



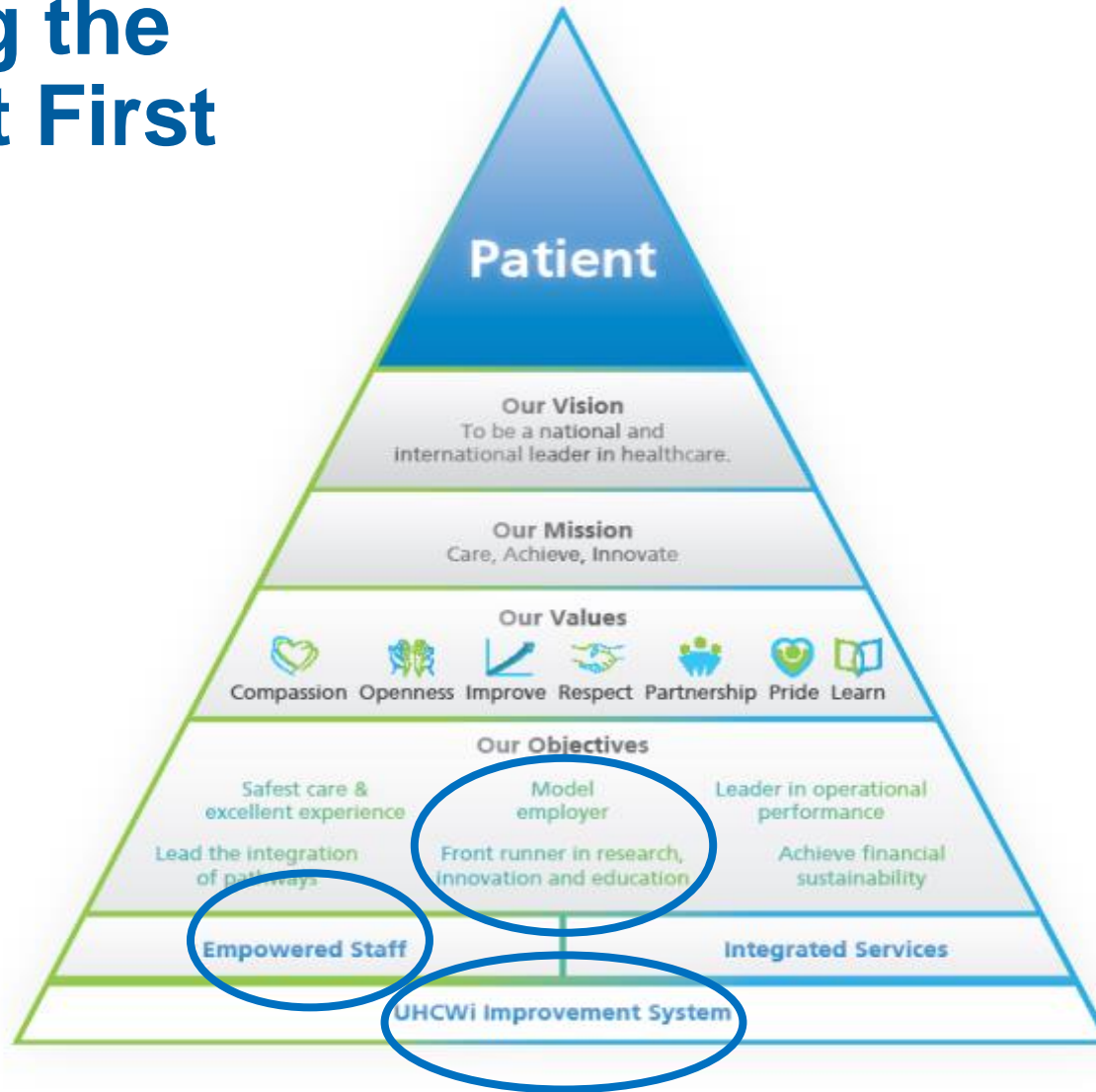
**University Hospitals  
Coventry and Warwickshire**  
NHS Trust

# **Organisational Development, Workforce & Innovation Strategy 2018-2021**

**Strategic Board 20th December 2018**

**Michelle Brookhouse, Associate Director of  
Workforce**

# Putting the Patient First



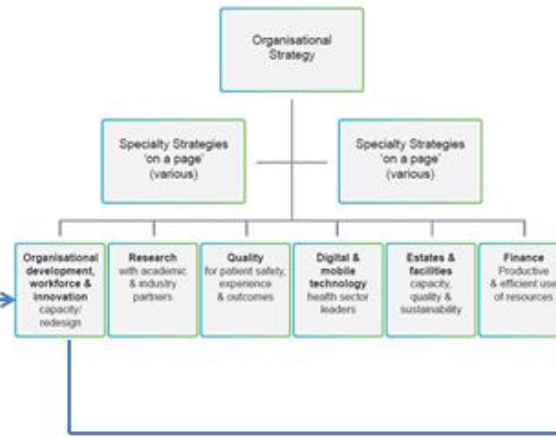
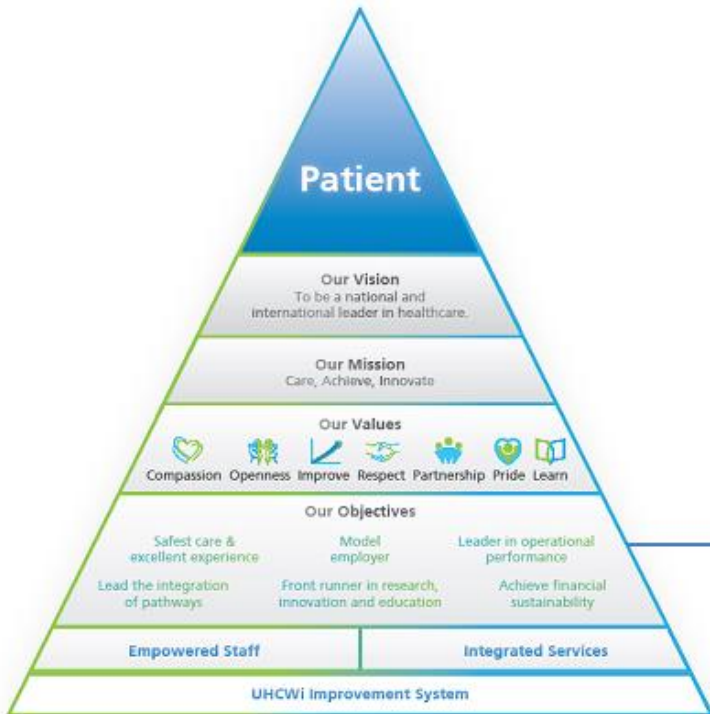
# Background and Principles

- **The aim** is to transform culture to make University Hospitals Coventry & Warwickshire a great place to work. A place where we have engaged staff aligned to our Trust vision, values and goals who feel able to optimise their potential and put our patients first.
- Is key in supporting the strategic objectives, particularly **Model Employer** and **Front Runner in Education, Research and Innovation**.
- The strategy has been co-designed with a **collaborative approach**, with review via Strategic Workforce Committee and approved through Chief Officers Group.
- The strategy is based on **3 core principles** to support our journey of cultural transformation:

| Area of focus                     | Supporting...   |
|-----------------------------------|---|
| <b>Organisational Development</b> | a culture where we can contribute to improvements and decision making whilst demonstrating behaviours aligned to our values |
| <b>Workforce</b>                  | a culture where we are happy, healthy and motivated at work   |
| <b>Innovation</b>                 | a culture where we are empowered and encouraged to share and develop our ideas  |



# Vision



Our aim is to transform culture to make University Hospitals Coventry & Warwickshire a great place to work.

A place where we have engaged staff aligned to our Trust vision, values and goals who feel able to optimise their potential and put our patients first.

# Organisational Development, Workforce & Innovation Strategy 2018/2021

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## Organisational Development

*Supports a culture where we can contribute to improvements and decision making whilst demonstrating behaviours aligned to our values*

**Our vision is to create the environment where staff are engaged and display the right behaviours and values which has a positive impact on patient care and organisational performance**

- Have engaged staff who are aligned to and own our organisational vision, values and goals
- Create an environment which empowers staff to make improvements and enable decision making at ground level
- Support and encourage leadership action, behaviours and skills at all levels
- Create a culture of coaching, learning and inclusivity
- Visibly celebrate, value and embrace the skills and knowledge of our diverse workforce to enhance staff and patient experience.
- Enable the spread of the UHCW Improvement System across the organisation
- Support our journey along the Culture Transformation Continuum

## Workforce

*Supports a culture where we are happy, healthy and motivated at work*

**Our vision is to support our staff throughout the employee lifecycle, equipping them, supporting them and developing them to deliver the best patient care.**

- Attract, recruit and retain the best people for UHCW that reflects the communities we serve
- Supporting flexibility and work life balance for our staff to deliver an evolving healthcare system
- Systems and support in place to proactively look after the health & wellbeing of our staff
- Support skills and knowledge development of our existing staff and future generations, addressing barriers to progression
- Support our workforce to optimise their performance and grow their careers within the NHS
- Develop a workforce skilled and ready to deliver healthcare for the future in a financially sustainable way informed by workforce analytics

## Innovation

*Supports a culture where we are empowered and encouraged to share and develop our ideas*

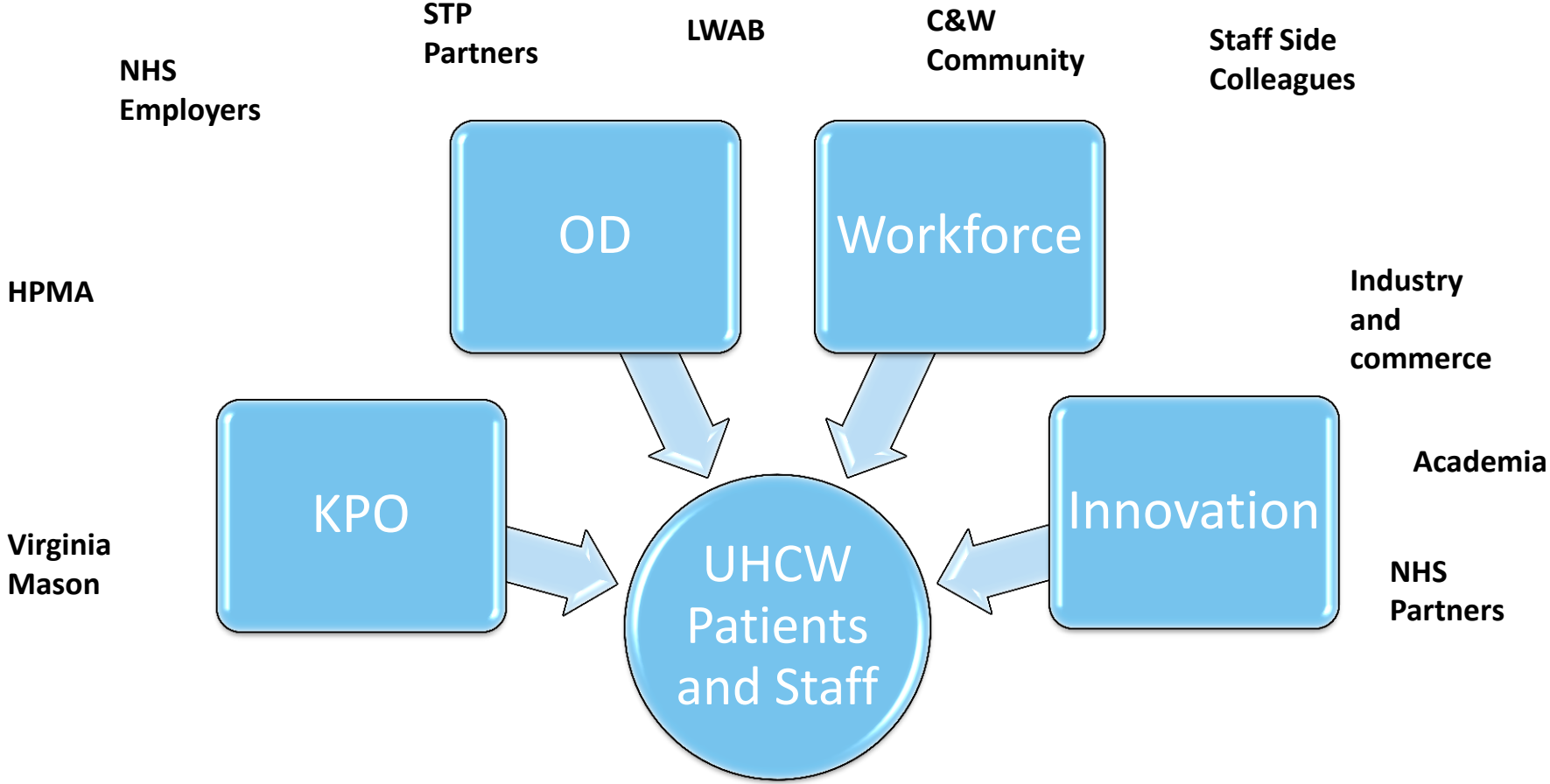
**Our vision is to be the pinnacle of innovative health care throughout the UK, providing the most advanced care through our innovation work streams. We will be the enabler for all innovations which will invariably improve patient care**

- Become a front runner in healthcare for innovation - architecturally designing-in Innovation into UHCW's structures and systems
- Act as an enabler, whilst working collaboratively, for all innovation ideas internally & externally
- Create an effective space for innovation to occur
- Become the guardians for all innovation at UHCW
- Effectively commercialise and protect the IP of our innovations



**Cultural transformation through improvement**

# Key Partners and Stakeholders



# OD, Workforce & Innovation Work Streams Impact and link to Trust Strategic Objectives

|   | deliver the safest care and excellence in patient experience | be a model employer | be a leader in operational performance | lead the integration of care pathways for the populations we serve | be a front runner in research, innovation and education | achieve financial sustainability |
|---|--|---------------------|--|--|---|----------------------------------|
| <b>Organisational Development</b>   |  |                     |  |  |   |                                  |
| Have engaged staff who are aligned to and own our organisational vision, values and goals   | ✓  | ✓                   |  | ✓  |   | ✓                                |
| Create an environment which empowers staff to make improvements and enable decision making at ground level                                  | ✓  | ✓                   |  | ✓  |   | ✓                                |
| Support and encourage leadership action, behaviours and skills at all levels  | ✓  | ✓                   |  | ✓  |   | ✓                                |
| Create a culture of coaching, learning and inclusivity  | ✓  | ✓                   |  |  |   |                                  |
| Visibly celebrate, value and embrace the skills and knowledge of our diverse workforce to enhance staff and patient experience              | ✓  | ✓                   |  |  |   |                                  |
| Enable the spread of the UHCW Improvement System across the organisation  | ✓  | ✓                   |  | ✓  |   | ✓                                |
| Support our journey along the Culture Transformation Continuum  | ✓  | ✓                   |  | ✓  |   | ✓                                |
| <b>Workforce</b>  |  |                     |  |  |   |                                  |
| Attract, recruit and retain the best people for UHCW that reflects the communities we serve   | ✓  | ✓                   |  |  |   | ✓                                |
| Supporting flexibility and work life balance for our staff to deliver an evolving healthcare system   |  | ✓                   |  |  |   |                                  |
| Systems and support in place to proactively look after the health & wellbeing of our staff  | ✓  | ✓                   |  |  |   | ✓                                |
| Support skills and knowledge development of our existing staff and future generations, addressing barriers to progression                   | ✓  | ✓                   |  | ✓  |   |                                  |
| Support our workforce to optimise their performance and grow their careers within the NHS   | ✓  | ✓                   |  |  |   |                                  |
| Develop a workforce skilled and ready to deliver healthcare for the future in a financially sustainable way informed by workforce analytics | ✓  | ✓                   |  |  |   | ✓                                |
| <b>Innovation</b>   |  |                     |  |  |   |                                  |
| Become a front runner in healthcare for innovation - architecturally designing-in Innovation into UHCW's structures and systems             | ✓  | ✓                   | ✓                                      | ✓  | ✓   | ✓                                |
| Act as an enabler, whilst working collaboratively, for all innovation ideas internally & externally   |  | ✓                   |  | ✓  | ✓   |                                  |
| Create an effective space for innovation to occur   |  |                     |  |  | ✓   |                                  |
| Become the guardians for all innovation at UHCW   |  | ✓                   |  |  | ✓   |                                  |
| Effectively commercialise and protect the IP of our innovations   |  |                     |  |  | ✓   | ✓                                |

We set out in the matrix how each major work stream will impact on one or more of these objectives, in doing so we aim to show the golden thread between the work we are doing and its planned positive impact on the organisations strategic intent.



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# Workforce

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**WHERE  
CAREERS  
GROW**



THE WORKPLACE  
WELLBEING CHARTER  
NATIONAL AWARD for ENGLAND



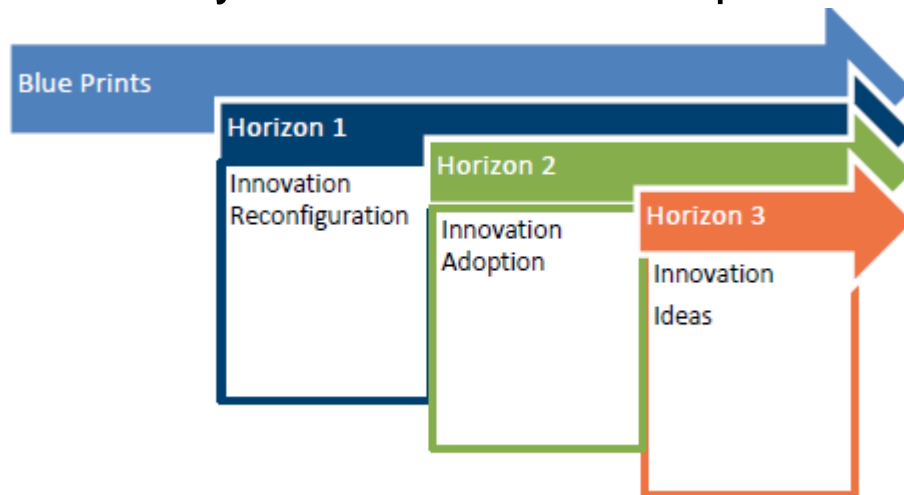
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# Innovation



UHCW  
Innovation  
Hub

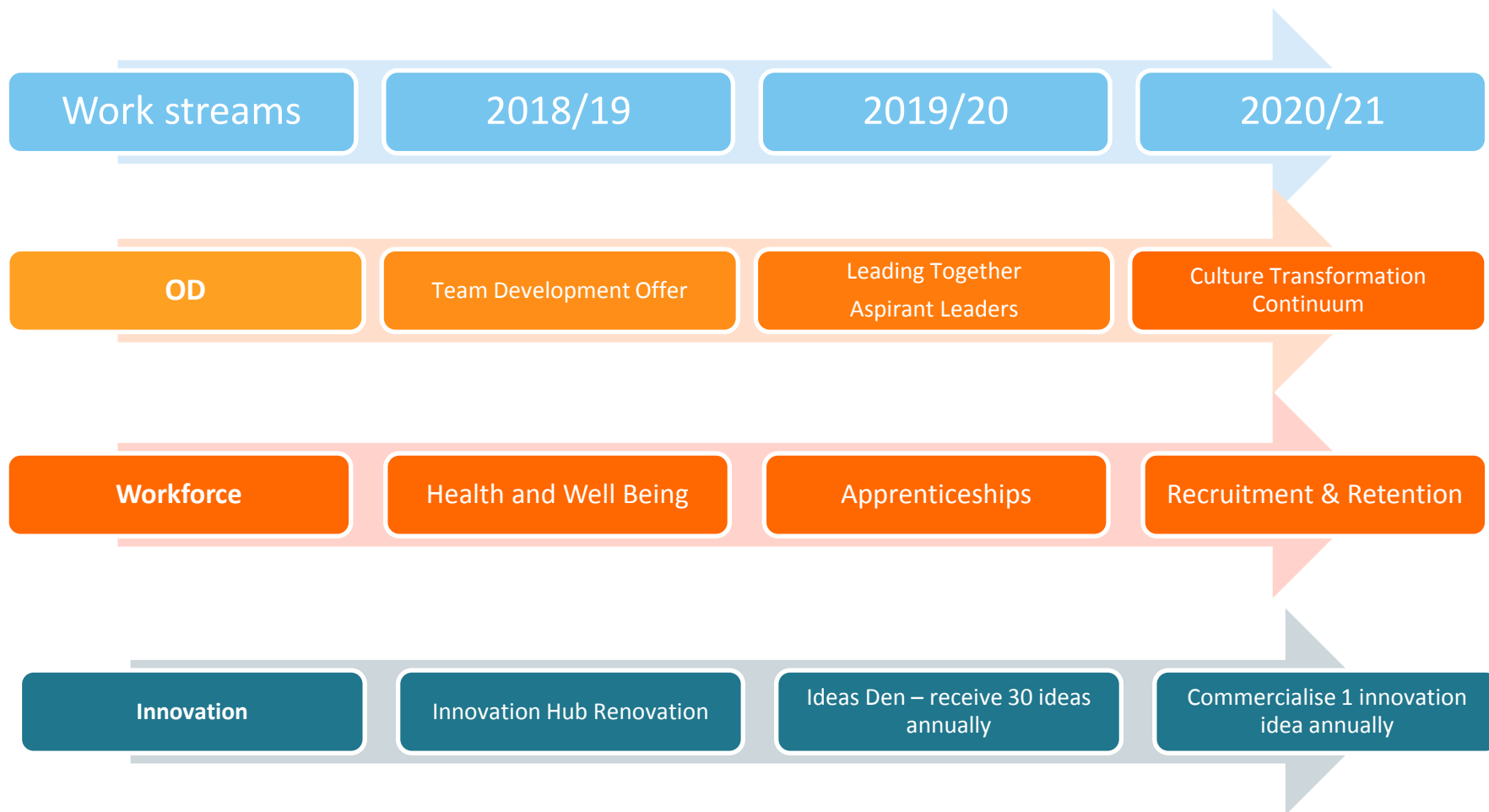
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# Roadmap 2018 -2021



# Outcomes

- An environment where staff are engaged and display the right behaviours and values which has a positive impact on patient care and organisational performance
- Support for staff throughout the employee lifecycle, equipping them, supporting them and developing them to deliver the best patient care
- To be the pinnacle of innovative health care throughout the UK, providing the most advanced care through our innovation work streams. We will be the enabler for all innovations which will invariably improve patient care

