

# *People at the heart...*



## People Strategy 2020- 2025

(2022 update)



# Contents

<b>Foreword</b>	2
<b>Overview</b>	3
<b>The National Context</b>	4
NHS Long Term Plan	
NHS People Plan	
NHS People Promise	
<b>EKHUFT's True North</b>	6
<b>The People Priorities</b>	7
<b>Our Approach</b>	13

## Foreword



As we approach the midway point of our current People Strategy I thought it would be helpful to reflect upon the progress we have made towards achieving our strategic ambitions to make EKHUFT both the best place to work and the best place to receive care; to become the healthcare employer of choice in the South East. We have experienced significant challenges along our recent journey towards success, but I am confident that by working together we will achieve all that we set out to accomplish. Our core values are at the heart of all that we do and underpin our daily activity to drive delivery of great care from great people.

Once again, we have considered national priorities, local issues and, reflected upon how we will continue to develop our work with our colleagues across the integrated health and care partnership (ICP)

With this in mind I want to renew our commitment to you to invest in you- your development and your careers, your health and wellbeing – our patients will ultimately benefit. We want everyone who works at EKHUFT to feel valued, respected and engaged, able to make improvements to enhance their working lives and the care we provide for our patients. I want you, as I do, to feel proud of working for the trust.

This year as part of our strategy we are launching a programme of cultural change, working together to develop a positive culture, compassionate and inclusive where everyone feels valued and supported. The board has given its total commitment and support to this work and is keen to see us approach it with energy, innovation, creativity and above all engagement.

My personal commitment to you is that as we renew our strategy and align our activities to deliver our plans, I will be part of the change. I would like to invite you to be part of the change too, part of the transformation and join me, becoming involved on a stimulating, at times challenging, but ultimately rewarding journey towards success.

A handwritten signature in black ink that reads "Andrea". The signature is written in a cursive, flowing style and is positioned above a thin horizontal line.

**Andrea Ashman**

Director of Human Resources and Organisational Development

# Overview

This strategy sets out EKHUFT's aims to engage and develop our people to deliver our vision and True North priorities.

The People Strategy will be reviewed annually to ensure that it is still supporting and enabling the Trust's over-arching strategy and responding to issues relevant to all levels of colleagues.

## **Section 1**

considers the external context highlighting key aspects of the NHS Long Term Plan, the NHS People Plan and the NHS People Promise

## **Section 2**

outlines EKHUFT's True North – the long-term strategy to achieve the Trust's mission and vision, underpinned by its values

## **Section 3**

provides an overview of the priorities for our people to support the delivery of both the Trust's long-term strategy, and our response to national and regional challenges

## **Section 4**

details our approach to the delivery of our priorities and how we will monitor our progress

# Section 1 The National Context

## The NHS Long Term Plan (2019)

*“The performance of any healthcare system ultimately depends on its people – the NHS is no exception”*

The NHS Long Term Plan sets out an ambitious 10-year vision for healthcare in England.

This vision recognises that for the NHS to succeed:

*“...we must keep all that’s good about our health service and its place in our national life. But we must tackle head-on the pressure our staff face, while making our extra funding go as far as possible. And, as we do so, we must accelerate the redesign of patient care to future-proof the NHS for the decade ahead”*

The Long Term Plan commits to the following:

- A new service model in which patients get more options
- More NHS action on prevention and health inequalities
- Further progress on care quality and outcomes
- Digitally-enabled care which will go mainstream across the NHS
- Tax-payers investment being used to maximum effect
- NHS staff getting the backing they need

The Long Term Plan demonstrates the need to focus on **attracting, retaining and developing** all people.

## The NHS People Plan: #We Are The NHS

This plan, published in July 2020, acknowledges:

*“The clapping has now stopped, but our people must remain at the heart of our NHS, and the nation, as we rebuild”*

The plan sets out actions to support transformation across the whole NHS. It emphasises the need for us all to continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people and work together differently to deliver patient care. It focuses on:

### • Looking after our people

Making the NHS an employer of excellence – valuing, supporting, developing and investing in our people, keeping them safe, healthy and well

### • Belonging in the NHS

Creating an organisational culture where everyone feels they belong, by developing inclusive, compassionate and improvement focused leadership

### • New ways of working and delivering care

Emphasising the need to develop a more varied and richer skill mix, new types of roles and different ways of working, ready to exploit the opportunities offered by technology and scientific innovation to transform and release more time for safe, high-quality care

### • Growing for the future

Building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer

The current NHS People Plan has been developed with a particular focus on looking after our people, given the impact of COVID-19 which will continue for some time to come. To strengthen the commitment the plan includes a ‘people promise’

# People Promise



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



We each have **a voice that counts**



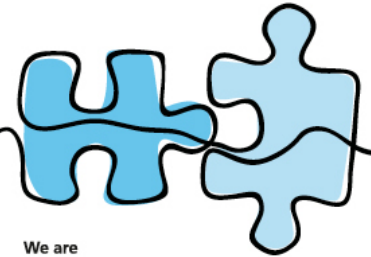
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**



We are **a team**

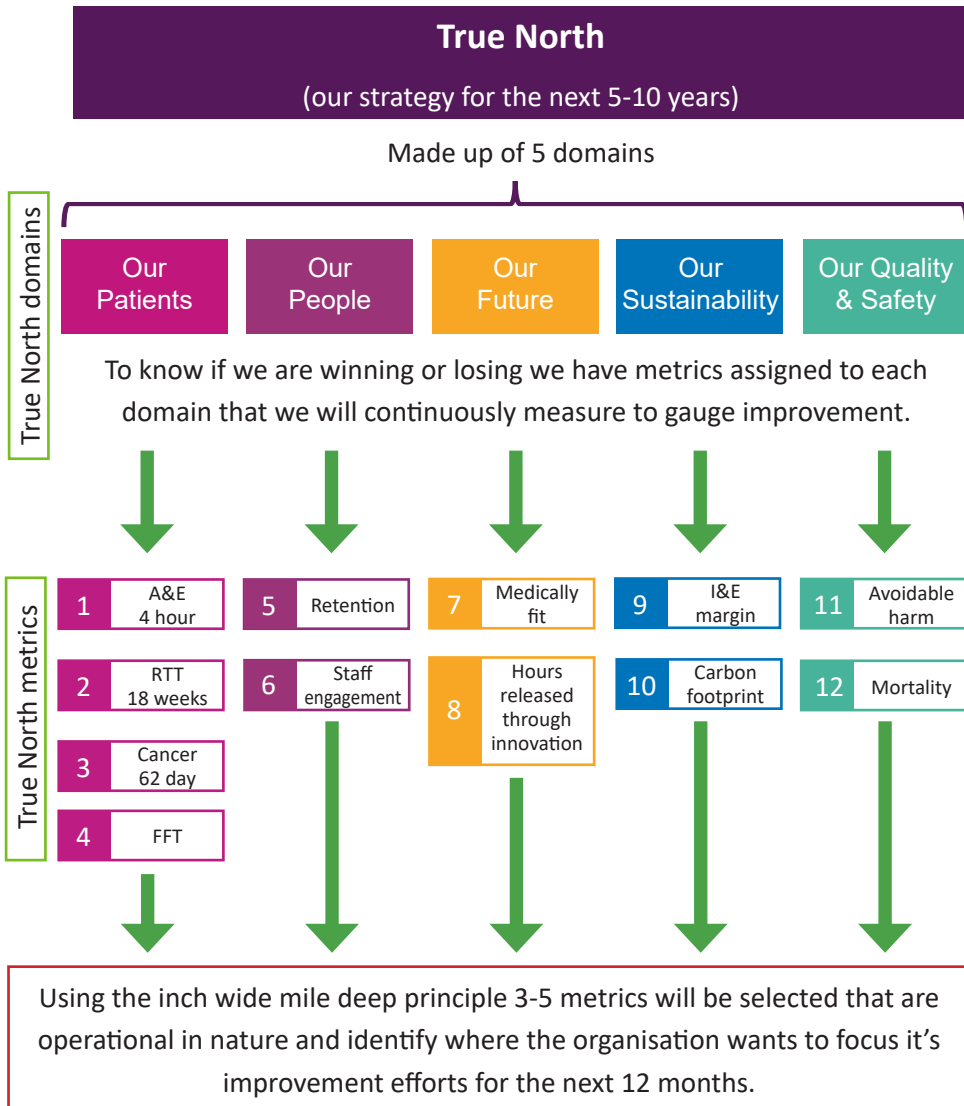
Colleagues from different healthcare roles have said what matters most to them, and what would improve their experience of working in the NHS. Their responses have led to the themes above – creating the NHS People Promise

We want everyone at EKHUFT to make this promise to each other – to make these ambitions a reality for us all

Our five-year people strategy will help us get there

# Section 2 EKHUFT's True North

EKHUFT's Board have committed to a holistic approach (We Care) to develop all areas of the Trust. The 'We Care' approach requires a sustained focus on a limited number of priorities – True North. The True North priorities are shown below, along with their key metrics. More specific objectives to achieve the priorities will vary across Care Groups. The people strategy will contribute to the all of the priorities, with particular attention on 'Our People'



## Section 3 The People Priorities

**The people priorities will contribute to achieving EKHUFT's True North and to meeting the four aims identified in the NHS People Plan (#We Are The NHS)**

1. Looking after our people
2. Belonging to the NHS
3. New ways of working and delivering care
4. Growing for the future

**The people priorities will also respond to regional challenges by:**

5. Developing a new operating model for workforce



# 1 Looking after our people

We aim to be the healthcare 'employer of choice' in the South East by valuing, supporting, developing and investing in our people and keeping them safe and well



## What does this look like in 2025?

- Health and Wellbeing interventions are developed and embedded to support colleagues throughout the recovery phase of COVID-19 and beyond
- All colleagues have access to psychological support and treatment as required
- Respect for all colleagues and behaviour in line with EKHUFT's values are demonstrated consistently
- Behaviours that are inconsistent with our values are challenged
- New colleagues are fully supported during their first year of employment and as they progress in their career
- Opportunities for flexible, remote and virtual working are being maximised to meet the needs of colleagues, their teams and their services
- All colleagues have a meaningful appraisal, which includes a personal development plan to support them in their career development
- A comprehensive Reward and Recognition programme is in place
- Our quality improvement approach (We Care) enables colleagues to make a positive difference to both the quality of their working lives and patient experience

## Key Measures

- At least 70% of colleagues recommend EKHUFT as a place to work
- Our staff engagement score, in the annual NHS staff survey, is in the top 30% of acute trusts
- Retention rate of colleagues in their first year at EKHUFT has improved by 10%

*"I feel listened to and valued"*

*"I am supported to make improvements in my work, for the benefit of my team and patients"*

*"I love my job and feel proud to work for EKHUFT"*

*"I know that EKHUFT cares about my wellbeing"*



# 2 Belonging in the NHS

We aim to develop an inclusive, compassionate and improvement focused culture; a place where discrimination does not occur



## What does this look like in 2025?

- An inclusive and diverse culture is embedded throughout the Trust and **all** colleagues feel valued
- An increase in leaders from underrepresented groups, including black, Asian and minority ethnic (BAME) colleagues
- BAME and disabled colleagues believe that there are equal opportunities for career progression
- All colleagues feel able to use their voice to inform learning and improvement
- A Leadership Framework clarifies the key competencies required for an inclusive, compassionate, improvement focused leader
- Leaders demonstrate compassion and a focus on equality, diversity and inclusion
- Development is available to support leaders in systems leadership, quality improvement and talent management
- Talent Management is in place which identifies colleagues' potential and builds on their skills and aspirations, and facilitates succession planning
- Coaching and mentoring, including reverse mentoring, are available for colleagues to help them transition to new leadership roles

## Key Measures

- Inclusive talent management and succession planning is embedded across the Trust
- The number of AfC BAME colleagues in leadership roles has increased to 10%
- 50% of colleagues feel that their work is valued after appraisal

*"As a BAME colleague, the Trust has invested in my development and supported me in attaining a leadership role"*

*"I understand what is required of me as a leader at EKHUFT and am supported in my development"*

*"I have an annual appraisal where my manager spends time talking about my development which builds on my skills and career aspirations"*

# 3 New ways of working and delivering care

We aim to transform our workforce with a more varied and richer skill mix, new types of roles and different ways of working, ready to exploit the opportunities offered by technology and scientific innovation to transform care



## What does this look like in 2025?

- The workforce has transformed and demonstrates a more varied and richer skill mix, with new types of roles
- Different ways of working have been developed to address the challenges of a rural and remote acute Trust
- Roles have been scaled up with more effective use of the apprenticeship levy
- Colleagues have been supported to acquire new skills, undertake training and achieve relevant qualifications
- The nursing associate role has been expanded
- Multi-professional team working has been developed further, including the growth of AHP and scientific roles
- Technology has facilitated more effective deployment of colleagues and improved productivity
- Effective seven-day working is embedded

## Key Measures

- EKHUFT is using the full functionality of individual e-rostering and e-job planning to ensure that the **right skills** are deployed at the **right time** in the **right place**, supporting new ways of working (NHSE/I level 2 attainment)

*“I am confident my team is stronger through upskilling and the development of new roles”*

*“My roster and job plan ensure that I am doing the work that I am skilled to do”*

*“My team has used technology to transform our service which, in turn, has improved patient care”*

*“I can focus on delivering patient care – not on admin”*

# 4 Growing for the future

We aim to attract high-quality candidates from a diverse talent pool and recruit to all of our 'hard to fill' roles, reducing a reliance on temporary staff

## What does this look like in 2025?

- A comprehensive attraction strategy encompasses diverse talent pools - those that haven't traditionally considered the NHS, those returning to practice and international candidates
- A robust recruitment pipeline is in place, incorporating a system-wide approach
- Development opportunities include a wide range of clinical and non-clinical apprenticeships
- Local terms and conditions enable colleagues to work flexibly, reducing reliance on temporary staff
- Joint appointments with Kent and Medway Medical School are in place and have attracted best in class candidates
- We have embedded the EKHUFT career framework



## Key Measures

- Our vacancy rate has reduced to 6%
- The EKHUFT apprenticeship levy is fully utilised for both clinical and non-clinical apprenticeships
- BAME candidates are equally likely to be appointed for vacant roles as white candidates

*"I know I can fill the vacancies in my team with the right people"*

*"I joined the Trust through the nurse associate apprenticeship and am flourishing"*

*"I was given the opportunity for flexible working and feel very committed to EKHUFT and want to spend my career here."*

# 5 Developing a new operating model for workforce

We aim to continue to work collaboratively and to be clear what needs to be done locally, regionally and nationally, with more people planning activities undertaken by local integrated care systems (ICSs)



## What does this look like in 2025?

- Work across the Integrated Care System (ICS) has included developing and implementing people and transformation plans
- Partnership working, across the ICS, has led to the development of strategic workforce models to ensure a system-wide approach to resourcing local healthcare and a workforce with the relevant skills is in place.

## Key Measures

- A comprehensive workforce strategy has been developed to support the public consultation and deliver the East Kent Clinical Strategy
- A detailed workforce plan is in place to facilitate the East Kent Intergrated Care Partnership (ICP) and supports the aims of the Kent & Medway Integrated Care System (ICS)

*“Our clinical strategy is underway and I feel confident it will improve patient care and experience”*

*“I feel that we are much better at collaborating both across the Trust and more widely with our partners in Kent and Medway”*

# Section 4

## Our Approach

Each of the teams in Human Resources and Organisation Development (HR&OD) will work with the Executive team and Care groups to develop **detailed annual plans**, ensuring the key measures are achieved by 2025.

**Progress will be monitored in a number of ways:**

- At monthly senior HR&OD meetings
- As part of the Care Group monthly performance reviews
- At bi-monthly Strategic Workforce Committees
- Regularly at Board meetings

The people strategy will be reviewed, updated and approved annually.

