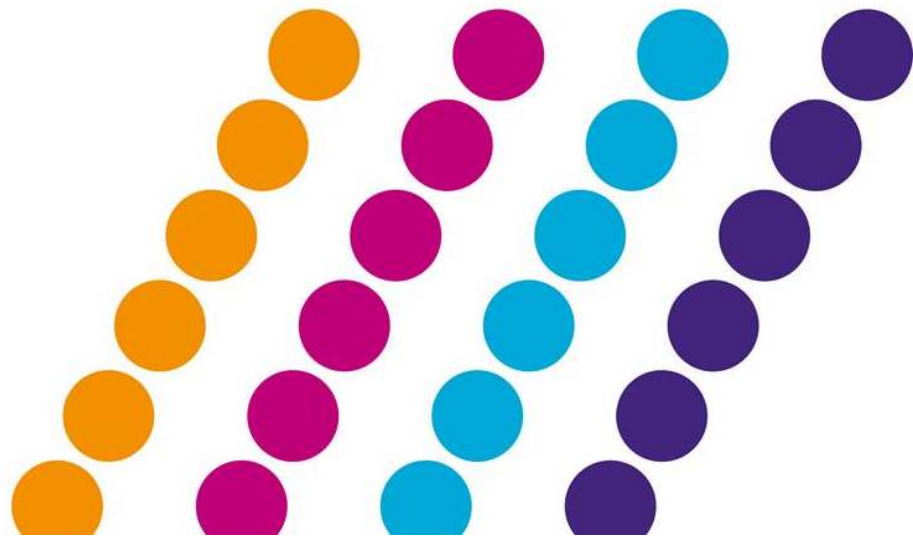


# Our People Plan

2022-27



## Our People Plan: 2022-27

Delivering great care starts with great people; people who are *'Happy, Productive and Engaged'* in their work'. The NHS is incredibly fortunate to bring together a group of staff who are motivated to spend their working lives on the common goal of caring for others. In Sandwell & West Birmingham NHS Trust, we are no exception, and particularly proud of our 'Outstanding' CQC rating for Caring.

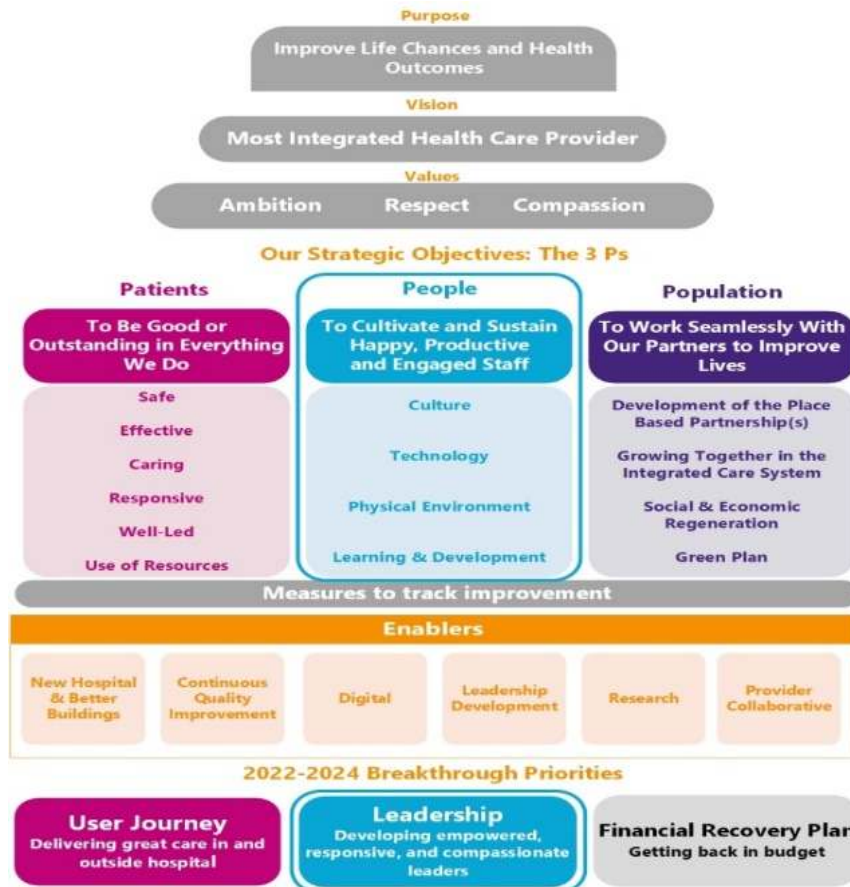
Our purpose as an organisation is to improve life chances and health outcomes. We work at Sandwell & West Birmingham Hospitals not only to treat ill-health, but to make a difference to the people in our community. This plan is consciously different from a numerical workforce plan as we connect with what this purpose means for our colleagues and communities.

Our workforce has always been important to who we are and what we do as an organisation, but supporting our staff has not been a strategic objective in its own right before. Along with 'Patients' and 'Population', we have made 'People' a priority in our five year strategy.

This People Plan supports that strategic objective by focussing on improving staff satisfaction and experience and developing a positive organisational culture. It is not intended to be a long-term numerical workforce plan. Although it is recognised that having the right numbers of staff, in the right places, with the right skills is of course a key driver of staff satisfaction. The focus of our approach in this area is to develop the right workforce skills and capacity to manage our priority emerging needs, to include safely moving into the new Midland Metropolitan University Hospital (MMUH) in 2024. More detailed improvement work on wider planning issues is also progressing to take into account learning from best practice.

Within this plan we are also focusing on leadership as a 'breakthrough objective' for the year ahead. This means that we have chosen leadership development, along with the patient journey and financial recovery, as an immediate deliverable which believe will have the biggest overall impact on our three strategic objectives in the Trusts strategy. We know from our staff survey results that line managers have a significant impact on staff experience and retention. Developing highly skilled, empowered and compassionate leaders at all levels of the organisation is one of the most powerful things we can do to help staff and in turn, our patients and population.

The diagram below shows our 2022-27 strategy overview.



## Where are we now?

We know that we must do better as an organisation in creating a workplace where everyone can thrive.

We have consistently been in the bottom quartile for satisfaction in the National NHS Staff Survey Satisfaction scores for the best part of a decade. Other important NHS benchmarks such as Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) show that we need to do more to address equality, diversity and inclusion. Core indicators such as vacancies, turnover and sickness show that our workforce is strained, especially following the pandemic.

Beyond our core metrics, we also reflect on what we have heard from our staff about their experience of work. We have heard that staff are not always treated fairly nor do they always feel valued. Colleagues do not always feel safe to raise concerns without fear of blame or disrupting the status quo. At times the basic needs of getting to work easily, access to a working computer, hot food and time for a break are not met. Although we are not the only NHS Trust experiencing these challenges, we recognise that we have a responsibility to create an environment that enables all staff to feel safe, to enjoy and find meaning in their work. We know if we get this right not only will we be able to retain our existing workforce but we will also fulfil our long term commitment to inspire local people to come and work with us.

The tone of the organisation is set at the top by the Board. In the last two years we have had a considerable change in leadership at Board level, and with it, we hope we have started to communicate a different message to staff. We want to create a workplace with responsive leadership, with clear and consistent communication, that trusts people to do the right things. This means that staff will be supported to solve the problems that affect their areas, without unnecessary barriers or delay. The Board will be visible and role model this new way of working.

Continuous Quality Improvement (CQI) will play an important role in creating an empowered workforce. This will positively benefit staff by giving them more power, influence and control to change the things that get in the way of being able to deliver good or outstanding levels of care and service. Importantly, CQI is based on the belief that the staff who do the work, know best how to solve the problems that affect them. CQI can signal a shift in how everyone in an organisation thinks and behaves on a daily basis. Colleagues from Board to Floor will be trained in improvement skills, and apply them in new routines so they are a real part of everyday practice. These changes may be subtle, like the language used by leaders to show respect, or more obvious, like improvement huddle boards on the walls. This means moving from managerial escalation routes to developing a capability and confidence at the frontline. Leadership plays an important coaching role, supporting those closest to the point of care to improve care. In our 2022-27 strategy, we have committed to agreeing a single quality improvement system before the opening of the new Midland Metropolitan University hospital.

The national and local landscape of the NHS is changing as we move from individual providers to collaborative working in the Integrated Care System and Place Based Partnerships. It will be more important than ever that local leaders and their teams are empowered to make decisions about their areas. Working closer together will bring other benefits, as we can be better informed to 'right size' our services and bring opportunities to a wider group of staff across organisations. It will also be important that we continue to innovate our workforce models and approaches so that we cultivate and sustain happy, productive and engaged staff in the long term to meet patient needs beyond the traditional boundaries of our organisation. This will not only deliver improved patient experience but be a more rewarding experience for our staff along with providing additional career development opportunities.

## What will be different?

Over the next five years we will:

- Focus on Compassionate Leadership and create a '*Just Culture*' where we listen, learn and live our values. This includes a new training offering and changing our processes e.g. in HR and Patient Safety;
- Invest in leaders as part of our 'breakthrough objective' in 2023 to take ownership of their services, create a great staff experience, and be supported to do so;
- Open our new hospital site, Midland Metropolitan University Hospital, and improve our existing sites. We are creating new roles and ways of working, a state of the art working environment, and a Learning Campus to develop our local population to access employment opportunities;
- Take real action on fairness, equality, diversity and inclusion;

- Work differently by adopting a Continuous Quality Improvement approach, where everyone can make positive changes, every day;
- Improve our digital technology so that work is easier and more productive;
- Work more closely with our neighbouring Trusts in the Black Country, West Birmingham and our Place Based Partnerships as an extension of our own teams.

In developing our overall strategy, we recognise that we can't do everything at once, especially as we prepare to open our new hospital, Midland Metropolitan University Hospital (MMUH), in Spring 2024. We also know that our staff are tired and stretched following the pandemic, as well as there being lower levels of morale across the wider NHS. This People Plan is our commitment to our staff that we will do better, and keep doing better. The diagram below is our agreed priorities from our Trust 2022-27 strategy, separated by before and after opening the new hospital.



After the opening of MMUH, we expect to see the full benefits of closely integrated working arrangements with our Place and other Hospital Provider partners in our two Integrated Care Systems. At this time, we will also demonstrably evidence clear approaches to the standardisation and engagement of our workforce across the system. We will grow further our role as an influential employer in our communities, including the development of our Learning Campus in collaboration with partners in higher education and local authorities.

The Learning Campus will be a modern state of the art educational facility that will support our staff and communities to gain access to key skills facilitating attainment of higher education and job relevant qualifications. These will in turn lead to employment in our organisation and two integrated care systems, providing a direct response to our very real recognition of the impact that social and other economic factors have on the health of our population. The Learning campus will be ideally situated in MMUH right at the heart of our communities. An additional 1,280 learners will have accessed this facility for those purposes by 2025/26.

### What will be the impact of this plan?

Whilst metrics are important, ultimately, we want our organisation to *feel* different. When we developed our new 'Trust Values', our staff told us what was important, and what they wanted to see in the Trust. Achieving this, consistently, will be the true impact of this plan.

**Ambition:** *We're ambitious for our communities. We want to make a difference, improving life chances and health outcomes. We're ambitious for our people. We want*

*them to be happy here, to feel supported to achieve their own goals and ambitions. We're ambitious for our Trust, open to new ideas, developing new technology and treatments to provide the best possible care. Working together, and alongside our partners to continually improve.*

**Respect:** *We are a place of inclusivity. We value, celebrate and draw strength from the diversity among us, and in our communities. This is what makes us special. Our people and our patients feel listened to. Everyone's voice counts. We're a place where people feel safe to speak up knowing their voices will be heard. Respect and dignity for everyone.*

**Compassion:** *We're a welcome, friendly Trust. We have care, kindness and compassion at our heart. For us, everyone matters. We're a place where compassion is not just for our patients and their families, but a right for all of us. Our people are amazing, meeting challenges head on. They put patients first, day after day, to deliver the best care they can.*

We will track our progress with reference to core metrics including:

- Our NHS staff survey response rate and scores;
- Retention and vacancies;
- Levels of sickness;
- Equality, diversity and inclusion, such as leaders from black, Asian and ethnic minority backgrounds and gender pay gap;
- Improvements in our WRES, WDES and Stonewall audit scores;
- Employment from our local community;
- Patient experience and Care Quality Commission rating.

### What improvements will we make?

Our People Plan tackles four areas highlighted in our strategy: culture, technology, physical environment, learning & development, as well as 'Safe and Skilled Workforce' which also supports our Patient strategic objective and pre MMUH requirements. There are dedicated delivery groups to drive the work forward.



## Safe & Skilled Workforce Delivery Group

We know that having safe staffing levels and skill mix make a real difference to having a good or a bad day. Safe and Skilled Workforce is a shared work stream with our Patient Plan, '*Fundamentals of Care*'. This work stream tackles workforce transformation to ensure that we have the right people with the right skills in the right place to provide the right care.

The opening of our new hospital, *Midland Metropolitan University Hospital* (MMUH) presents an exciting time to be part of the organisation, and with it, lots of recruitment to support our clinical services transformation. We have spent the last two years forecasting workforce need and developing a multidisciplinary evidence-based workforce plan to support MMUH which has been externally validated through an independent professional feasibility assessment.

This is also supported by a resourcing plan that tackles 'hard to recruit' posts and is informed by upskilling requirements that are fed through into learning campus course planning and provision. At least 34% of our recruitment for the new hospital will come through widening access routes from our own local communities, facilitated by the learning campus.

Our workforce information and planning processes are informed by a more sophisticated approach to analysis with the use of a comprehensive demand and supply forecast tool which has been developed in house by the People and OD Directorate. This has received national recognition for the additional insights it provides to ensure an intuitive and sustainable approach to workforce planning to reduce the reliance on temporary staffing solutions. This will inform the development of innovative workforce models so that we build teams that are led by patient need rather than roles. This includes growing our *Advanced Practitioner workforce* and new roles outside of the hospital setting. Looking ahead, we will continue to build on our professional development pathways so that we are innovative in bringing more people from our local community into our workforce.

We are proud of our vision to be the most integrated health care organisation. As we collaborate more with our colleagues in the Black Country and Birmingham Integrated Care Systems, we will also seize opportunities to learn from other workforce models, widen participation, and create more consistency in the opportunities available. We will continue to expand our team working across traditional boundaries, building trusted and effective relationships with our partners.

Our priority actions to be delivered before Spring 2024 are:

- Recruit to the new roles for our new hospital, Midland Metropolitan University Hospital;
- Deliver a single electronic rostering solution;
- Undertake a staffing establishment review using national standards;
- Reduce reliance on temporary staffing and align with local ICS partners on bank rates.

## Compassionate Community Delivery Group

Taking meaningful steps to improve our culture is the most important part of our People Plan. If we are to improve not only health outcomes but life chances, each one of us must be safe and supported to be our best selves, so that we can be advocates for our communities. If

‘Safe and Skilled Workforce’ is about staffing levels, capability and location, ‘Compassionate Community’ is about behaviours, teams and routines.

The Compassionate Community delivery group is based upon the [Institute for Healthcare Improvement’s ‘Joy at Work’ framework](#) which looks at both the positive and negative contributors to staff experience, as shown in the diagram below.

## How will work feel different to staff?

### Reduce dissatisfaction so that...

**Physical Safety** – I feel free from physical harm at work and the right measures are in place to protect me

**Psychological Safety** – I can freely express my thoughts and can speak up about how things could be better without fear of negative consequences

**Equity** – I can truly be myself, are treated fairly, and are given the right support to meet my individual needs

### Increase satisfaction so that...

**Camaraderie** – We nurture trusting relationships and community at work so that wherever we work, we feel like a team

**Choice** – I feel that I have choice and flexibility in my daily life and the way in which things are done

I find **Meaning** in my work and feel that what I do makes a difference

We are supporting this with Professor Michael West’s approach to Compassionate Leadership, which has a clear evidence base that compassionate leadership results in more engaged and motivated staff. These staff have high levels of wellbeing, which in turn results in high-quality care ([West 2021](#)). Compassionate leadership will be an expectation for all our leaders, and our Board and Executive will role model this.

We also want to address the issue of ‘fairness’. A key part of this is how we take meaningful action in [Equality, Diversity and Inclusion](#) (EDI) so that everyone can thrive. Just as we give personalised care to patients, we want the same to be true for our staff experience work. Research shows that diversity enables more effective decision making, and we cannot underestimate the power our brilliant colleagues have as role models to the communities we serve. We have committed to delivering a set of core priorities over the next two years to tackle consistent underperformance in workforce representation and experience

These priorities have been specifically designed to support the creation of a more diverse and inclusive organisation. The focus on EDI is also an integral part of the wider staff experience and culture transformation journey which the Trust is embarking upon through the People Plan as described in the incorporated summary action plan. Key programmes of work include the creation of a new Behavioural Framework aligned to our new values which will be delivered through our revised development programmes, along with key changes to leadership and oversight which will support improving psychological safety and embedding a culture of civility within the Trust. Learning and accountability is also key in our focus to facilitate lasting change which addresses deep rooted issues.



Addressing fairness also means that we need to create a *'Just Culture'*, whereby we focus on learning rather than apportioning blame. Just like compassionate leadership and EDI, a 'just culture' has a clear evidence base for improving staff experience and patient safety.

Creating a compassionate culture is not a 'task and finish' project; it is a long term commitment to change behaviours, working environment and processes to improve staff experience. Nevertheless, there are actions we can take to set the tone of the organisation and influence our culture as described below in our approach to organisational development.

Our priority actions to be delivered before Spring 2024 are:

- Develop and embed our new values and behavioural framework, in recruitment, appraisal and personal accountability. This creates the structure by which we can recognise great colleagues who live our values, and challenge poor behaviours;
- Develop and deliver against commitments in our Equality, Diversity & Inclusion (EDI) Plan including addressing Black, Asian and Minority Ethnic career development and over-representation in managerial concern processes;
- Relaunch and revise Freedom to Speak Up to improve reporting and outcomes;
- Adopt 'just' culture and learning best practice across our HR processes, including more supportive management approaches (known as 'restorative people practice');
- Organisational development to support teams in moving to the new hospital;
- Agree an approach for Continuous Quality Improvement, where colleagues have a say and can make change happen in their area;
- Strengthen our existing wellbeing provision, in particular our psychological and mental health support.

## Environment & Technology Delivery Group

A safe and supportive culture is not the only driver of staff experience. Research on the 'The Future of Work', by Jacob Morgan describes 'three environments' that affect staff experience: culture, technology and physical environment. We know that access to getting to work (including car parking), catering, IT systems and equipment can frustrate colleagues and chip away at morale. It is important that we get these basic needs right if we are to enable staff to improve the life chances and health outcomes of our communities.

Our priority actions to be delivered before Spring 2024 are:

- Create working groups to improve staff experience of IT systems, including Digital Proficiency to develop staff;
- Digitising paper based processes including staff records;
- Development of our staff portal to make information easier to navigate;
- Deliver against estates improvement requests more quickly, to make staff rooms and areas better
- Continue to embed flexible working as a first wave site for the national NHS England 'Flex for the Future' scheme;
- Development and opening of our new hospital, and improvement of our current sites.

## Education, Development & Growth Delivery Group

We want to make Sandwell and West Birmingham somewhere that people can train, grow and develop their careers over the long term. We have many wonderful colleagues who have spent decades with us, but many other equally talented colleagues who did not feel the Trust could offer the career development to stay. Education, Development and Growth looks at the different ways each one of us can be supported to continually develop, whichever our professional group or stage of career.

Our strategic approach to *'Talent Management'* will be a planned and effective one to ensure we attract, manage, develop, and retain key talent through the creation of meaningful work and growth opportunities for staff which add additional value to our *'Employee Value Proposition'*. We will also focus on building a *'High Performance Workplace Culture'* which encourages continuous learning and improvement to increase productivity. Our use of people analytics will be more systematic to facilitate improved decision making on talent investment to ensure we deliver on the commitments to create more inclusive and diverse workplaces.

*'Widening participation'* has been part of our Trust's identity for several years, where we have undertaken numerous schemes to support disadvantaged groups in our community to access training and employment. This includes our 'live and work' scheme for homeless people, internships for people with learning disabilities, and recruiting former offenders to support the construction of our new hospital. The future development of a Learning Campus on our Midland Metropolitan University Hospital site is a brilliant opportunity to improve the life chances not only of our staff but also of our communities, thereby starting to deliver on our Population objective and our organisation's purpose.

The *'Learning Campus'* development provides the opportunity to expand our learning and development offering as part of our widening participation work. The focus of which will be to provide clear progression pathways into further education for school leavers. This will include level 1 -3 programmes right the way through to degree level apprenticeships with links to careers for over 1280 learners within the 1<sup>st</sup> year of opening. There will also be extensive opportunities for work placements, apprenticeships and scholarships for year 10 students to provide access to job relevant skills.

The new *'Leadership Framework'* will focus on three core areas, Compassionate and inclusive leadership, Restorative People Management Practice and Safety and Service Innovation. Ensuring the right balance on core technical skills and Trust values aligned behavioural competencies to support culture transformation commitments. The programme will be modular at various levels for all staff. It will utilise a range of training methodologies from interactive classroom sessions to supportive and exploratory workshops, Action learning sets, leadership forums and online materials and videos with the content being contextualised for three broad staff levels; Senior leaders, line managers and team members.

The Leadership Development offer will also complement the interdisciplinary *'Fundamentals of Care'* framework being introduced across the Trust which is professionally lead by Chief Nurse and Chief Medical Officer with multi-disciplinary involvement. This will also help support culture change by moving from a practice driven methods to a greater emphasis on values-based approaches. It is a framework to support a quality driven workplace culture by

advancing the goals of exemplary clinical care; exceptional patient and staff experience to promote advocacy, satisfaction and retention of our people.

Adopting a CQI system in the organisation will include developing staff so that they have the skills and a supportive environment to make improvements. Our Education, Development & Growth work stream is also shared in its oversight with Fundamentals of Care to reflect the importance of professional development pathways and the effect upon great care.

Our priority actions to be delivered before Spring 2024 are:

- Launch our new Leadership Framework incorporating learning from pilot areas.
- Agree an approach for Continuous Quality Improvement, where colleagues are trained in improvement skills to solve problems in their own areas;
- Develop our Talent Management offering to attract and retain colleagues;
- Map opportunities for education and career development for our local communities through the widening participation agenda;
- Support delivery requirements of the Learning Campus project.

## What will we be prioritising for the next 2 years?

### *Operating Delivery Framework*

The prioritised actions which support the delivery of the People Plan over the next 2 years are described in the Operating Delivery Framework (ODF) which will be monitored regularly by the People and Organisation Development Committee (PODC). This is our detailed action plan to deliver the first two years of the People Plan.

The ODF is summarised over the next two pages as an overview our action plan, phased into progress to date, next year (2022/23) and following the opening of (MMUH).

The plan will be reviewed and updated as actions are completed and new deliverables set.

## Summary Action Plan

Delivery Group & Purpose	Progress so far 2022/23	Key Deliverables 2023/24	After the opening of MMUH until 2027
<p><b>Safe &amp; Skilled Workforce</b></p> <p>Ensure we have enough staff with the right skills, now and in the future</p> <p>Executive Leads: Chief Nursing Officer, Chief Medical Officer, Chief Operating Officer, Chief People Officer</p>	<p>Developed innovative workforce modelling for MMUH clinical services transformation</p> <p>Identified key vacancies and support to recruitment to deliver</p> <p>Implementing a single electronic rostering solution (by end of 22/23)</p> <p>New flexible working policy</p>	<p>Support training and organisational development needs associated with Fundamentals of Care and opening MMUH</p> <p>Undertake a staffing establishment review using national standards and local collaboration</p> <p>Reduce reliance on temporary staffing and align with local partners in the ICS on bank rates.</p>	<p>Widen participation and innovative access for local communities to be part of the workforce</p>
<p><b>Compassionate Community</b></p> <p>Create a kind and 'just' culture, with real action on equality, diversity and inclusion</p> <p>Executive Lead: Chief People Officer</p>	<p>Developed our values and behavioural framework</p> <p>Developed Equality, Diversity &amp; Inclusion (EDI) plan</p> <p>Commenced retention project in two departments using quality improvement and appreciate inquiry</p>	<p>Embed 'just' and learning into HR and patient safety processes</p> <p>Embed values into processes including recruitment, appraisal</p> <p>Deliver priority actions in EDI plan including signing up to the RACE code, Cultural Ambassadors, Board development, Equality Delivery System, Community Champion programme</p> <p>Relaunch and revise Freedom to Speak Up</p> <p>Strengthen our existing wellbeing provision, in particular our psychological and mental health support.</p>	<p>Continue to embed and live our values</p> <p>Further delivery of the EDI plan</p> <p>Continue to rollout Compassionate Leadership training</p> <p>Embed 'just' culture and learning in more processes</p>

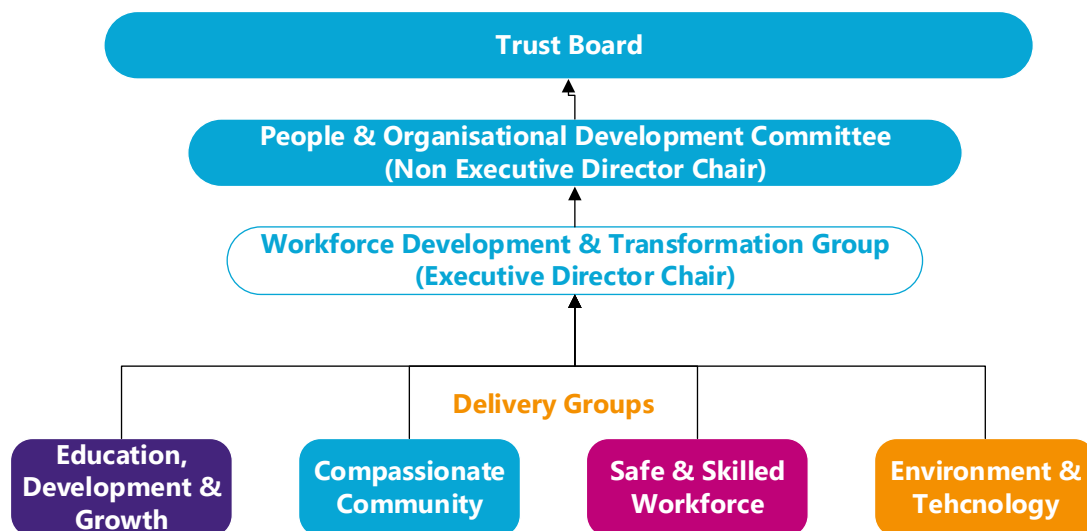
<b>Delivery Group &amp; Purpose</b>	<b>Progress so far 2022/23</b>	<b>Key Deliverables 2023/24</b>	<b>After the opening of MMUH until 2027</b>
<p><b><i>Environment &amp; Technology</i></b></p> <p>Use digital to make our work easier, in an environment that we can be proud of</p> <p>Executive Lead: Chief Development Officer &amp; Executive Director of IT &amp; Informatics</p>	<p>Workspace improvement requests in process</p> <p>Agreed Digital plan</p> <p>Commenced working group for Digital Proficiency</p> <p>Improvements to IT service desk including chat function, essential items drop in shop</p> <p>Closer working with digital colleagues in the ICS</p>	<p>Open of MMUH and improvement of existing sites</p> <p>Delivery of Digital Proficiency improvements and reduce paper based processes</p> <p>Develop key business cases including vision for information and staff portal</p>	<p>Further develop our 'smart' hospital and community approach</p> <p>Continue to work closely with digital colleagues in the ICS</p>
<p><b><i>Education, Development &amp; Growth</i></b></p> <p>Develop colleagues whichever stage of their career, with a focus on creating great leaders</p> <p>Executive Lead: Chief People Officer</p>	<p>Developed pilot Compassionate Leadership training</p> <p>Developing options appraisal for Continuous Quality Improvement (CQI)</p> <p>Identify training need for Group Triumvirate Leadership as part of Leadership 'Breakthrough Priority'</p>	<p>Rollout Compassionate Leadership training programme</p> <p>Undertake readiness assessment and agree CQI approach</p> <p>Map opportunities for education and career development for our local communities (widening participation agenda)</p> <p>Develop talent management approach</p>	<p>Continue to rollout Compassionate Leadership training programme</p> <p>Rollout CQI training through different areas of staff and leadership cohorts</p> <p>Development of Learning Campus and opportunities for local people</p>

## Governance

We are committed to ensuring that we regularly monitor and assure ourselves that we are making the progress we need to deliver against the commitments identified in the People Plan. In order to create the right structures to support us in achieving this, the following governance framework shows how the delivery groups align into Trust governance.

At the bottom of the diagram, the delivery groups will maintain momentum against our agreed plan. The Workforce Development and Transformation Group above it will be Chaired by our Chief People Officer. This group will keep track of current delivery, whilst looking ahead to innovative new approaches to stay ahead of the curve. The People and Organisational Development Committee (PODC) is chaired by a Non-Executive Director and all members seek to assure progress against the delivery of the People Plan.

The Trust Board will also receive regular assurance reports on delivery of the People Plan as part of the overall Trust strategy and by exception through PODC via the Chair's report.



## How will we achieve the commitments in the People Plan?

Priority work on the Trusts 'Leadership' breakthrough objective will facilitate a culture of shared accountability and ownership for the delivery of our People Plan ambitions. This will be underlined by distributive leadership practices which place employee voice and responsiveness at the heart of our approach. The key areas of focus within this will be:

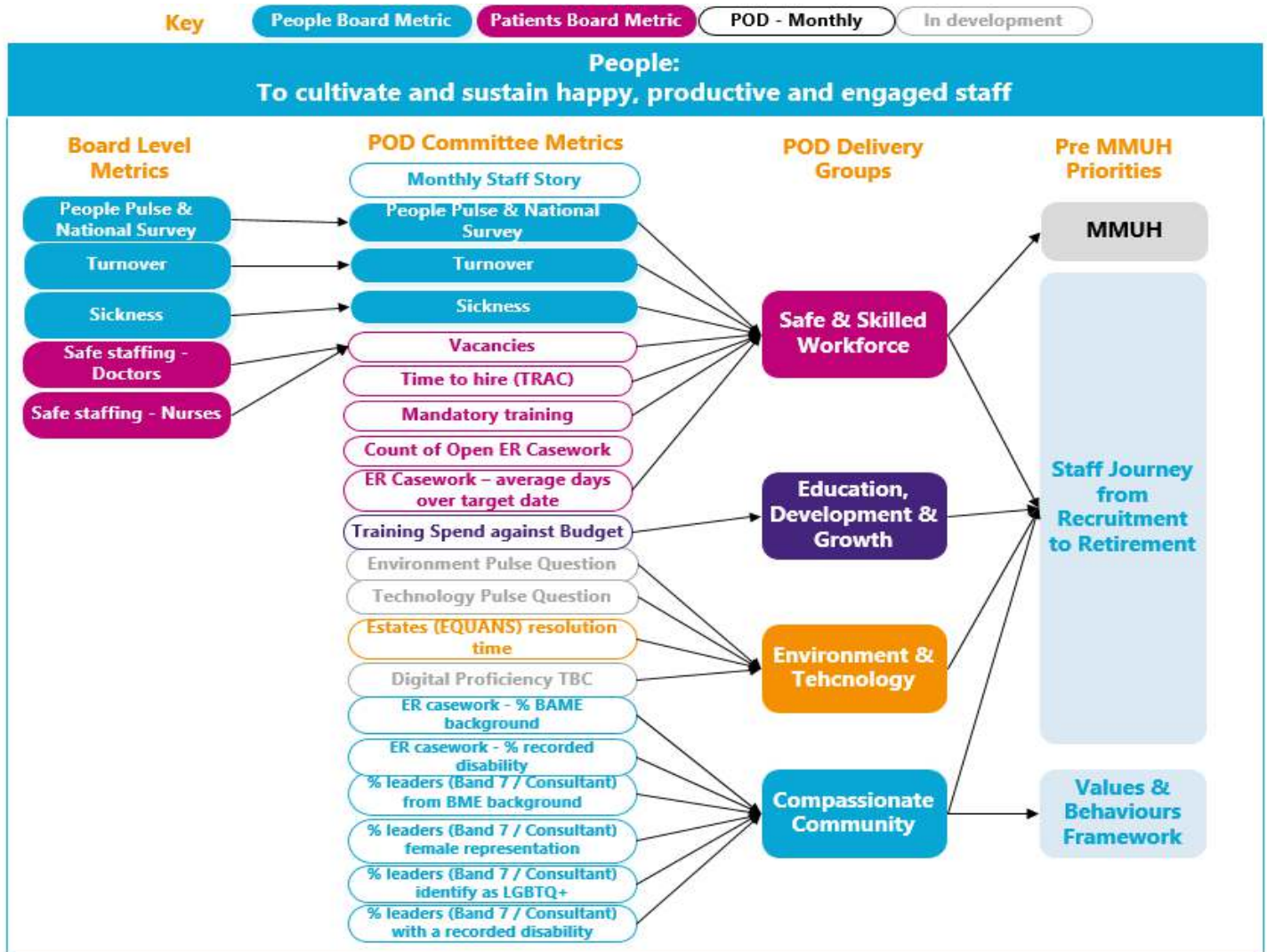
- Creating a representative Staff Council to act as a shadow board informing decisions
- Develop staff engagement models that drive bottom-up support for People Plan Delivery
- Introduction of leadership forums and changes to clinical leadership engagement to expand and improve interaction with all leaders and managers in the Trust
- Board Visibility Programme linked to Trust Values and Recognition
- People and OD Target Operating Model to support increased focus on leadership development and support
- Accountability Framework for all leaders which clearly defines leadership responsibilities
- Compassionate leadership priority programmes under new framework will challenge *Senior Leaders* to consistently be the source of vision and inspiration from which change flows, with *First Line Managers* content being focused on personal impact and role modelling culture change. *Team members* will be empowered to focus on demonstrably living the Trust values in their role and holding colleagues to account for this too.

- CQI as a lever to support priority Organisational Development improvement work
- Targeted team development support for areas which are identified as struggling on Culture
- Development of a dashboard which monitors improvement and drives assurance

## How will we measure improvement?

The most important change from our People Plan will be in the stories we hear from our colleagues; how work feels different; and the very personal effect it has on each of us. We have also devised a suite of metrics to balance the stories we hear to provide an overall picture, so that we apply further rigour to what we do.

The most important metric that we want to see is improving our staff experience score in the national NHS staff survey; this remains the most robust and comparable metric within the NHS. In addition, the diagram below provides an overview of the metrics reported to People and Organisational Development Committee.



## When will we know we are there?

### *Our People Will:*

- Be free from physical harm at work and assured adequate precautions have been taken.
- Feel able to express thoughts and feelings about work and their experiences without fear
- Be supported to work effectively by the technology available and environment they are in
- Truly be themselves and feel fairly treated. Given equitable access to opportunities.
- Supported to have their individual needs met. This will include 'Choice and Flexibility'.
- Work cohesively in teams where relationships are built on trust, leading to better outcomes
- Find meaning in their work and be connected to a purpose that is larger than themselves
- Know that the work they do makes a real difference to our people, patients and population.
- Understand and demonstrate active commitment to our vision, values and objectives.
- *'Feel Happy, Productive and Engaged'* in their work.
- Choose to stay with the Trust and recommend us as being a *'Great Place to Work'*