

Our People Plan

Happy Productive and Engaged Staff

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Time for Change

Where are we Now?

- **Poor Staff Satisfaction** rates from the Pulse Surveys
- Poor **WRES** and WDES scores
- Increased **Sickness** rates and tiredness caused by the Pandemic
- High **Vacancy** levels
- Inconsistent induction and **orientation** experiences
- Embedding of **Unity disrupted** by pandemic
- **Construction setbacks** for the new Midland Metropolitan University Hospital

Improving Staff Experience

What will be Different?

- Personal and Collective Responsibility for Changing our **Leadership Culture**
- Commitment to **Listen** and to **Act**
- Clear objective to achieve **top quartile** performance for staff satisfaction.
- Commitment to widening access to opportunities for unrepresented groups and real action on **fairness**
- Focus on leading with **empathy** and providing support for improving core wellbeing
- Quality Improvement focus on **retention** with targeted OD support based on cultural deep dives.
- A new set of **values** and behaviours owned by us all working well to underpin our governance.
- A digitally **enabled** workforce well inducted and supported to deliver in modern, fit for purpose facilities.

One of three Strategic Objectives

- To Cultivate and Sustain Happy Productive and Engaged Staff
- Historically “an enabler” we have explicitly made the experience and development of our staff a strategic objective as without a strong focus on this our patient and population objectives will not be achieved.
- In the “war for talent” we must move beyond engagement and into the creation of consistently high-quality staff experiences as a level for attraction and to aid staff retention.



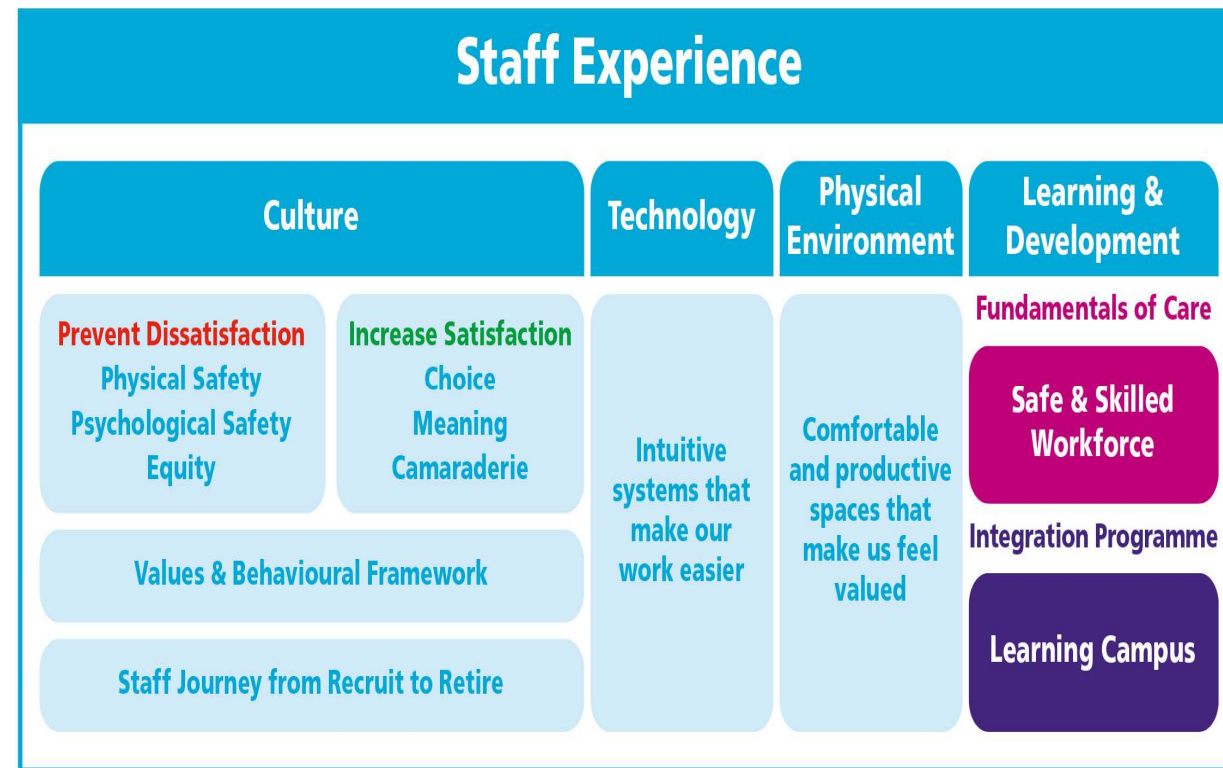
Creating Experiences and Developing our People

The Core Components

- Staff Experience is driven by 3 key factors (Morgan 2017):
 - Culture (40%);
 - Physical Environment (30%);
 - Intuitive Technology (30%)

But staff experience the Trust predominantly through interactions with line managers - our survey results show we are lacking here

- In a fast-changing world and with a broadening remit as a system partner and anchor institution we need our people to continuously **learn and develop** so they and we can adapt.



Improving our Culture – Compassionate Community

Priority Work

- Physical Safety – **Metrics** for POD Dashboard to include Staffing levels, Working Hours and incident numbers.
- Psychological Safety – Relaunch of Freedom to Speak up under new Executive Lead. Revision of Raising Concerns Process “**Triage and Tracking**”, integrated reporting of Speak Up and Employee Relations (ER) Complaints and outcomes
- Equity and Fairness – Tackling underrepresentation of BAME being able to access development and career progression opportunities and being over- represented in managerial concern processes. A review of **recruitment** and **ER process**
- Camaraderie – Line Manager development to support team development and cohesion. Rapid OD Intervention for struggling teams and Team development work pilot roll outs. **QIHD**
- Meaning – Connecting with Fundamentals of care, Trust **Values** aligned Behavioural Compact and **Leadership** Framework
- Choice – Evolution of Continuous Quality Improvement, **Flex for the Future Programme**.and Retention QI pilot sites.

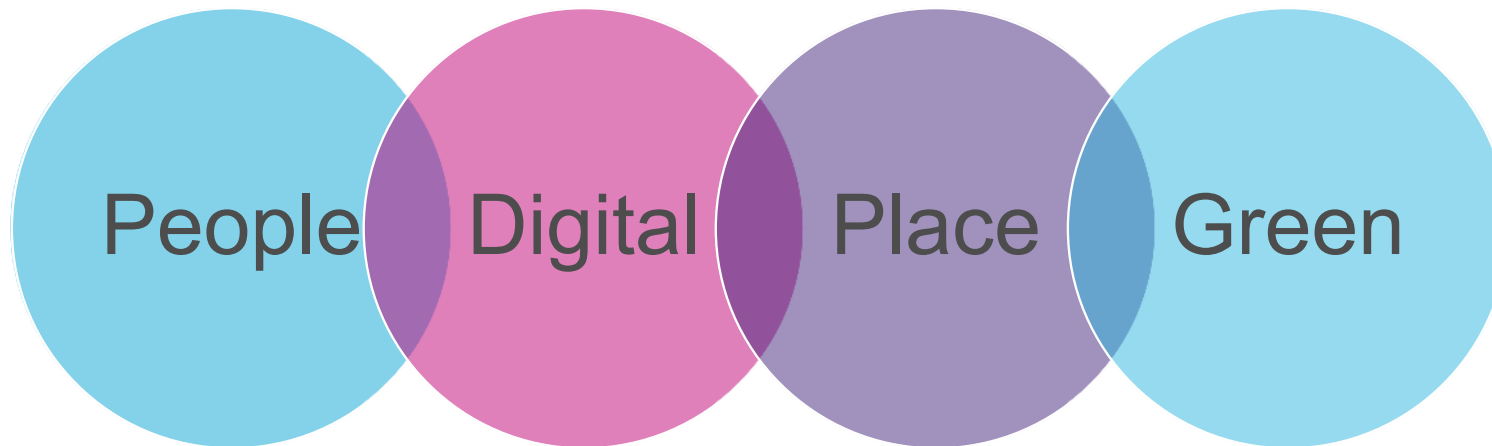


Physical Environment

- Workspace Improvement Requests
- Co location (departments; place based; provider collaborative)
- Flexible Working and Home Spaces
- Digital Plan

Intuitive Technology

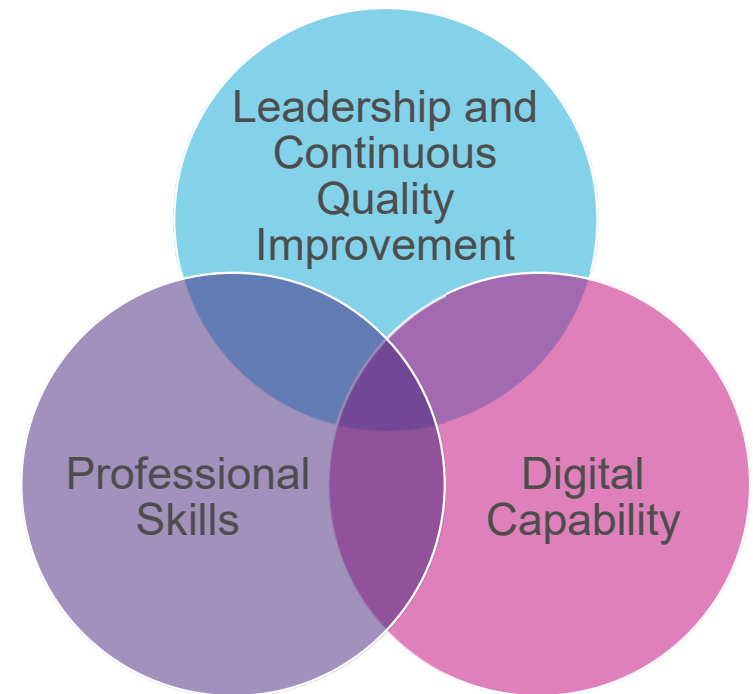
- Top 5 lists by Group
- Unity Optimisation
- User Centred Design
- Problem Solving and Training
- Digital Enablement



Learning and Development

Three components

- Leadership and Continuous Quality Improvement
 - One Team for Fundamentals of Care
 - Rapid Improvement OD interventions for teams linked to culture metrics
 - Outstanding Induction and Onboarding Experience
 - Line Manager Development Programme – Fundamentals of Management Technical Training and Enabling Leadership Skills
- Professional Skills
 - Progression pathways for every discipline and across disciplines
- Digital Capability
 - New developments having a user-centred and training led approach



Pre recruitment to 6 months



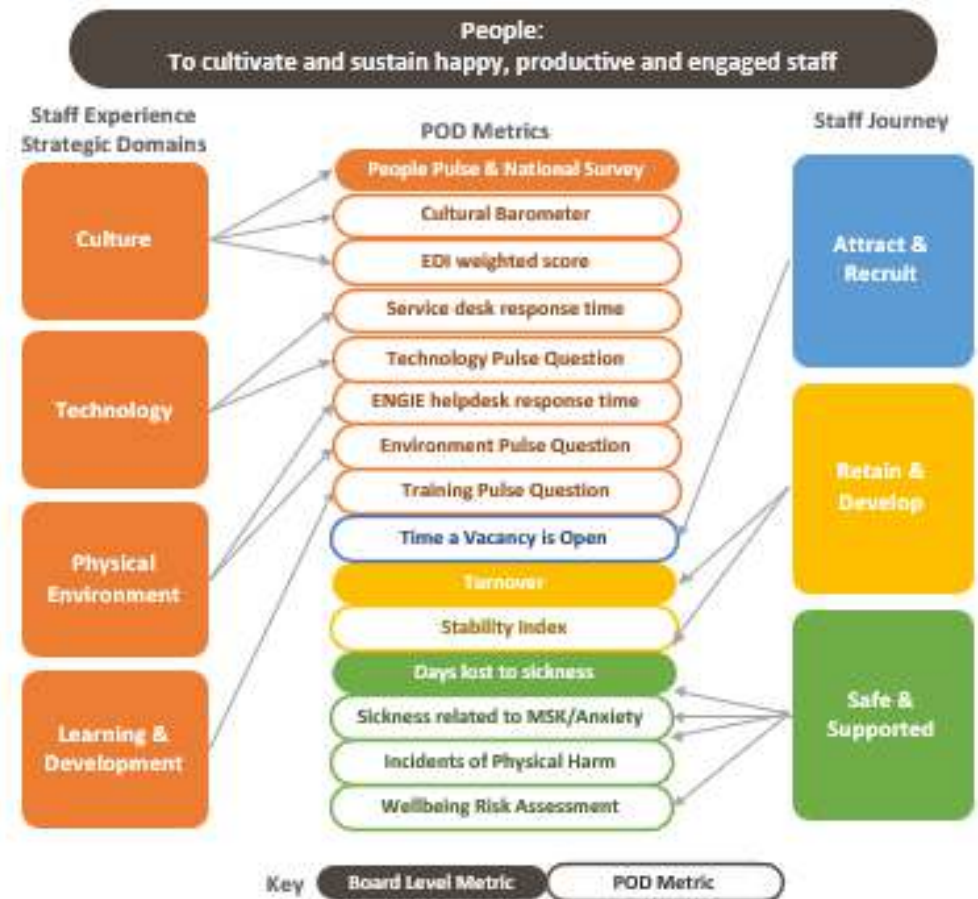
6 months to 2 years



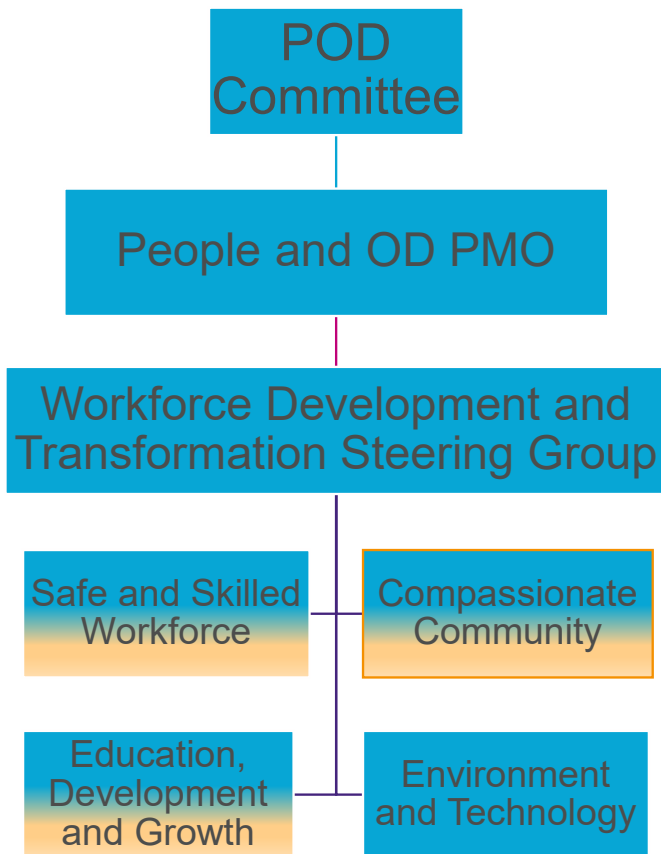
2 Years to retirement and return

Key Metrics

- National Staff Survey is the key metric but benchmarking performance is important
- Mapped to staff experience strategic domains and to the staff journey
- Personalisation of the pulse survey to create data points against the 4 staff experience domains on a regular basis.
- Time a vacancy is open introduces predictive analytics and opportunity to reduce “empty seat” time.
- Disruptions per year per user and Engie helpdesk response times act as measures around customer service.
- Cultural Barometer metrics



Our Governance and its alignment to Fundamentals of Care



4 Core Delivery Groups

- Safe and Skilled Workforce Group** focused on the co-design, recruitment, retention and resilience of future workforce models.
- Education, Development and Growth** focused on the development of staff around three key domains: leadership; professional skills and digital capability alongside the creation of development pathways for all professions.
- Compassionate Community** focused on EDI, Culture, Teamwork and Wellbeing of all our staff.
- Environment and Technology** focused on the creation of workspaces to be proud of and technology that is easy to use.



Key Deliverables in 2022/23

Structural Foundation Work

- Revise POD Governance to include new Delivery Groups and agree Metrics to include assurance on HR processes.
- Outstanding Induction Programme to support recruitment and onboarding
- Design of deeper accelerated professional Development Programmes
- Embed Fundamentals of care into leadership and management development
- MMUH Recruitment aligned to new Employee Value Proposition
- Re-launch FTSU, track progression, review and learn from outcomes
- Review POD Directorate review outcomes to ensure support for delivering significant recruitment and development work
- Operating Delivery Plan to identify lead responsibility, accountability, timescales and progress assured through POD

Behavioural – Enabling Work to Support Cultural Transformation

- Development of Values and Behavioural Framework. Linked to performance, progression and recruitment
- Recruitment and development of BAME staff, review of Employee relations casework and delivery of Race Code
- Culture Metrics driving Rapid OD intervention for teams in key hotspot areas and corrective action for poor management
- Line Manager Development to include Technical Training and Enabling Leadership Skills to improving Staff Experience
- Deliver NHSI Flex for Future and national Retention pilot programmes, embedding wider learning

Before MMUH

- Launch our Strategy and co-develop the plans e.g. Fundamentals of Care
- Value and Behavioural Framework
- Prepare for and open MMUH
- Staff journey from recruit to retire
- Budget reset and cost control
- Place Base Partnership Development
- Agree a Continuous Quality Improvement approach

Interdependencies

- Resources
- Strategic Priorities review
- Shared Accountability
- Engagement with Staff

Route to Sign Off

