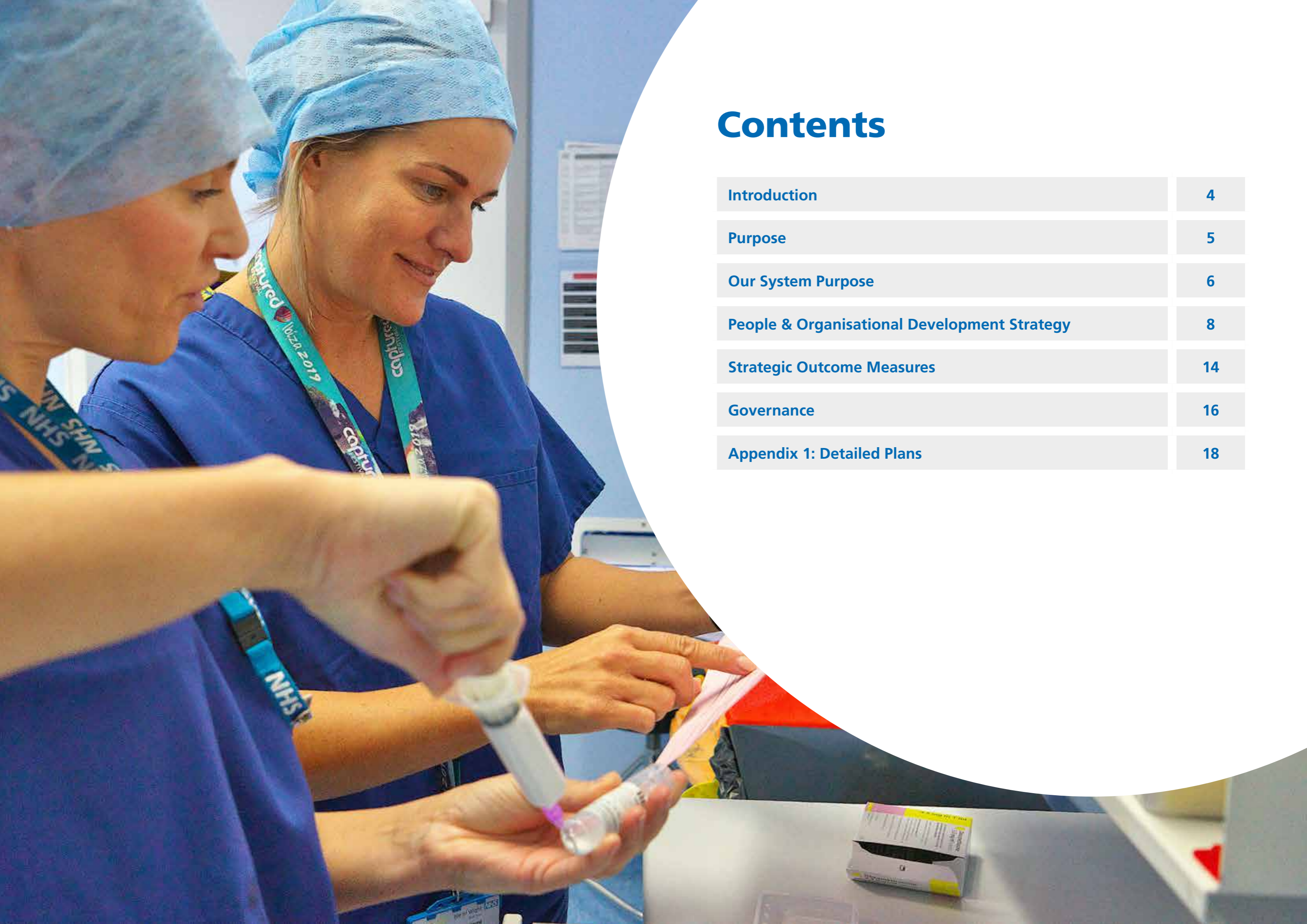
NHS
Isle of Wight
NHS Trust



2021-2025

People and Organisational Development Strategy





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Introduction

Isle of Wight NHS Trust is an integrated provider of Acute, Ambulance, Community, Mental health and Learning Disability Services with an annual income of £199.9m and employs around 3200 people.

The Trust embraces the NHS Constitution's commitment to treating our staff – our people – with dignity, fairness and respect to create a working environment that is supportive, inclusive and offers personal and professional growth.

The need to support and develop compassionate and inclusive leadership, to engage and inspire our workforce, to proactively support wellbeing, to adopt innovative approaches to recruitment and retention, and to maintain a focus on our culture, remain critical to our success. We will embrace the NHS People Plan and **it is in this context that we present our People and Organisational Development Strategy**.

This Strategy sets out a vision to make our organisation **a great place to work in a culture where our people can thrive** and provides clear aims and objectives to make this happen. This strategy is a live document and will be central in supporting the organisation's vision, values and objectives.

The NHS Staff Survey 2018-2020 has shown positive improvements in our cultural and leadership journey. In April 2020, an Organisational Development Priority Plan was devised to inspire a cultural and leadership transformation by building a well-led architecture for collective leadership; staff engagement; health and wellbeing; and diversity and inclusion.

The NHS continues to face workforce challenges in terms of recruitment and retention and the Trust recognises that collaboration and system working will deliver better outcomes in this context. The Trust has engaged in unique partnerships linking our service divisions with a system partner to inspire positive outcomes for our patients, service users, people and wider community. Furthermore, we will equip and develop the workforce for the future to deliver care in new ways and enable service transformation.

We will measure delivery of this strategy in line with the Trust Strategy ensuring quality improvements in our current service portfolio and our key workforce and organisational development performance indicators.

Purpose

Our National Purpose

We are the NHS: People Plan 2020/21 – action for us all, along with Our People Promise, sets out what our NHS people can expect from their leaders and from each other. It focuses on how we must all continue to **look after each other** and foster a **culture of inclusion and belonging**, as well as take action to **grow our workforce, train our people, and work together differently** to deliver patient care.

The NHS People Plan includes specific commitments around:

1. **Looking after our people** – with quality health and wellbeing support for everyone.
2. **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face.
3. **New ways of working and delivering care** – making effective use of the full range of our people's skills and experience.
4. **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return.

The NHS People Plan breaks down these commitments into specific actions; these fall under the following headings:

1. Health and wellbeing
2. Flexible working
3. Equality and diversity
4. Culture and leadership
5. New ways of delivering care
6. Growing the workforce
7. Recruitment
8. Retaining staff
9. Recruitment and deployment across systems

Furthermore, Our **NHS People Promise** is central to the plan both in terms of our immediate Divisional priorities, and in the longer term. It has been developed to help embed a consistent and enduring offer to all staff in the NHS. It is important to note also that from 2021 the annual NHS Staff Survey will be redesigned to align with Our People Promise.



Our System Purpose

We work within the context of a wider health and social care economy and it is vital that our people are able to play a full part in the transformation we are collectively aiming to achieve.

Nationally, the NHS Long Term Plan (LTP) and NHS People Plan sets out a clear vision for the future of the health and care system that enables effective system working and a sustainable, skilled and supported workforce. The Hampshire and Isle of Wight Integrated Care System (ICS) have produced a plan describing how the aims of the LTP and NHS People Plan can be delivered locally to achieve a positive impact in our obligations as a service provider and inclusive employer of choice.

Working in partnership with local, regional and national partners we will promote the health, wellbeing and independence of the people we serve by tackling health inequality through effective use of data; improve patient access and experience through inspiring engagement and involvement; and continually improve the quality and safety of everything we do through the effective use of Quality Improvement methodologies.

Due to national and local factors we have challenging workforce pressures resulting in high agency and locum spend and skills shortages. The Trust has established partnership arrangements resulting in services exploring new workforce models which will help to shape and influence our long term workforce planning incorporating the scaling up of new roles and models of care. We will continue to work in partnership across health, academia and other sectors, to address the wider workforce challenges, creating greater

opportunities for innovative, system wide working and collaboration.

We will build upon our commitment to provide excellent education, through our recruitment to apprenticeships, collaborative working and successful outcomes for overseas nurses achieving professional registration. We will look to leverage knowledge and resources through our partnerships with Health Education England, with our affiliations with our universities, educational institutes and other health and social care providers within our region. These partnerships will also enable our staff to be engaged in developing new and innovative roles and improve and maintain their own health and wellbeing.

The NHS constitution is very clear: 'Everyone Counts' be they patients or staff. This means the NHS needs to consider the outcomes that different people experience; taking different or extra steps to improve access and design services so that their health outcomes and experience are equitable. We will carry the values of integrating equality, diversity and inclusion in everything we do to enable positive outcomes for everyone who comes in to contact with us. More specifically, we will work in partnership so that people at all levels of our organisation conduct and plan their business to demonstrate due regard to eliminate unlawful discrimination; promote equal opportunity; and foster good relations within their organisations and beyond.

Our Trust Purpose

Trust Mission

To make sure that our community is at the heart of everything we do. We will work together and with our partners to improve & join up our services for its benefit

Trust Vision

For high quality, compassion care that makes a positive difference to our Island community

Trust Values

- **Compassion**
- **Accountable**
- **Respect**
- **Everyone Counts**

Our Divisional Purpose

Our People and Organisational Development Strategy sets out our commitment to focus on our people. We recognise that there has never been a more important time for the Isle of Wight NHS Trust to have a workforce that has the right values, skills, support and development to deliver outstanding care and realise our vision, values and priorities. We will continually develop our service to provide high quality customer service now and in the future, implementing a new service model in line with the NHS People Plan from Q1 of FY2021/2022.

Divisional Mission Statement

Our mission is to put our people at the heart of everything we do. Embedding an inclusive and compassionate culture, where our people thrive, working together delivering outstanding patient care

Divisional Vision

Our vision is to attract, develop and retain highly skilled, engaged and compassionate people who thrive to make a positive difference to patient care

Our People Priorities

To deliver the NHS People Plan and deliver on the commitment of the Trust Strategy of **"A Great Place to Work"** we will focus on the following six priorities:

1. **Growing our Future Workforce**
2. **Culture & Leadership Development**
3. **Staff Engagement**
4. **Health & Wellbeing**
5. **Diversity & Inclusion**
6. **Learning, Education & Development**

People & Organisational Development Strategy

Our People and Organisational Development Strategy contains six strategic key priorities that are aligned to deliver the overall Trust aims, all of which we know to be fundamental to creating a high performing, happy workforce, and to the delivery of outstanding care in accordance with our values and culture.

In our workforce planning, we have identified trust-wide workforce planning risks – nursing and allied health professional supply, medical supply and age profile (both the workforce coming up to retirement resulting in a loss of experience and experience levels of the remaining staff in post). We will prioritise actions in our strategy which help us to recruit, retain and develop the future workforce.

Our strategy is a live document so that it reflects emerging themes from our Partnership and Transformation programmes work as well as emerging drivers, evidence and best practice. More specifically:

- We will co-design improvement priorities with our people, trade union colleagues, senior management teams and the Trust Board.
- We will review what our patients, carers and visitors told us through our compliments, complaint trends and feedback from the NHS Staff Survey and Friends & Family Test (FFT) results.

- We also factored in the need for strengthening our partnership working with local community groups and local authority, along with understanding the outcomes our commissioners seek to secure for our patients and their communities.
- We will continue these discussions from all stakeholder groups throughout the duration of this strategy as a way of keeping an alignment between our people and the outcomes of care.



Growing our Future Workforce – A skilled and committed workforce that connects with the Trust vision and values and responds positively to the quality, safety, operational and financial obligations of the Trust

Key Milestones for 2021/22

- Continue to review workforce plans, age profile and career pathways alongside the divisional partnership programmes, to ensure we have actions to mitigate our workforce risks.
- Support our workforce through complex organisational change, transition and integration.
- Implement a quarterly pulse survey across the Trust to provide a regular temperature check of team culture from Q1 2021/22.
- Ensure leaders demonstrate Isle of Wight NHS Trust values and behaviours and have the courage to challenge and address issues where colleagues are not acting in accordance with our values.
- Implement a high impact action plan resulting from the review of the 2020 NHS Staff Survey results.
- Cleanse and review electronic staff records to ensure they reflect new structures and therefore record and report accurate data.
- Continue to review and streamline our recruitment process and delivery of the Trust's time to hire targets throughout the year.
- Working in partnership with other agencies to improve accommodation options for staff Tackling workforce capacity challenges through more effective recruitment.



- Plans in place to increase International recruitment and also a local plan for Health Care Support workers.
- Working collectively across the system and with island partners to ensure we have the right workforce in the right place, increasing recruitment, retention and system leadership.
- Ensure our HR policies and employment practices; placing our people at the centre and are responsive to support the delivery of outstanding care.
- Support flexible working – whether in-hours or location, flexible working should (as far as possible) be offered regardless of role, grade, team or service. We are committed to both clinical and non-clinical roles enabling this flexibility.

Culture & Leadership Development – Leadership programmes reinforce and sustain visions of inclusive and compassionate care.

Key Milestones for 2021/22

- We shall launch a “Values Integration Programme” with quarterly staff evaluation from Q2 2021/22.
- Continue to support line managers through tailored training programmes and resources: Introduction to Line Management, Line Management Essentials, Line Manager Networks.
- Continued delivery of Leadership Labs to support co-design of staff survey improvement priorities with our people.
- Delivery of a management supervision process by Quarter 3 2021/22 for all Trust staff.

Staff Engagement – Providing opportunities for staff engagement across organisational and professional boundaries

Key Milestones for 2021/22

- Continue to deliver “Your Voice” engagement sessions specifically tailored to respond to areas of improvement identified in the Staff Survey results.
- Support the design and delivery of staff recognition programmes.
- To develop a network of champions from staff networks to support messaging, communications and engagement across the organisation.
- We shall launch the #Respect Campaign within the organisation to promote positive culture and tackle violence, aggression, bullying, discrimination and harassment from any source.



Health & Wellbeing – The workforce is supported to remain healthy, with a focus on addressing health, wellbeing and lifestyle issues that affect individual staff and the wider population.

Key Milestones for 2021/22

- Targeted focus on well-being and assess impact (HWB Framework) bi-annually from January 2021
- Pilot wellbeing coaching and support sessions within hot spot areas from January to June 2021.
- Undertake a Priority People Project ‘Compassionate Casework’ embracing the trust Quality Improvement methodology by Q4 2021/22.
- Review and redesign management essentials training sessions with HR and staff side by March 2021 with delivery in Q1 2021/22.
- Review and report the timeliness of employee relations cases and embed any learning within the Division and wider organisation as appropriate (including a focus on those with protected characteristics) by end of Q3 2021/22.
- To support colleagues’ psychological safety through the development of bullying awareness for staff based on a preventative approach to recognise bullying behaviour and development of a process to resolve issues.
- Focus on the health and wellbeing of our staff, and make it easier for people to work more flexibly and responsively between and across organisations.



Diversity & Inclusion – People at all levels conduct and plan their business to demonstrate due regard to eliminate unlawful discrimination; promote equal opportunity; and foster good relations within their organisations and beyond.

Key Milestones for 2021/22

- To form the IOW Multi Agency “Culture Board” with support across the HIOW System. This group shall meet quarterly from Q1 2021/22 with focus on staff engagement, experience and Equality, Diversity & Inclusion Metrics.
- Continue to build on the Staff Equality Networks and co-design solutions aimed at tackling bullying, harassment and violence and aggression and experience of discrimination.
- Deliver our Diversity and Inclusion Action Plan to improve experience for staff and patients by Q4 2021/22.
- Launch the Equality Standard focussing on access, experience and outcomes for people who share protected characteristics and Divisions to achieve Bronze Award by June 2021; Silver Award by December 2021; and Gold Award by March 2022.
- To improve year on year the reported employee experience for protected groups via Public Sector Equality Duty; Workforce Race Equality Standard/ Workforce Disability Equality Standard and Gender Pay Gap reporting timelines.
- To embed high quality analysis through the use of data into the design and delivery of our diversity and inclusion services.



Learning, Education & Development – The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and development.

Key Milestones for 2021/22

- To devise an Education Offer informed by workforce planning requirements.
- To improve staff satisfaction by releasing time to care through adoption of quality improvement methodology, culture development and utilisation of digital technology.
- Embrace technology to create a 21st century workforce.
- Achievement of 90% core mandatory training compliance across the Trust Divisions.
- The Learning, Education & Development Team shall provide clear career pathways from Band 2 to Band 8 supported by Career Clinics and a Career Coaching Service; both of which shall be established in 2021/22.
- We aim to see a Trustwide increase in student placements annually and shall drive pathways into NHS careers such as apprenticeships, associate positions and volunteering.



Strategic Outcome Measures

It is important to identify and quantify strategic outcome measures; towards which all of the activity described in this strategy shall contribute. In order to measure our success in delivering our 6 strategic priorities, we aim to monitor our performance against the following measures:

Priority 1: Growing our Future Workforce

Outcome: A skilled and committed workforce that connects with the Trust vision and values and responds positively to the quality, safety, operational and financial obligations of the Trust.

Impact:

- Staff Turnover rate of 9% or below
- Vacancy rate of 6% or below
- Staff Sickness at 4% or below

Priority 2: Culture & Leadership Development

Outcome: Leadership programmes reinforce and sustain visions of inclusive and compassionate care.

Impact:

- NHS Staff Survey - Improve reported 'Immediate Managers' experience from 2019 baseline to above comparator benchmark by 2023 and best score by 2025
- Design and delivery of high impact leadership development programmes available to the whole workforce

Priority 3: Staff Engagement

Outcome: High levels of staff engagement and collaboration across professional and organisational boundaries.

Impact:

- Improve Staff Engagement Score from 2019 baseline to above comparator benchmark by 2023 and best score by 2025
- Staff recommendation of the organisation as a place to work or receive care/treatment - Achieve comparator benchmark by 2022 and best score by 2024

Priority 4: Health and Wellbeing

Outcome: The workforce is supported to remain healthy, with a focus on addressing health, wellbeing and lifestyle issues that affect individual staff and the wider population.

Impact:

- NHS Staff Survey Theme: Health and Wellbeing - Improve reported 'Health and Wellbeing' experience from 2019 baseline to above comparator benchmark by 2023 and best score by 2025
- Does the organisation provide positive action on health and wellbeing. Improve score annually from 2019 baseline with a target of 90% by 2025

Priority 5: Diversity and Inclusion

Outcome: People at all levels conduct and plan their business to demonstrate due regard to eliminate unlawful discrimination; promote equal opportunity; and foster good relations within their organisations and beyond.

Impact:

- Improve reported 'Equality and Diversity' experience from 2019 baseline to above comparator benchmark by 2023 and best score by 2025
- Q15: Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age? Improve score annually from 2020 baseline with a target of 90%

Priority 6: Learning Education and Development

Outcome: The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and development.

Impact:

- Achieve 90% core mandatory training compliance by 2023
- Achieve a minimum of 90% Appraisal compliance by 2023
- Improve reported safety culture and quality of care from 2019 baseline to above comparator benchmark by 2023 and best score by 2025

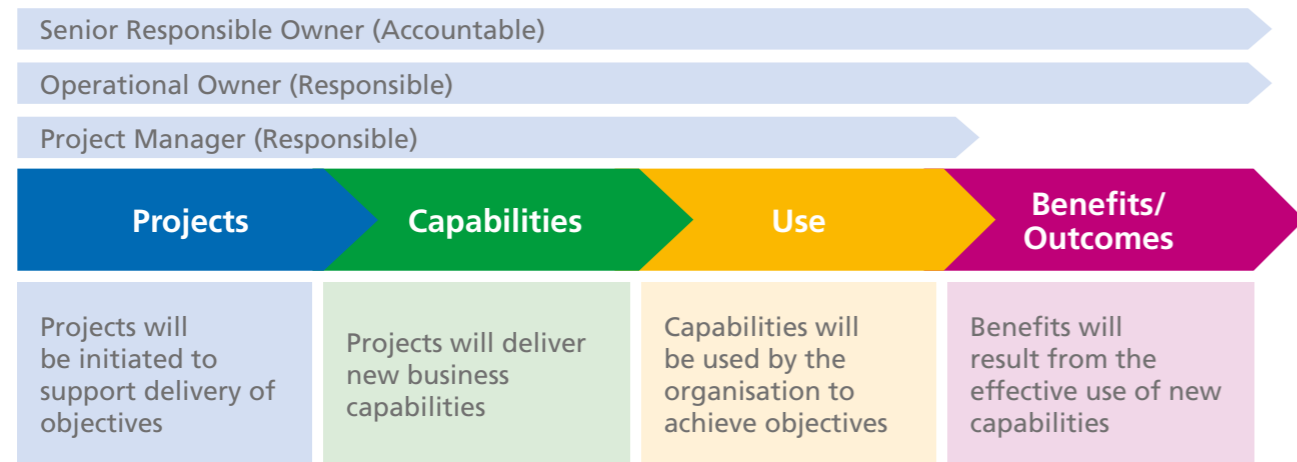
In **Appendix A** we describe these priorities in more detail, set out the key areas of action and the milestones we aim to achieve over the course of this strategy.

Governance

Governing our delivery

The People and OD strategy will be operationalised through the delivery and utilisation of new and improved business capabilities.

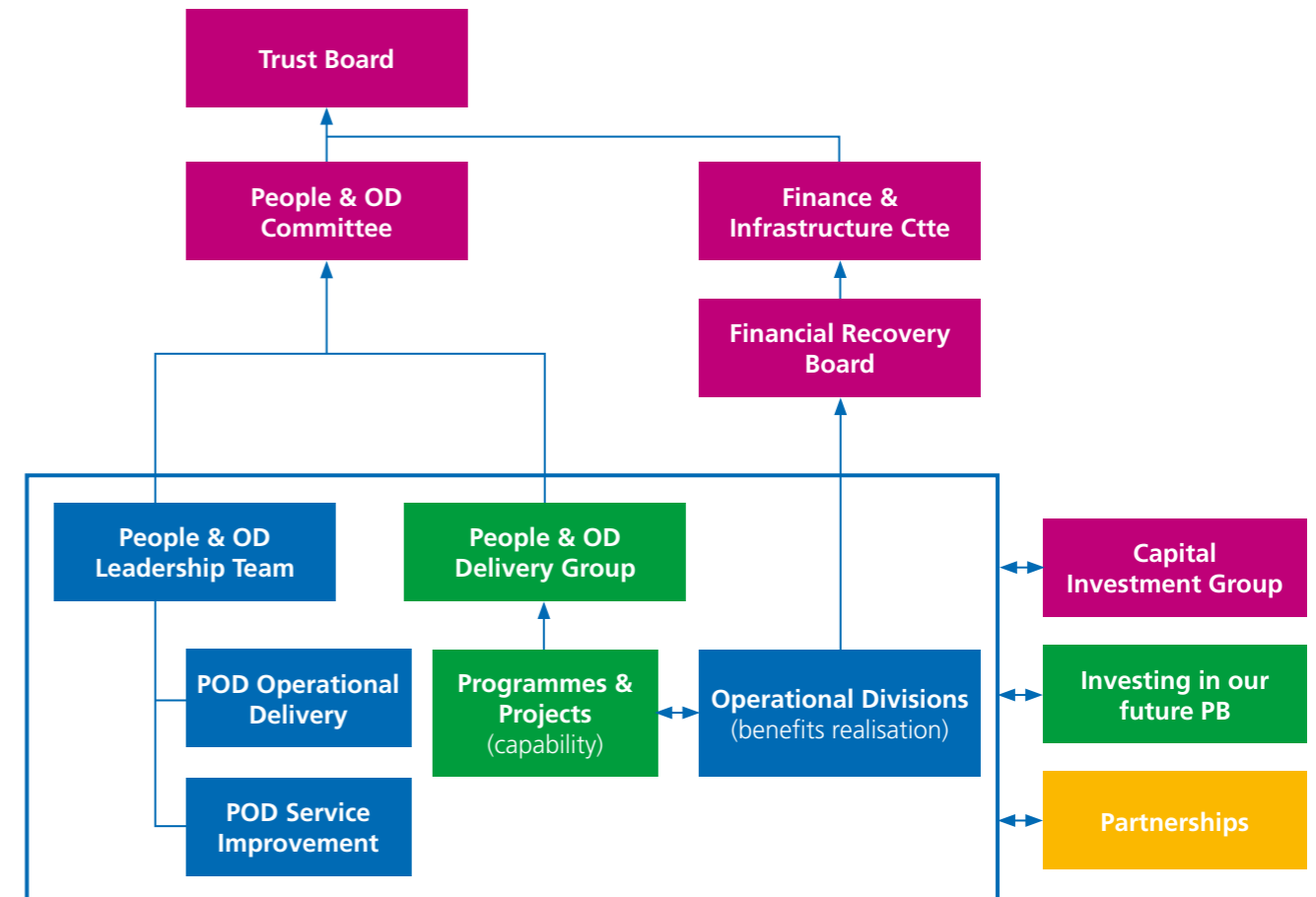
These capabilities will result from the implementation of programmes and projects that will have identified Senior Responsible Owners accountable for securing resources and benefits realisation; operational owners responsible for the implementation of required business change and benefits realisation; and project managers responsible for delivery of business capabilities that will enable the achievement of planned benefits.



Established programme and project management methodologies will be used to manage delivery within the Trust's corporate governance framework to ensure that stakeholders are engaged and resources are deployed efficiently and effectively in the pursuit of planned benefits.

The Trust's People and Operational Development Committee has overseen the development of the Strategy and will oversee delivery of its objectives on behalf of the Board. The Trust's Finance and Infrastructure Committee will oversee the realisation of productivity and efficiency benefits as objectives of the Trust's Financial Strategy.

The table opposite identifies interface between operational management, programme governance and corporate governance.



Appendix 1: Detailed Plans

Priority 1: Growing our Future Workforce A skilled and committed workforce that connects with the Trust vision and values and responds positively to the quality, safety, operational and financial obligations of the Trust	
Service Offer	Milestones
<p>Develop an Employee Value Proposition to attract skilled and committed people.</p> <p>Engage and empower leaders to understand their recruitment needs and ensure that they are supported to recruit effectively. Work in partnership with divisional leaders to agree most appropriate multi-method approach to recruitment</p> <p>Work in partnership with divisions and system partners to increase recruitment to roles such as clinical support workers, highlighting the importance of these roles for patients and other healthcare workers as well as potential career pathways to other registered roles.</p> <p>Develop a peer support strategy with Mental Health and Learning disabilities</p> <p>Continue with our International recruitment resourcing plans for Acute and MHLN Nursing. Consider other International routes for AHPs. Enable managers and team leaders to provide a responsive local induction to ensure new starter needs are met as part of their on-boarding experience and that they feel valued and able to work effectively from day one.</p> <p>Support and enable divisions and teams to develop workforce plans clearly identifying gaps, challenges and improvement priorities. Plans to be informed by high quality workforce information to ensure the right mix of skills are deployed to deliver safe and effective care.</p> <p>Through effective workforce planning identify return to practice programme of nurses in hotspot areas</p> <p>Provide advice and guidance for staff wishing to further their careers or enhance their skills and match individual's aspirations to workforce needs.</p> <p>Deliver responsive workforce communication to raise awareness of policy changes including changes in terms/ conditions and personal benefits</p> <p>Design and develop with clinical leaders roles to strengthen partnership arrangements and address labor/ skill shortages as well as future patient need</p> <p>Support teams to effectively roster and implement job planning for our AHP workforce</p> <p>We are committed to supporting our people to have greater control and choice to be able to work flexibly, doing whatever work pattern fits their needs, regardless of the type of role they're in. Flexible and less than full-time working isn't a barrier to progress in the NHS – it is commonplace.</p> <p>Integrate flexible working in standard induction conversations for new starters and in annual appraisals. Work with HEE and NHSE/ regional teams to further develop competency based workforce modeling and planning, assessing any existing skill gap and agreeing system-wide actions to address it.</p>	<p>Employee Value Proposition is utilised in all recruitment and retention plans by Q4 2021/22 and reviewed bi-annually thereafter.</p> <p>Delivery of Values Based Recruitment Process and Training from Q4 FY21/22</p> <p>Local induction and on-boarding process reviewed in Q2 2021/22 and introduction of on-boarding experience questionnaire in Q3 2021/22</p> <p>Values based exit interviews and questionnaires completed by all leavers from Q1 2021/22.</p> <p>Use E-Rostering to support staff to work flexibly meeting their personal needs as well as work needs by Q4 2021/22</p> <p>Co-design an appraisal process that maximizes each person's skills and experiences with the delivery of a responsive Career Coaching service by end of Q3 2021/22</p> <p>Trust wide workforce plan (High Level) and divisional tailored plan (detailed) showing current and forecast workforce numbers: Competency based workforce plans by 2021/22; Workforce plans built upon population health data, demand, capacity and income by 2023/24</p> <p>The Trust has a turnover rate of below 9% by 2023/24</p> <p>The Trust has a vacancy rate of 6% or below by 2023/24</p> <p>Maintain staff sickness at 4% or below from April 2021 and annually thereafter</p> <p>To benchmark and review time to hire KPI by Q2 2021/22</p> <p>Increase number of newly qualified from April 2021 baseline and annually thereafter</p> <p>Increase number of clinical support workers from April 2021 and annually thereafter</p> <p>To support clinical colleagues with the implementation of AHP Job Planning by quarter 2 2021</p> <p>To achieve E-rostering attainment level 2 by Q4 FY22/23</p> <p>Implementation of manager self-service by Q4 FY21/22.</p>

Priority 2: Culture & Leadership Development Leadership programmes reinforce and sustain visions of inclusive and compassionate care	
Service Offer	Milestones
<p>The People and Organisational Team provide a responsive and effective Leadership offer that provides the essential development to enable a culture where people can thrive and deliver high quality care.</p> <p>Undertake a regular review of the NHS People Plan priorities in regard to Culture and Leadership Development</p> <p>Develop a responsive FTSU Strategy to support a just and learning culture where leaders and managers foster a listening, speaking up culture.</p> <p>Utilise the learning culture training and accredited learning packages, and take demonstrable action to model these leadership behaviours.</p> <p>Publish resources, guides and tools to help leaders and individuals have productive conversations about race, disability and sexual orientation and to support each other to make tangible progress on equality, diversity and inclusion for all staff.</p> <p>Wellbeing Essentials: A high impact series of wellbeing seminars for leaders and managers to spark wellbeing conversations and action.</p> <p>Management Essentials: A range of modular courses enabling managers to select topics that they need to gain greater depth of understanding in to support them in their roles.</p> <p>Leadership Essentials: A series of succinct courses including Human Factors; Building Trust; Empowering Conversations; Compassionate Leadership; Inclusive Leadership and Respect and Values.</p> <p>Introduction to Line Management (ITLM): A four day programme (over 4 months) aimed at those new in management post. The programme has input from senior Trust leaders and subject matter experts. The programme ensures delegates are informed about the dimensions of their line manager role, and time is also allocated for peer discussions to enable delegates to work through current issues.</p> <p>Leadership Labs: Bespoke leadership developments sessions to co-design staff survey improvements priorities.</p> <p>A regular and established programme of staff engagement and line manager networks</p> <p>A golden thread of leadership development from Board to Ward: Staff at all levels supported to develop leadership skills and understand the importance of role modelling in the development and spread of culture across the Trust.</p> <p>Inclusive careers sessions for aspiring leaders to navigate pathways to key roles with responsive Mentoring and Coaching support</p> <p>Role Modelling - Visible leadership through Trust Board executives and deputies all having back to floor session annually.</p>	<p>NHS Staff Survey Theme - Immediate Managers: Improve reported 'Immediate Managers' experience from 2019 baseline to above comparator benchmark by 2022 and best score by 2024.</p> <p>NHS People Plan mapping and review of evidence undertaken across all key domains on a quarterly basis from Q1 2021/22.</p> <p>NHS Staff Survey Theme: Safety Culture: Improve reported Safety Culture experience from 2019 baseline to above comparator benchmark by 2022 and best score by 2024.</p> <p>Launch of Values Integration programme with quarterly staff evaluation from Q3 2021/22.</p> <p>Demonstrable year on year improvement in WRES; WDES; GPG and PSED metrics and Equality, Diversity and Inclusion resources and tools published by Q2 2021/22.</p> <p>Quarterly Wellbeing Essentials programme for managers commencing Q1 2021/22</p> <p>By Q3 2021/22, all Leadership and Management Development programmes run at least once a quarter and where demand exceeds that, additional capacity is supported within 12 weeks</p> <p>Management Essentials Programme from Q1 2021/22 and reviewed quarterly thereafter.</p> <p>Introduction to Line Management (ITLM) for new managers from Q1 2021/22, plus supporting existing managers to refresh their skills.</p> <p>Management supervision process in place for all, by Q4 2021/22.</p> <p>Divisional Training Needs Analysis from Q2 2021/22 providing an annual leadership gap analysis</p> <p>Delivery of a minimum of 4 Leadership Labs annually from Q1 2021/22.</p> <p>Staff Networks demonstrate monthly 'you said we did' communication from April 2021.</p> <p>Delivery of an annual Exec-Led LeaderFest event commencing September 2021.</p>

Priority 3: Staff Engagement

High levels of staff engagement and collaboration across professional and organisational boundaries.

Service Offer	Milestones
<p>Undertake a regular review of the NHS People Plan priorities in regard to staff engagement to enhance a sense of belonging and growing our future workforce.</p> <p>Staff Experience Pulse Survey: Use the NHS Staff Survey and Friends and Family Test to highlight areas for improvement and inform and shape our People and Organisational Development priorities</p> <p>Promote the organisational vision and values in all staff engagement activity to enhance a sense of belonging</p> <p>Deliver a round of high profile, Staff Conversations to raise awareness of the People and OD Strategy and why this is important and to listen to 'what matters' and what gets in the way' for staff.</p> <p>Co-design improvement priorities to improve Divisional NHS Staff Survey performance and deliver structured and regular communication in place; share success stories and measurable outcomes</p> <p>In partnership with the Communications and Engagement Division enhance staff and team recognition programmes across Isle of Wight NHS Trust</p> <p>Delivery of evidence based Team Development via TeamCARE that aims to connect people with the vision and values of the Trust</p> <p>Know your data: Using staff experience and engagement data to drive decision making through the analysis and dissemination of divisional Staff Survey results</p> <p>Communication: Regular and high impact communication promoting 'you said we did' actions and sharing success stories</p> <p>Positive Action: Programme Delivery of 'Safe Environment - Bullying and Harassment' via a #Respect campaign</p> <p>Evaluate and act: Evidence-base of tangible improvements to patient experience, safety, quality, working life for staff and organisational performance</p>	<p>NHS People Plan mapping and review of evidence undertaken across all key domains on a quarterly basis from Q1 2021/22.</p> <p>NHS Staff Survey Engagement Score: Improve Staff Engagement Score from 2019 baseline to above comparator benchmark by 2022 and best score by 2024; and Improve confidence in NHS Staff Survey with all divisions achieving a minimum 50% response rate</p> <p>Survey NHS Friends and Family Test: Staff recommendation of the organisation as a place to work or receive care/treatment: Achieve comparator benchmark by 2022 and best score by 2024.</p> <p>A minimum of six 'Your Voice' listening events per annum stemming from areas for improvement highlighted in the staff survey led by People and OD team from January 2021.</p> <p>Attendance at Divisional Board to promote survey results and development of Staff Survey Communication Pack and 40 annual coaching relationships for team leaders to discuss improving NHS Staff Survey score by Q4 2021/22</p> <p>A multi-methods staff recognition offer available from Q1 2021/22.</p> <p>Delivery of a minimum of 10 enhanced TeamCare interventions annually from April 2021 and a network of champions established via staff networks to support infrastructure in place to spread communication and engagement to further teams</p>

Priority 4: Health and Wellbeing

The workforce is supported to remain healthy, with a focus on addressing health, wellbeing and lifestyle issues that affect individual staff and the wider population

Service Offer	Milestones
<p>Leadership and Organizational Wide Plan</p> <p>Undertake a regular review of the NHS People Plan priorities in regard to health and wellbeing to enhance a sense of belonging and growing our future workforce.</p> <p>Bi-annual completion of NHSE/1 Health and Wellbeing (HWB) Diagnostic Framework and review of evidence.</p> <p>Occupational Health</p> <p>Delivery of a responsive and effective Occupational Health service so staff are given opportunity to improve wellbeing including help with physical health, smoking, mental health, weight loss and financial support. Staff have timely access to Occupational Health advice, screening, vaccinations programmes and wider support services including flu campaign compliance.</p> <p>Communication and Engagement</p> <p>Communication and Engagement campaigns to prevent and tackle bullying, harassment and abuse against staff, and a create a culture of civility and respect.</p> <p>Delivery of a Health and Wellbeing Champions Programme with associated CPD</p> <p>Delivery of positive psychology services including 'Well Being Essentials' and PERMAteams.</p> <p>Integrate health and wellbeing in leadership development curricula to ensure line managers and teams actively encourage wellbeing to decrease work-related stress and burnout.</p> <p>Development of a high quality Health and Wellbeing Hub on the Staff Intranet</p> <p>Every member of staff should have a health and wellbeing conversation via the Trust Health and Wellbeing Check-in; enhanced via personal HWB Plan.</p> <p>Identify and proactively support staff when they go off sick and support their return to work.</p> <p>Interventions</p> <p>Work in partnership with local and national partners in regard to developing new systems of HWB care and support for staff</p> <p>Psychological Formulation: In partnership with the MHLD Division enhance referral pathways; mental health awareness, training and information on stress awareness and burnout.</p> <p>Promote and enhance service offer of: MHFA; TRIM: Schwarz Rounds; Safe Space and Leadership Wellbeing Circles and evaluate whether the service offer meets the needs of our people.</p> <p>Offer communication and engagement opportunities to be physically active and that staff are able to access physical activity throughout their working day.</p> <p>The Trust has effective infection prevention and control procedures to protect staff and ensure all staff have access to appropriate personal protective equipment (PPE) and are trained to use it.</p> <p>Complete risk assessments for vulnerable staff, including ethnic minority colleagues and anyone who needs additional support, and take action where needed.</p> <p>People working from home can do safely and have support to do so, including having the equipment they need.</p> <p>People have sufficient rests and breaks from work and encourage them to take their annual leave allowance in a managed way.</p> <p>Prevent and control violence in the workplace – in line with existing legislation.</p> <p>Support staff to use other modes of transport and identify a cycle-to-work lead.</p> <p>Ensure staff have safe rest spaces to manage and process the physical and psychological demands of the work.</p>	<p>NHS People Plan mapping and review of evidence undertaken across all key domains on a quarterly basis from Q1 2021/22</p> <p>NHS Staff Survey Theme: Health and Wellbeing: Improve reported 'Health and Wellbeing' experience from 2019 baseline to above comparator benchmark by 2022 and best score by 2024</p> <p>Named Board Lead for Health and Wellbeing (HWB Guardian) by Q1 201/22</p> <p>Trust wide HWB Group held monthly with HWB Performance report issued to PODC from Q1 2020/21</p> <p>Complete Trust wide Self-Assessment on NHSE/1 Workforce Health and Wellbeing Framework bi-annually from 2020/21 with demonstrable annual improvement across all key metrics annually 2020 baseline to 100% compliance by 2023/24.</p> <p>7 day OH triage service in place:</p> <p>Occupational Health Service to establish a range of KPI by Q2 2021/22.</p> <p>OH continually review and develop service offer quarterly from Q2 2021/22 (Attend Anytime, telephone of face to face as required; utilising redeployment opportunities where possible to facilitate early RTW.</p> <p>Wellbeing Champion CPD and Well Being Essential series of modules launched by Q3 2021/22</p> <p>Review and co-produce with Trust wide staff consultation our Health and Wellbeing Policy by Q3 2021/22</p> <p>Delivery of a monthly Thrive newsletter 2020-2024</p> <p>Target HWB interventions and support to services in most need to aid sickness absence target of 4% by 2023/24</p> <p>Enhanced (or improved) Employee Relations Case management system in place linking line managers with HR, OH and other HWB support as needed by Q4 2021/22</p> <p>Improve HWB Check-in/Appraisal compliance from 2020 baseline to 100% by 2023/24</p> <p>All staff to have a personal HWB Plan by 2023/24</p> <p>Local and national support offers communicated to staff including development of MH Resilience Hub by the HIOW ICS reviewed quarterly from Q1 2021/22.</p> <p>Metrics relating to HWB Interventions achieve 90%+ score on the NHSE/1 HWB performance Diagnostic by 2022/23</p> <p>Identify baseline of MHFA and TRIM and identify service impact by Q2 2021/22.</p> <p>HWB campaigns measure uptake from staff including Listening Ear service, staff stories and articles in Thrive newsletter from January 2020.</p> <p>Achieve 100% completion of Covid-19 Risk Assessment and HWB Check-in/Appraisal.</p>

Priority 5: Diversity and Inclusion

People at all levels conduct and plan their business to demonstrate due regard to eliminate unlawful discrimination; promote equal opportunity; and foster good relations within their organisations and beyond

Service Offer	Milestones
<p>Undertake a regular review of the NHS People Plan priorities in regard to diversity and inclusion to enhance a sense of belonging.</p> <p>Demonstrate due regard to eliminate unlawful discrimination, promote equal opportunity and foster good relations in everything we do in our obligations as a service provider and employer</p> <p>Continually review recruitment and promotion practices to make sure that staffing reflects the diversity of the community</p> <p>Co-design improvement priorities with the Staff Equality Networks in regard to PSED; WDES; WRES; and GPG metrics.</p> <p>Launch a Neurodiversity Network to serve as a source of support, learning and engagement.</p> <p>Design and launch of an Equality Standard methodology across each Division to achieve CQC Well-Led requirements</p> <p>Undertake and publish an organisational EDS2 baseline assessment on best available evidence</p> <p>Diversity calendar of events published and monthly celebrated including Black History Month and Pride</p> <p>Undertake external Equalities accreditation scoping exercise and internal baseline assessment of evidence criteria</p> <p>Development of tools and resources for managers to lead equality and diversity transformation in clinical and corporate services</p> <p>Development of a Diversity and Inclusion intranet site</p> <p>Undertake Equality Impact Assessment of key clinical and non-clinical policies</p> <p>Disability and Mental Health review of sickness policy in partnership with Staff; HRBP and Trade Unions</p> <p>Review and re-design of Equality and Diversity training to be case study focussed, built on staff stories</p> <p>Offer tools, resources and training for managers and teams via 'Inclusion Nudges' Management Series</p> <p>Undertake baseline assessment of Diversity and Inclusion Workplace Standard in regard to recruitment and selection.</p> <p>Guidance issued for managers of disabled staff to ensure adaptations made, alongside launch of disability passport</p> <p>A clear pathway of employment for people with lived experience and learning disability.</p>	<p>NHS People Plan mapping and review of evidence undertaken across all key domains on a quarterly basis from Q1 2021/22</p> <p>NHS Staff Survey Theme: Equality and Diversity</p> <p>Improve reported 'Equality and Diversity' experience from 2019 baseline to above comparator benchmark by 2022 and best score by 2024</p> <p>NHS Staff Survey: Does your organisation act fairly with regard to career progression / promotion, regardless of ethnic background, gender, religion, sexual orientation, disability or age? Improve score annually from 2019 baseline with a target of 90% by 2023/24</p> <p>Demonstrable annual improvement in experience of discrimination and bullying harassment from any source from 2019 baseline to 2024 across protected groups</p> <p>Demonstrable annual improvement in Public Sector Equality Duty; Workforce Race Equality Standard, Workforce Disability Equality Standard and Gender Pay Gap metrics from 2019 baseline to 2024</p> <p>Revised Mandatory Equality and Diversity Training launched in Q3 2021/22 (with 3 year interval)</p> <p>EDS2 return is completed across all Clinical Divisions and Support Services by Q4 2021/22. All Divisions to 'Bronze' Level of Equality Standard by 2021/22; 'Silver' by 2022/23; and 'Gold' by 2023/24</p> <p>A representative workforce across the protected characteristics of the Equality Act 2010 at all levels by 2023/24</p> <p>Three community based Inclusion events to be delivered by Q4 2021/22 to strengthen partnership with the voluntary and community sector</p> <p>Disability Passport Launched 2022/23, improved experience and representation for staff with a learning disability and launch of a Neurodiversity Staff Network form Q1 2021/22.</p> <p>Annual increase in membership and attendance to staff Equality Networks from 2020 baseline to 2023/24</p> <p>Demonstrable annual improvement in Gender Pay Gap from 2019 baseline and annually thereafter</p> <p>Formation of a IOW multi agency Culture Board meeting quarterly from Q1 2021/22 that focuses on staff engagement, experience and EDI metrics.</p>

Priority 6: Learning Education and Development

The workforce has the right skills, knowledge and experience, and the organisation fosters a culture of continuous learning and development

Service Offer	Milestones
<p>Undertake a regular review of the NHS People Plan priorities in regard to learning, education and development to enhance a sense of belonging and growing our future workforce.</p> <p>Delivery of a high quality statutory and mandatory training programme.</p> <p>Ensure people (across clinical and non-clinical roles) have access to continuing professional development, supervision and protected time for training</p> <p>Engage people to identify education priorities to improve skills/confidence and quality and safety of the service colleagues provide.</p> <p>Continued focus on developing skills and expanding capabilities to create more flexibility, boost morale and support career progression.</p> <p>Support, develop and retain a skilled international workforce with a continued focus on OSCE performance and development of clinical practice.</p> <p>Ensure staff education needs are met via a responsive engagement programme to boost retention and increase skills.</p> <p>Actively work alongside schools, colleges, universities and local communities to attract a more diverse range of people into health and care careers.</p> <p>Work in partnership with key stakeholders to attract; develop and retain a student and apprentice workforce</p> <p>Provide clear career pathways from Band 2 to Band 8 and establish Career Clinics and Career Coaching Service.</p> <p>Preceptorship Programme for Newly Qualified Practitioners</p> <p>B6 & B7 Nurse development programme updated following focus group and will relaunch in April 2021</p> <p>Make better use of routes into NHS careers (including volunteering, apprenticeships and direct-entry clinical roles) as well as supporting recruitment into non-clinical roles.</p> <p>Provide opportunities for internal apprenticeships.</p> <p>Use HEE's e-Learning for Healthcare programme and a new online Learning Hub, which was launched to support learning during COVID-19.</p> <p>Use national guidance on safely redeploying existing staff and deploying returning staff, developed in response to COVID-19 by NHSEI and key partners.</p> <p>Integrate education and training in plans to rebuild and restart clinical services, releasing the time of educators and supervisors; supporting expansion of clinical placement capacity during the remainder of 2020/21 and thereafter; and providing an increased focus on support for students and trainees, particularly those deployed during the pandemic response.</p>	<p>NHS People Plan mapping and review of evidence undertaken across all key domains on a quarterly basis from Q1 2021/22</p> <p>NHS Staff Survey Theme: Quality of Care and Safety Culture</p> <p>Improve reported experience from 2019 baseline to above comparator benchmark by 2022 and best score by 2024.</p> <p>Education offer built around workforce plan requirements by Q3 2021/22</p> <p>Trust wide increase in student placements annually from 2020/21 baseline</p> <p>Increased apprenticeship uptake from 2019 baseline and annually thereafter</p> <p>90% compliance for all statutory/mandatory training by 2022/23</p> <p>100% utilisation of CPD external funding</p> <p>OSCE examinations achieve 100% pass rate</p> <p>95% of all staff access internal professional development for all roles</p> <p>Visible career pathways for all staff published by end of Q4 FY2021/22</p> <p>Educational opportunities to support international recruitment reviewed bi-annually from Q1 2021/22.</p> <p>Increased number of Nursing Associate posts from 2019 baseline and annually thereafter based on workforce demand and need.</p> <p>Utilise staff stories to demonstrate impact of National Apprenticeship Week/ and National Careers Week.</p> <p>Deliver a programme of career clinics to be held quarterly from Q3 2021/22</p>

