

People Strategy

Valuing and Enabling our People

2023 - 2030



Contents

Section	Page Number
Welcome to our People Strategy	3
Our Strategic Approach	4
How we are organised	5
Celebrating Team UHCW	6
Our Context	7
Where are we now?	8
Our People Strategy	11
Pillars of our People Strategy	12
Living our Values	13
Building on the Basics	14
Supporting our People	15
Governance and Monitoring	16
2030 Delivery Priority Overview	17
Evidence of Success	18



Welcome to our People Strategy

We work with extraordinary people, from a number of different professional and vocational backgrounds. People who are developing and learning and people who are at the very top of their profession. Together, they achieve positive outcomes for our patients every day and are a key enabler for us in achieving our vision in being a national and international leader, rooted in our communities.

Going forward, we aim to support a work culture in which everyone can bring the very best of what they have to offer to support our 'patient first' culture.

We know that delivering 'patient first' care means giving our people what they need to succeed. This means focusing on recruitment, prioritising development and supporting our staff through their careers. It means listening to and engaging with our colleagues and hearing their ideas for improvement. It means providing pathways for talent and development opportunities, sharing

knowledge, skills and approaches widely through our organisation working closely with our partners. It means making sure our colleagues are able to look after their health and wellbeing supporting them to provide the best care.

This strategy supports the development of a culture of belonging, inclusion, learning and compassion ensuring our people bring the best version of themselves every day to work in providing patient care.

We expect that our People Strategy will support us in valuing and enabling our people, one of our five fundamental purposes.



Professor Andy Hardy,
Chief Executive
Officer



Jenny Mawby-Groom, Non
Executive Director &
Chair of the People
Committee



Donna Griffiths,
Chief People Officer

Our Strategic Approach

Strategic Triangle

Our strategic triangle outlines a clear approach where we always put the patient first in everything we do. This is supported by our vision to be a national and international leader in healthcare, rooted in our communities.

Valuing and enabling our people is central to all our purposes and our organisational values.



Partnerships

We work in partnership across the Coventry and Warwickshire area and beyond as part of our health and care system. Over 80% of our staff live in this area.



Coventry and Warwickshire
Integrated Care System

How we are organised

We have seven Clinical Groups each led by a triumvirate leadership team including Clinical Director, Group Director of Nursing and Allied Health Professionals and Group Director of Operations.

Our Clinical Groups are supported by Core (Corporate) Services, led by Chief Officers. This ensures that we have clear line of sight and robust decision making at every level. From Trust Board to frontline services this structure ensures we can deliver our People Strategy. Through our organisation, all services have regular and visible team huddles as well as shared decision-making councils on our wards to ensure we remain people focused.



October 2010

Celebrating Team UHCW

Recognising our People

Valuing the contribution our staff make is an incredibly important element of our people strategy. This is currently done in several ways such as simple *Thank You* card to more formal recognition schemes such as our monthly DAISY nursing awards and World Class Colleagues awards for both clinical and nonclinical staff. Each year we host our popular annual Outstanding Service and Contribution Awards (OSCAs) with nominations from staff and the public. This includes heartfelt stories of great care received as well as celebrating those with long service.

Award winning organisation

UHCW was shortlisted in 2021 and 2022 as Health Service Journal Trust of the Year, recognising the amazing work delivered during the pandemic and our ability to innovate. We won the first ever HSJ Health Inequalities Award for a "pioneering new approach" to improve access for those patients who may otherwise struggle to access treatment.



Our people are diverse, professionally and culturally, and they bring unique perspectives and approaches to their work. This is fundamental to our success.

Over 10,000 people, from over 90 different countries, in over 200 different careers alongside students, trainees, apprentices and volunteers working together to provide care for the residents of Coventry and Warwickshire and beyond.



Our Context

National and Local Best Practice

To ensure that we are using the latest evidence and best practice to develop our People Strategy, we reviewed and considered the key expectations/aspirations from our national and local partners.

This included the [NHS People Plan](#) and the [Our NHS People Promise](#). These documents set out the commitments our NHS people can expect while they are part of our team. The People Plan aims to deliver 'more people, working differently, in a compassionate and inclusive culture', whilst the seven themes of the People Promise are:

We are
compassionate
and **inclusive**

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

We are
a team

We are
safe and
healthy

We are
always
learning

We each have
a voice that
counts

We work
flexibly



Receiving feedback is hugely important to help us provide the best possible environment for our people. We have a positive track record of acting on the feedback we receive, be this formally from the annual national staff survey and the quarterly pulse surveys, or through informal feedback provided by trade union colleagues, the Freedom to Speak Guardian, our staff networks and other sources. We want to keep building on our success in listening and engaging with our staff ensuring our people belong, feel included and experience compassion. This strategy sets out several areas that will enable us to do so.

During 2021/2022 a comprehensive programme of engagement took place with staff, patients, stakeholders and the public to discuss our future organisational strategy and approach. This included several conversations with a range of people, professional and organisational groups about how we best value and enable our people to meet the aspirations of the new strategy. Our People Strategy is a direct response to those conversations and will support the delivery of the Trust Strategy in practice.

Where are we now?

We will use a number of measures to track and monitor our success against this strategy. At the end of this document we set out a summary of our first steps, our longer term goals and the measures we expect to improve.

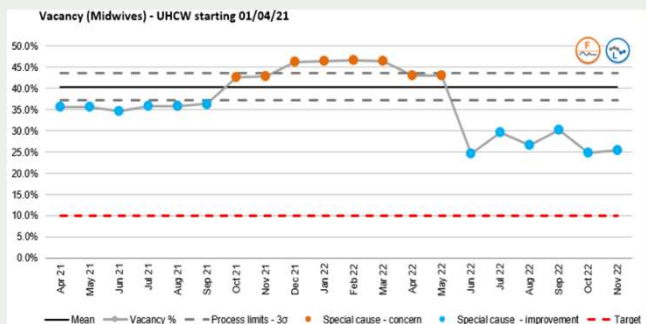
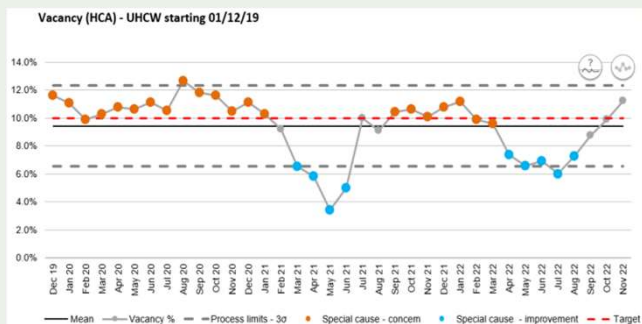
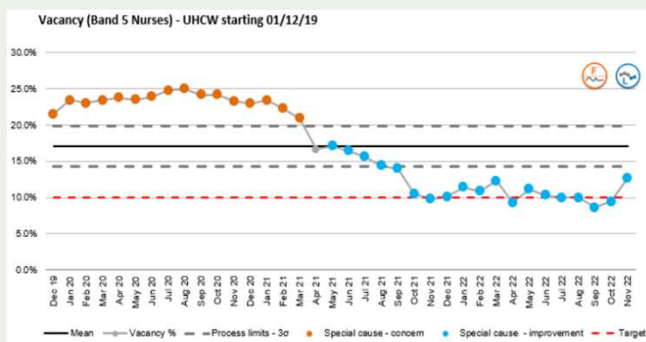
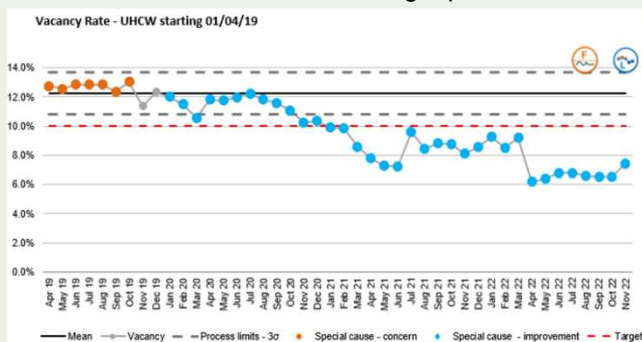
This is where we are starting from:

Key Performance Indicators

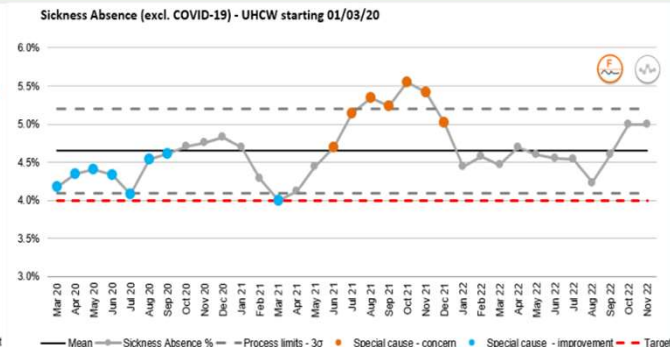
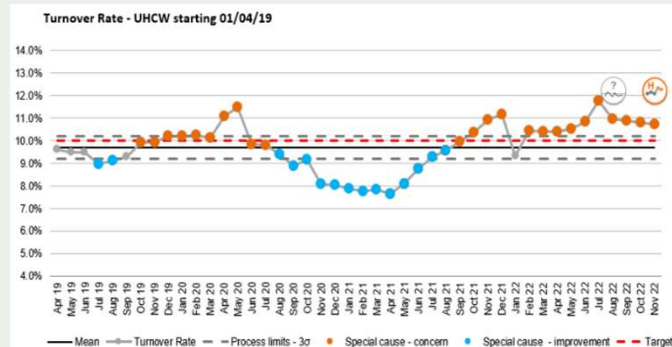
Vacancies – $\leq 10\%$
Mandatory Training – $\geq 95\%$

Turnover – $\leq 10\%$
Sickness – $\leq 4\%$

We know that having the right number of people is important for delivering our services and for supporting our staff to do their jobs well. The overall Trust vacancy position is currently in a healthy position under our target. The recruitment pipeline also shows approximately 1000 positions are being recruited at any one time. The following charts show our journey in more detail. The blue dots show where our performance is where we would want it to be and the red shows where we need to improve. The red dotted line shows our target position.



We know that this data only tells part of the story. Importantly, we are aware of the impact of attendance and turnover rates. This impacts how it feels during a shift and we need to look at these areas in combination to ensure our staff feel safe and supported when at work. Currently, our sickness absence and turnover rates are slightly above where we would want them to be.



We are also aware of the key impact of certain staff groups and ensuring healthy recruitment of these groups is vitally important to our success. The Trust plans to build on the recent reductions in the nursing vacancy gap in other important staff groups such as medical roles, maternity roles, support worker roles, AHP and administration roles. This work is being completed in conjunction with our local system colleagues as part of a wider workforce plan.

Where are we now?

UHCWi – Our Management System

Over the past six years people using our UHCWi management system have worked hard to embed safety huddles, huddle boards and focus boards across the organisation. This has helped to improve countless processes, make improvements and supported better patient outcomes.

Our aim is to continue to build both knowledge of and engagement in the UHCWi Management System across all levels of the organisation to create effective leaders skilled at problem framing, facilitating an army of problem solvers engaging with the notion that better never stops. Supporting the development of all our staff means focusing our attention on daily management, a theme which has consistently been identified in our cultural assessment. This focus will support building foundational behaviours and processes for both staff and leaders around coaching, psychological safety and continuous improvement. These behaviours coupled with regular rounding (where we support each other in practice) by senior leaders will ensure that improvement challenges are raised at the right time which will allow us to better meet the needs of our staff and our patients.

Staff Wellbeing and Engagement

We currently have a range of offers for staff to improve and maintain their wellbeing plus options for support when needed. This includes an Employee Assistance Programme and support via Occupational Health. In addition, we also offer services and opportunities such as emotional, financial, physical wellbeing and direct support for line managers. This is supported by one off events supporting focus weeks such as men's health week and menopause support.

We are rolling out shared decision making councils across our teams and plan to do more. This enables us to hear directly from those doing the work and have the best ideas for improvement.

We also offer a range of listening and engagement opportunities. These opportunities need to be more frequent, personalised, focused on prevention and more accessible for staff working in different teams, particularly for those working in direct care roles.



Equality, Diversity and Inclusion

We are fully engaged in ensuring that colleagues from all backgrounds have fair opportunities for progression and support, tackling inequality and celebrating the wonderful diversity of our staff. We are also committed to ensuring all our people are represented well across our leadership teams.

We are monitoring our impact in this area through several reporting mechanisms and external standards we use to benchmark. This includes our work in relation to the Rainbow Badge scheme, the Workforce Race Equality Standard and the Gender Pay Gap report. Our latest data suggests we still have work to do in relation to belonging where BAME staff report less belief that the Trust offers equal career and development opportunities and report higher levels of discrimination. We also need to improve the data we hold on ethnicity for our people through self-reporting so we better understand our position.

The Trust is dedicated to ensuring that violence, aggression and hate crime has no place in our organisation and will not be tolerated towards any member of our staff, patients within our hospitals or visitors.

Going forward our focus will include targeted campaigns in terms of recruitment and development opportunities for people from BAME and other minority backgrounds. We will also focus on training to raise awareness and providing specific coaching and mentoring opportunities for staff from diverse backgrounds.

Patient Experience and Engagement

The real impact of our people is on the experience and outcomes that our patients receive. We know that a measure of the success of our people strategy is through the outcomes we use to measure patient experience and engagement. These measures currently include the Friends and Family Test, the feedback that is received through our Patient Advice Liaison Service (PALS), Complaints Team and the feedback from the National Patient Survey. This feedback shows several positives but also shows areas of improvement particularly in areas such as communication (36% of all complaints), appointments (24% of all complaints) and the way our staff demonstrate the trust values through their behaviour, attitudes and approaches (10% of all complaints). Making the direct link from our people strategy to our patient experience is an important step in helping us all ensure our services have a direct line of sight to patients.

Where are we now?

Supporting Development and Careers

Our colleagues currently benefit from a range of development opportunities covering personal, professional and clinical development as well as options focused on leaders and managers. We know that leaders have the biggest impact on staff experience and so the Trust has had a specific focus on leadership development over the past 10 years. During this time 1000's of leaders have attended internal, external and subject specific training designed to enhance and improve our leadership practice, knowledge and skills.

Local people and others fresh into the workforce also benefit from several options including apprenticeships, placement schemes and work experience options.

We know our staff need to develop new skills and knowledge and ways to approach their work to meet our aspirations. This development will need to be available to greater numbers, be more personalised, more frequent and cover the whole life cycle of people's time with us whatever their job role or level.

National NHS Staff Survey

A key indicator of our success is our performance in the national NHS Staff Survey. Currently, just under 4000 people a year complete the survey and give us valuable insight into their experience of working here.

We perform well in several areas with other areas needing to improve. Key measures are the overall levels of staff engagement and the extent to which our staff would recommend us as a place to work or receive treatment.

Going forward we expect to see improvements in themes such as compassion and inclusion, learning and morale.

We also expect to see a greater number of colleagues responding to the survey each year. This will involve greater team level involvement and engagement over the results and actions to make improvements.

2021 Staff Survey Responses	Staff Engagement	Would you recommend the Trust as a place to work?	Would you recommend the Trust as a place to receive treatment
Best NHS Organisations	7.4 out of 10	77.6%	89.5%
UHCW	6.9 out of 10	60.6%	70.6%
Average	6.8 out of 10	58.4%	66.9%
Lowest performing NHS organisations	6.3 out of 10	38.5%	43.6%



Our People Strategy

Our People Strategy rests on three pillars. These pillars will shape and guide our direction between 2023 and 2030 and beyond and will provide a framework from which we can base our decision making about all things that affect and impact our people.



Valuing and Enabling our People



Living our
Values



Building on
the Basics



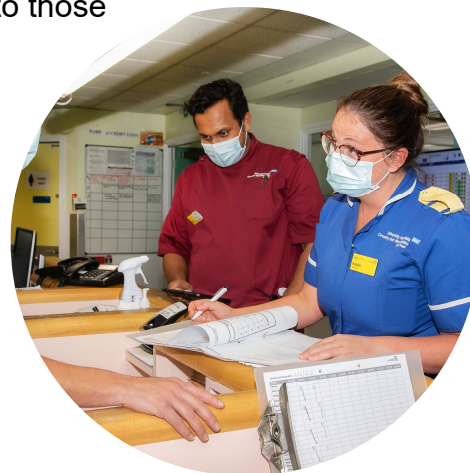
Supporting
our People



Pillars of our People Strategy

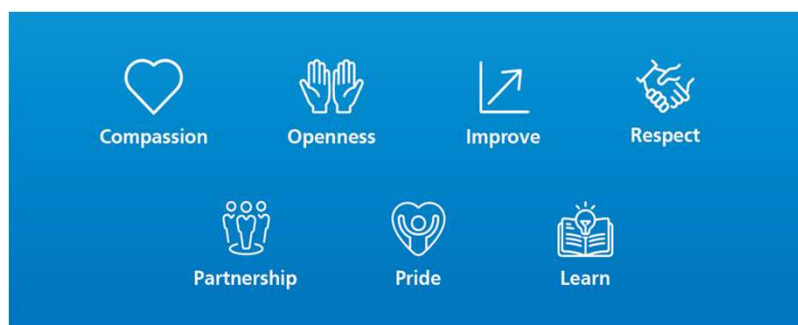
During our work to establish how our people strategy would enable our overall Trust Strategy we spoke with a number of our colleagues from across the Trust at all levels. We also considered the feedback we had from system partners, patients and the public as to the things that mattered most to them during the development of our Trust Strategy in relation to our staff.

The pillars of our People Strategy are a direct response to those conversations.



Living our Values	Building on the Basics	Supporting our People
<p>Our staff speak positively about our values. They speak about how they see them in their day-to-day work.</p> <p>This strategy aims to intentionally further embed our values through further exploration, understanding and development.</p> <p>What does it mean for all of us to authentically live our values?</p> <p>Our plan is to fully explore this and ensure all our staff understand how their behaviour, attitudes and approaches can improve the outcomes our patients experience.</p>	<p>Our staff speak frequently about having the things they need to succeed. Our role as an employer is to ensure this is provided.</p> <p>We already have several successes in this area and our plan is continue to build on what we do well ensuring our staff have all they need to succeed.</p> <p>We will continue to focus on recruiting the right numbers of people, with the right skills, knowledge, values and behaviours. We will ensure our staff have the best equipment, resources, systems, information and resources.</p> <p>We will continue to focus on our wellbeing and ensuring our management system, UHCWi, is embedded in everything we do.</p> <p>We believe that focusing on the basics, and getting this right enables all our ambitions.</p>	<p>We heard how fulfilment at work comes through doing meaningful things, developing knowledge and skills and being supported to be brilliant.</p> <p>We plan to ensure all our staff and those that are studying with us are always learning, growing and developing.</p> <p>This includes leaders, managers, team members and specialists working in a flexible work environment which meets the needs of our staff and our patients.</p>

Living Our Values



Our commitment is to ensuring our values are actively and intentionally built into the way we work as the foundation of our people's experience.

Living our Values Means:

Focus Areas:	By 2030:
Our every day	Our values will be lived in our every day, explicitly and authentically
Belonging	Our people will be welcomed, included, valued and enabled
Appreciation	Colleagues will be appreciated for what they do. Regular formal and informal appreciation and recognition makes people feel safe, valued and able to contribute.
Self-Awareness, respect for ourselves and each other	We will have high levels of awareness of our individual impact and will recognise each other's strengths, perspectives and experience
Learning from our values	We will continue to explore and refine our understanding of our Trust values in practice

First Steps:

1. Develop and launch a Trust wide culture development programme based on our values
2. Establish a golden thread of belonging, inclusion and compassion through all our people development activity, culture development programmes, policies and employment practice
3. Launch an equality, diversity and inclusion delivery plan
4. Ensure there is an expanded set of engagement opportunities beyond the current offer for all staff
5. Achieve Compassionate Organisation accreditation

Supporting our Trust Strategy

Creating and sustaining safe places, where our people belong and can bring their best selves to work, will enable all our purposes in their ambitions as the bedrock our success. This includes preparing people for change and growth, developing positive relationships with each other and with our partners in the wider health and social care system in a compassionate learning culture. Living our values means supporting people in their personal, professional and clinical development and ensures we learn and grow through our innovation and improvement practices.

Building on the Basics

Ensuring our staff have all they need to provide first class care.

Building on the Basics means:

Focus Areas

By 2030:

People

We will have sustainable, flexible and timely recruitment of staff with the right skills, knowledge and values. We will be supporting the growth, development and careers of people from the full range of generations. We will be ensuring all our people are safe to practice with mandatory training, appraisals and supportive people policy and practice.

Workforce Planning / Workforce Transformation

We will have robust models and methods in place to support continued workforce planning, modelling, role design and transformation to support the continued evolution of healthcare provision and the Trusts strategic purposes.

Technology, Systems, Resources and knowledge

We will ensure our people have access to and make the best use of technology, resources, systems and knowledge backed up by the latest evidence and research.

Listening and Engaging

We will actively listen to each other and work together to find the solutions to collective challenges through formal and informal means, particularly through the line manager / supervisor relationship.

Health and Wellbeing

We will have a valued and enabled workforce working in a healthy and fulfilling environment.

UHCWi Management System

All colleagues will be skilled at problem framing, problem solving and fully engaging with the idea that better never stops.

First Steps:

1. All chief officers, senior corporate and operational leaders to undertake Advanced Lean Training over next 12 months – with a commitment to facilitate and deliver annual improvement events.
2. Ensure all our processes which relate to employment are continuously reviewed and improved
3. Increase involvement of all our staff in the delivery of our green plan and net zero ambitions
4. Increase the listening and engagement opportunities for our staff
5. Expand the health and wellbeing offer for staff focused on prevention and proactive wellbeing
6. Work with system colleagues to develop and deliver a system wide workforce and people plan

Supporting our Trust Strategy

- Collaborating with system colleagues in a proactive systemwide workforce plan
- Developing new and specialist roles in key areas to meet changing demand and care needs
- Incentivising our staff in 'greener' behaviours e.g. Electric Lease Car Scheme and Cycle To Work
- Supporting the conditions for all staff to be involved in innovation, improvement and research



Supporting our People

Ensuring our people are always learning, growing, developing skills and knowledge supported by brilliant leaders and managers.



Supporting Our People Means

Focus Areas	Our 2030 Vision
Inspiring Leaders and Managers	All our leaders and managers will be continually developed and supported in line with our values and aspirations
Education, Training and Careers	Our people will be always learning, growing, developing skills and knowledge in their work, whatever their role
Supporting Talent	We will support talent, wherever it comes from, with opportunities to shine, supporting key roles and specialist areas across the Trust
Where, how and when we do our work	With the patient at the centre, we will have policies and practices in place that enable conversations about where, how and when work happens and how our people can best balance their home and work commitments

First Steps:

1. Establish leadership and management development programmes for staff at all levels aligned to this strategy
2. Develop and improve systems leadership and team working capability
3. Establish Trust wide strategy for digital skill development
4. Further develop our relationships with local universities and other education specialists as a provider of excellent training, development, research and innovation
5. Increase use of the apprenticeship levy by **20%** each year to 2030. Ensure we gift **10%** of our apprenticeship levy each year to 2030 to other organisations in our local system for roles and training programmes we employ
6. Increase and improve our widening participation offer for employability schemes across our system including work experience, placement schemes and programmes.

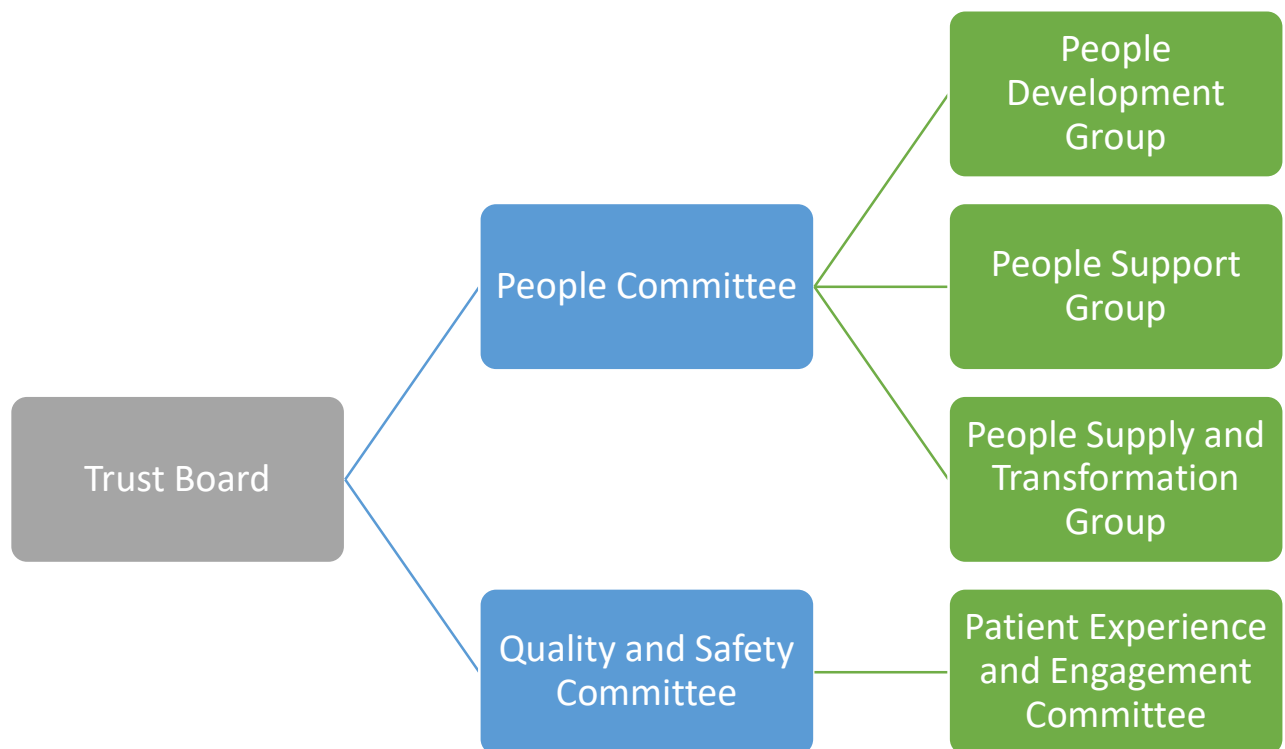
Supporting our Trust Strategy

- Ensuring local people are given opportunities for brilliant careers in the Trust – supporting health inequalities, regeneration plans and our anchor organisation aspirations.
- Supporting the growth of our volunteers, special interest groups, local charities and patient groups in the development of our services and people

Governance and Monitoring

This strategy will be monitored in several places across the Trust. The main governance route will be via the Non-Executive Director chaired People Committee. This in turn has several groups reporting and providing assurance on a variety of people related activities. These groups will monitor activity including yearly delivery plans, policy development, resourcing, health and wellbeing, equality, diversity and inclusion, mandatory training, leadership and management development and values development.

This Strategy also supports and has dependent links with several other Trust wide committees and groups including the Quality and Safety Committee and the Patient Experience and Engagement Committee.



2030 Delivery Priority Overview

Years 1-2

Living the Values	Building on the Basics	Supporting our People
<ol style="list-style-type: none"> 1. Establish a golden thread of belonging, inclusion and compassion lived through our culture programmes, policies and practice 2. Develop and launch a Trust wide culture development programme based on our values 3. Launch an inclusion development programme 4. Achieve compassionate organisation accreditation 	<ol style="list-style-type: none"> 1. All Chief Officers, senior corporate and operational leaders to undertake Advanced Lean Training – with a commitment to facilitate and deliver annual improvement events 2. Ensure all our processes which relate to employment are continuously improved 3. Increase involvement of all our staff in the delivery of our green plan and net zero ambitions 4. Ensure there is an expanded set of engagement opportunities for staff 5. Expand the health and wellbeing offer for staff focused on prevention and proactive wellbeing 6. Work with system colleagues to develop and deliver a system wide workforce and people plan 	<ol style="list-style-type: none"> 1. Establish leadership and management development programmes for staff at all levels aligned to this strategy 2. Develop and improve systems leadership and team working capability 3. Establish trust wide strategy for digital skills development 4. Further develop our relationships with local universities and other education specialists as a provider of excellent training, development, research and innovation 5. Increase use of the apprenticeship levy by 20% each year to 2030. Ensure we gift 10% of our apprenticeship levy to other organisations in our system each to 2030 for roles and training programmes we employ 6. Increase and improve our widening participation offer for employability schemes across our system including work experience, placement schemes and programmes



Years 2-5 and beyond

Living the Values	Building on the Basics	Supporting our People
<ol style="list-style-type: none"> 1. Ensure 'we are compassionate and inclusive' is a top performing theme in the national staff survey 2. Develop and launch new recognition programmes 3. Establish a sustainable top 10 national position in the national NHS Staff Survey 	<ol style="list-style-type: none"> 1. A sustainable vacancy gap with a proactive resourcing approach 2. All our people to consistently know, use and understand the UHCWi Management System 3. Achieve a top 10 national position for 'engagement' in the National NHS Staff Survey 4. All our colleagues skilled at problem framing, facilitating problem solving and fully engaging with the notion that better never stops 	<ol style="list-style-type: none"> 1. Leaders and Managers who are effective and impactful across the health and social care system 2. Staff to have the skills and opportunity to be involved in research and innovation 3. Leaders in the development and application of digital healthcare solutions 4. Our People always learning, growing, developing skills and knowledge whatever their work and whatever their role

Evidence of Success

To know we are achieving what we have set out to achieve we will use the following indicators of success.

1. National NHS staff survey

Improvements in key indicators in the national NHS staff survey and other related surveys such as training surveys. A specific emphasis on the following:

1. National top 10 position on the numbers of staff recommending the Trust as a place to work or receive treatment
2. National top 10 position in the overall staff engagement score

2. Key People Related Performance Indicators

The following are key indicators we would want to see improve that demonstrate overall performance:

1. Zero voluntary turnover for those with less than 12 months service
2. Consistently and sustainably exceeding recruitment performance indicators, statutory and mandatory training targets
3. A sustainable vacancy gap with systems in place to reduce the reliance on agency staff
4. Proactive and planned resourcing strategies to ensure effective handover and continuity of service between those leaving and those starting
5. Sickness absence consistently below 4% of available working time

3. Equality, Diversity and Inclusion

The following are key indicators we would want to see improve that demonstrate performance in this area:

1. Improved and sustained reporting of outcomes in the Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap Report, Rainbow Badge Scheme and NHS Staff Survey
2. Cases of bullying and harassment eliminated
3. Increase in the numbers of staff participating in staff networks
4. 100% of staff from all backgrounds believing that the Trust provides equal opportunities for career progression or promotion
5. Increased opportunities for training and awareness raising for colleagues on diversity

4. UHCWi – Our Management System

The following are key indicators we would want to see improve that demonstrate improvement:

1. An increase in the consistent use of daily management principles
2. All leaders regularly supporting other teams through leadership rounding
3. All Chief Officers, senior corporate, operational and clinical leaders routinely trained in Advanced Lean Training (ALT)
4. An increase in the number of teams actively using the UHCWi Management System to make improvements to people related processes

Evidence of Success

5. Wellbeing and Engagement

The following are key indicators we would want to see improve that demonstrate overall engagement and impact:

1. Increase in the number of staff accessing Wellbeing Offers such as the Employee Assistance Programme and Occupational Health Services.
2. Every member of staff having regular wellbeing conversations with their line manager.
3. The development of policies and approaches that support a strategic and preventative approach to staff wellbeing from team level upwards.
4. Increases in the numbers of engagement and listening opportunities available to all staff.

6. Supporting Development and Careers

The following are key indicators we would want to see improve that demonstrate impact:

1. All leaders and managers consistently accessing development opportunities, programmes and sessions
2. Increase in the number of people on employability, widening participation and apprenticeship programmes
3. Consistently high levels of evidence of partnership working with system partners on key workforce issues, such as workforce planning and employability

7. Patient Experience and Engagement

The following are key indicators directly from our patients we would want to see improve that demonstrate overall performance in terms of our people:

1. Friends and Family Test in all areas consistently above target, both in terms of the recommender score and the response rate for A+E, Inpatients, Outpatients, Antenatal Care, Care at Birth, Postnatal Ward and Post Natal Community Care
2. Zero complaints relating to communication, attitudes and behaviours and the way that staff do or do not demonstrate the trust values.
3. Top 10 national position for key measures in the national cancer survey and the inpatients survey including wait times, support for staying connected with friends and family and help with mealtimes, medication and a peaceful environment at nighttime.



Valuing and Enabling our People

We know we have set out some bold ambitions in this strategy. We also know that the real value of a strategy is in the delivery and the action that follows. We plan to ensure that all our people will experience our trust values in action, through their interactions at work every day. We plan to ensure all our staff, volunteers, students and learners have everything they need to provide the best care and that they are supported to develop, learn, implement improvements and grow in their practice.

Our People remain at the centre of our core purposes and to our overall Trust vision to be a leader in national and international healthcare, rooted in our communities.



Good

