Our People Strategy 2017-22

Vision: LINE our values for our patients by attracting, developing, retaining positive, productive people.

Educate, train & develop

Hillingdon Clinical School

Educational Opportunities 1 to 1

Hillingdon

Attract & recruit for our values

Healthy workplace Charter

Nurture all our people

A positive working life

To be our best!

Productive, high performing workforce

Transform the workforce model

Nurse Associates

Physician Associate

RCC Nurse Apprentice

Advanced Practitioner PhD

Nurse Practitioner

PNP

PNP

Better Care for Older People

Shorter stays in hospital

High patient satisfaction

The Hillingdon Hospitals
NHS Foundation Trust
As a Trust, we have a clear purpose: to provide high quality, safe and compassionate care, improving the health and wellbeing of the people that we serve.
Whilst our purpose is clear, we face many challenges and opportunities. Demand continues to grow, placing more pressure on our services and, more importantly, the people who deliver them. We also work within a wider health system.

We are part of a local Accountable Care Partnership (ACP), leading the way in delivering integrated care for the people of Hillingdon; and, across North West London (NWL) we are working hard with our Sustainability and Transformation Plan (STP) partners to support the health and wellbeing of our populations and to ensure the best possible use of resources. Our vision for the future, in this challenging context, is to be an outstanding provider of healthcare through leading health and academic partnerships, transforming services to provide best care where needed.

Every day I see and hear about the great work that our people do for our patients. I know that their commitment, dedication and talents are the heart of our organisation. Achieving our purpose, and our vision for the future, will only be possible through our people, working collaboratively to put patient care at the centre of all we do. We must respond to the challenges we face by supporting our staff, improving our productivity, and working in new and innovative ways.

Our people will only be able to do their best for patients if they are enabled to do their best by their leaders and by one another. We also know that there is evidence that high performance human resource management (HRM) policies and practices have a positive impact on patient mortality rates. That is why I am delighted to see this People Strategy, which will see our people living working lives as fulfilled as possible and enabled to make the maximum contribution.

I know that many of you have contributed to the development of this Strategy and I want to thank you for that contribution. I am particularly pleased to see our CARES values taking centre stage and that they are as important to you as they are to me and the Trust Board. I am truly excited to see what we can achieve together, and look forward to sharing the journey with you.

Shane DeGaris, Chief Executive
Our People Strategy has been developed through conversations with you and is designed to meet your needs.

My team and I have led these conversations across our organisation and across all our people: clinical and non-clinical staff, from the Board to the frontline; our Governors; our patients; in formal settings and informal ones; on line and face to face. We have heard what you have said about your working lives, what you want to see more of (and less of) and what your aspirations are.

We know from these conversations that you want us to focus on five areas for action, so that you are supported and enabled to do your best.

These are the five commitments that we are making to all our people.

These commitments are the pillars of this Strategy.
One thing emerged again and again in our conversations: your belief in our CARES values. Our values are the thread that runs through every aspect of this Strategy.

If the five commitments are what we will do, CARES is how we will do it. Only by our people living our values every day will we embed the culture necessary to really deliver the commitments in this Strategy. For this reason, we describe the overarching vision of this People Strategy is:

How will we know we have been successful? Any improvement initiative must have clear metrics by which to measure success and we have set these for each of our five commitments.

But what will it really feel like at Hillingdon when we have been successful? What will the experience be for our people – for our staff and our patients? As part of our conversations with you, you gave us the answers to these questions. We have captured your hopes and aspirations throughout this Strategy as a series of I Statements.

How will we deliver the Strategy? There is an obvious and important role for me and my team. Through our conversations with you, each of the teams within People & Organisational Development has honed its purpose and its contribution to this Strategy.

We have also set out how we want to work with the organisation in collaboration to deliver this Strategy. This brings me to the final ingredient for success – you. We were overwhelmed by your ideas and your passion as we developed this Strategy; thank you so much for your contribution. You have the most important role in delivering this Strategy and in return for our commitments, we want to ask for your commitment: hold us to account for delivering, tell us when we get it right and, most of all work with us, guided by CARES, to make the changes we need to for our patients.

Terry Roberts
Director of People and Organisational Development
WHERE WE ARE...

**VACANCY RATE**
We have more gaps in our establishment than we would like and a vacancy rate of 15.32%.

**TURNOVER RATE**
We currently have a turnover rate of 14.75% and 14.85% of our staff choose to leave within 12 months.

**HEALTH & WELLBEING**
Our people are affected by stress and sickness as well as by bullying and harassment more than we would like.

**TIME TO RECRUIT**
It currently takes 57 days to recruit a post.

**AGENCY SPEND**
Of more than 1 million in nursing and medical agency in January 2017.

**EQUITY FOR OUR BLACK, ASIAN AND MINORITY ETHNIC (BAME) STAFF**
BAME staff are under-represented in senior roles. White people are 1.46 times more likely to be appointed from shortlisting. BAME staff are 1.02 times more likely to enter the formal disciplinary process. Levels of bullying and harassment are 24% for BAME staff and 22% for white staff.

**APPRENTICESHIPS**
16 in post and 35 in the pipeline.

**PRODUCTIVITY**
We know that we currently perform worse than the national average for some Carter metrics.
WHERE WE WANT TO GET TO...

**HEALTH & WELLBEING**
- An improvement in stress scores in the National Staff Survey by **5%**
- A sickness absence rate of **<3%**
- Improved national staff survey scores for bullying and harassment

**VACANCY RATE**
- A minimum number of gaps in our establishment and a vacancy rate of **8%**

**TURNOVER RATE**
- More of our people choosing to stay with us and a turnover rate of **LESSTHAN 13%**
- Improvement of 10% in the number leaving within 12 months

**TIME TO RECRUIT**
- Top quartile performance in time to HIRE

**EQUITY FOR OUR BLACK, ASIAN AND MINORITY ETHNIC (BAME) STAFF**
- Equity for BAME staff reflected in improved scores across all indicators

**AGENCY SPEND**
- Below the Carter average

**APPRENTICESHIPS**
- 100% utilisation of the Apprenticeship Levy

**PRODUCTIVITY**
- Better than average performance across all Carter metrics
OUR VALUES
Our Trust values, developed in partnership with both staff and patients, are designed to be at the heart of everything we do.

By guiding our behaviours, the CARES values will ultimately create a culture where all staff feel valued, engaged and confident in raising concerns.

By creating a positive staff experience for everyone we can ensure an environment where staff can thrive and are able to deliver to the needs of our patients. The impact of this is that CARES values are directly linked to achieving excellent patient outcomes we can all be proud of.

Through the life of this Strategy, we will build on the strong identification our people already have with our CARES values and will further strengthen this. We have already defined roles for both CARES Ambassadors and CARES Champions. Over the next five years we will:

- Embed the use of CARES values at every stage of our people’s time with us, from recruitment to appraisal and development, and when they leave us
- Ensure that all our people become Ambassadors of our values
- Strengthen the capability of CARES Champions to support us all to challenge behaviours that are not in line with our values
- Consistently reward the demonstration of CARES behaviours by our people
- Consistently challenge behaviours that are not in line with our CARES values

CARES is at the heart of our organisation and at the heart of our People Strategy

CARES are values that came from our patients and staff based on what's important for them

CARES is about how we will achieve our Trust vision and put compassionate care, safety and quality at the heart of everything we do

Achieving our Trust vision is only possible if we also put CARES at the centre of everything we do for our people

<table>
<thead>
<tr>
<th>Communication</th>
<th>Recognising the importance of listening and communicating in practice.</th>
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<tbody>
<tr>
<td>Attitude</td>
<td>Striving to understand others’ needs, responding with care, compassion and professionalism.</td>
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<tr>
<td>Responsibility</td>
<td>Taking responsibility for consistently delivering excellence and being open in all that we do.</td>
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<tr>
<td>Equity</td>
<td>Recognising that people are different and value everyone equally.</td>
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<tr>
<td>Safety</td>
<td>Viewing patient, staff and visitor safety as a priority.</td>
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Attract and recruit for our values

Attraction and recruitment are vital to our vision. Effective attraction is based on a strong, unique employer brand – the reason our people will choose to join Hillingdon. We will build our brand with our people, and then ensure that the world knows what a great place the Trust is to work. Values-based recruitment will support our managers to recruit the best people who already share the values we are passionate about. Our recruitment campaigns will be targeted and streamlined, so that we fill our vacancies quickly and efficiently.

<table>
<thead>
<tr>
<th>Key initiatives</th>
<th>Year 1-2 milestones</th>
<th>Years 3-4 milestones</th>
<th>Year 5</th>
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</thead>
<tbody>
<tr>
<td>Embed a strong, unique employer brand</td>
<td>Employee Value Proposition (EVP) is clearly defined through staff engagement</td>
<td>Brand refreshed in line with feedback and results achieved</td>
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<td></td>
<td>Employer brand reflected across a range of media including social media</td>
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<tr>
<td>Implement values based recruitment</td>
<td>Values-based recruitment framework developed with managers</td>
<td>Values-based approach is embedded in all stages of the recruitment process</td>
<td>Values-based recruitment continually improved through evaluation</td>
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<td></td>
<td>Managers trained in values-based recruitment</td>
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<tr>
<td>Deliver targeted and streamlined</td>
<td>End to end recruitment system is maximised so that time to hire is in the top quartile</td>
<td>Staff bank maximised so agency usage is below the Carter average</td>
<td>Further process improvement</td>
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<tr>
<td>recruitment</td>
<td>New initiatives in place to improve recruitment to our staff bank</td>
<td>Further improvements to transactional processes identified and implemented</td>
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<td></td>
<td>Divisional recruitment action plans in place with bespoke interventions</td>
<td>New recruits have reduced our vacancy rate</td>
<td>Ongoing bespoke interventions and targeted initiatives</td>
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<td></td>
<td>Organisation-wide initiatives and campaigns to recruit in the UK and abroad</td>
<td>Need for additional international recruitment assessed</td>
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<td></td>
<td>Maximise student recruitment</td>
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Outcomes for our staff

“I know I can fill my vacancies quickly with the right people”

“I know I can fill my vacancies quickly with the right people”

Outcomes for our patients

“I can see there are enough staff to look after patients”

“I can see there are enough staff to look after patients”

Key metrics

- Vacancy rate 8%
- Time to Hire in top quartile
- Agency expenditure reduced to < Carter average
- Increase in applications for hard to recruit roles
- Retention/ pulse surveys show new staff are living our values

I am proud to see the Trust presented in the best light

I know the staff here care about me and one another
Educate, train and develop

Access to training and development is one of the strongest needs our people have expressed. We also know that a lack of development is often cited as a reason for leaving the Trust. This commitment is all about meeting this need through the funding streams available to us, in new and innovative ways. We will improve the experience of learning whilst also ensuring that vital skills are developed to provide even better patient care – and keep our people with us.

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<tr>
<td>Improve the learning &amp; development experience</td>
<td>Learning Management System (LMS) in place supporting e-learning and onboarding 1:1s for all staff are the norm</td>
<td>e-PDR system embedded Range of blended learning Self service functionality of LMS fully utilised</td>
<td>Career maps in place for all staff groups</td>
</tr>
<tr>
<td>Develop apprenticeship programmes at all levels (from entry level to higher degrees)</td>
<td>Embed clinical and non clinical apprenticeships training into the whole hospital Identify gaps in Apprenticeship standards and develop trailblazers Become an employer provider organisation</td>
<td>Apprenticeship Levy is fully utilised Delivery of new apprenticeship standards</td>
<td>New standards evaluated and amended accordingly</td>
</tr>
<tr>
<td>Establish the Hillingdon Clinical School</td>
<td>Discussion with HEI regarding establishing a clinical school with joint shared post across THH and HEI Decide upon viable CPD modules and appropriate pathways to benefit the organisation and its future service provision Location venue and requirements defined and costed</td>
<td>Source venue Market internally and externally Ensure accreditation using HEI academic status Advertise and recruit staff administrative and teaching Recruitment of students</td>
<td>Commencement of delivery for clinical staff HCA ´s Nursing Associates BSc Nursing (apprenticeship) Other clinical CPD modules Expand to other clinical staff as becomes established</td>
</tr>
<tr>
<td>Leadership and management development</td>
<td>Leadership in Action evaluated and improved Leadership framework in place Targeted talent management and succession planning in place for key roles</td>
<td>In-house management development programme in place Inclusive, clinically-led talent management and succession planning embedded across the Trust</td>
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**Outcomes for our staff**

- “I know there is training and development to help me achieve my goals”
- “I know we are working with our academic and health partners”
- “I know who is in charge around here and that everyone knows what their role is”
- “I know the hospital has a reputation for well trained staff”

**Outcomes for our patients**

- “I know there is training and development to help me achieve my goals”
- “I know we are working with our academic and health partners”
- “I know who is in charge around here and that everyone knows what their role is”
- “I know the hospital has a reputation for well trained staff”

**Key metrics**

- Increase staff accessing non-mandatory training
- 95% STaM compliance
- Apprenticeship Levy fully utilised
- >100 students enrolled in the Hillingdon Clinical school by 2022
- Turnover reduced to <13%
Build a productive, high performing workforce

We know that we are operating in a challenged financial climate. There is a need for us to work collaboratively, both inside the organisation and with our partners, to find the most productive ways to deliver high quality care. We will look at the systems we use and the form our services take. There is also a crucial role for HR in this commitment – to enable managers to make the best possible decisions through advice and support, quality data, and improved systems.

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</thead>
<tbody>
<tr>
<td>Ensure best managerial practice</td>
<td>Leadership for All accountability and responsibility action plan developed</td>
<td>Evaluation and review of Leadership for All</td>
<td>Year 5</td>
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<td></td>
<td>HR tools and resources in place to equip managers to deal with all but the most</td>
<td>Effective performance management in place at all stages of employee tenure</td>
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<td></td>
<td>complex employee relations cases</td>
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<td>Management controls in place to reduce agency expenditure, including ‘no-Purchase</td>
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<td>Order, no pay</td>
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<td></td>
<td>Review of the performance management framework</td>
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<tr>
<td>Ensure effective rostering and other e-solutions</td>
<td>Rostering embedded across all clinical areas</td>
<td>e-forms in place to support establishment control, e.g. leavers’ forms</td>
<td>Fully integrated workforce/ performance management system in place</td>
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<td></td>
<td>Suite of interactive reporting tools in place to manipulate workforce information</td>
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<td>across: ESR, e-HR, Manager self-service, e-rostering, LMS, Ledger</td>
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<td></td>
<td>e-job planning in place</td>
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<td></td>
<td>Use of direct engagement model maximised</td>
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<tr>
<td>Build shared STP workforce solutions</td>
<td>Explore options for shared transactional models in the STP, including temporary</td>
<td>New models for transactional services in place</td>
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<td></td>
<td>staffing and recruitment</td>
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<td></td>
<td>Collaborative work to reduce agency rates and increase bank usage</td>
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<td></td>
<td>Capability and Capacity review undertaken</td>
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</table>

Outcomes for our staff

“I can focus on delivering patient care - not on admin”

“I can see services running effectively for patients”

“I know poor performance is managed in the organisation”

“I know that staff here deal with issues as they occur”

Outcomes for our patients

• All Carter metrics < average
• Sickness absence <3%
• Pooled resource/economies of scale across STP
• Agency expenditure reduced to below the Carter average

Key metrics

- All Carter metrics < average
- Sickness absence <3%
- Pooled resource/economies of scale across STP
- Agency expenditure reduced to below the Carter average

The Hillingdon Hospitals NHS Foundation Trust People Strategy 2017
Transform the workforce model

This commitment is about ensuring that we plan for the future. This starts with ensuring strong workforce data and planning processes, that all our Divisions follow. There are key gaps in the current workforce, so we know that we will need to push ourselves to be innovative in upskilling our people to perform different roles, as well as implement new roles, such as physician and nurse associates. We also know that care in the future will be delivered in new clinical models away from traditional settings and so we must also rise to that challenge.

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</tr>
</thead>
<tbody>
<tr>
<td>Understand supply changes and analyse current and future need</td>
<td>Understand future supply levels working with HEIs Identify gaps in workforce Define future models required Ensure routine processes for skill mix review and analysis of vacant posts</td>
<td>Plans for supporting prospective workers in social housing</td>
<td>Review, adapt and amend</td>
</tr>
<tr>
<td>Develop and implement future workforce models with HEIs and other partners</td>
<td>Work with HEIs and Health Education England (HEE) and others to develop new models and roles Anticipate, plan and implement for recruitment and retention implications of the ACP and AHSC with Brunel including the likely need to upskill the residual hospital workforce</td>
<td>Introduce and develop new roles within a framework that promotes career progression and development, including Physician Associates (PAs), Advanced Nurse Practitioners and Nurse Associates, Specialist Nurses and Extended Scope of Practice AHPs</td>
<td>Implement new models</td>
</tr>
</tbody>
</table>

### Key metrics

- Vacancy rate 8%
- New / extended roles in place in all clinical services

### Outcomes for our staff

- “I know everyone in the team is doing the work they are skilled to do”
- “I am confident our team is stronger through upskilling and new roles”

### Outcomes for our patients

- “I will get seen and treated in the location that’s best for me”
Nurture our people

This commitment is all about engaging with our people, and supporting and caring for them. We want everyone to get the same opportunities to lead fulfilled working lives and enjoy good health. We know that there is a direct link between engaged and fulfilled staff and good patient outcomes and experience. A central enabler will be the development of a coaching culture and our health and wellbeing initiatives will make us an NHS employer of choice.

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</tr>
</thead>
<tbody>
<tr>
<td><strong>Secure equity for everyone</strong></td>
<td>EDI (Equality, Diversity and Inclusion) interventions are standard in recruitment</td>
<td>Evaluate and review Improvement in WRES (Workforce Race Equality Standard) indicators</td>
<td>Development centres rolled out to meet all EDI needs</td>
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<td></td>
<td>Member of Stonewall Index</td>
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<td></td>
<td>Action plan for Gender gap in place</td>
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<td>Development centre in place for BAME staff and BAME network in place</td>
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<td></td>
<td>WDES (Workforce Disability Equality Standard) action plan developed</td>
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<tr>
<td><strong>Develop a coaching culture</strong></td>
<td>Coaching strategy developed</td>
<td>Establish a team of coaches for the Trust</td>
<td>Coaching approach to leadership and management is the organisational norm</td>
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<td></td>
<td>Pilot Coaching for managers training</td>
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</tr>
<tr>
<td><strong>Recognise, reward and listen to our people</strong></td>
<td>Trust-wide ‘Listening into Action’/Improvement approach adopted</td>
<td>Additional reward and recognition schemes in place to complement existing schemes</td>
<td>Evaluation of schemes</td>
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<td></td>
<td>Tailored retention actions developed via pulse surveys</td>
<td>Focus on external awards to drive recognition</td>
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<td>Staff Survey action plans in place on a rolling basis</td>
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<tr>
<td><strong>Promote our people’s health and wellbeing</strong></td>
<td>Healthy Workplace Charter Level 2 achieved</td>
<td>Healthy Workplace Charter Level 3 achieved</td>
<td>Healthy Workplace Charter Level 3 promoted as a recruitment and retention tool</td>
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<tr>
<td></td>
<td>Organisation-wide online stress risk assessment folders in place</td>
<td>OH screening process focussed on disability or long-term health</td>
<td>Stress risk assessment is the organisational cultural norm for all</td>
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<tr>
<td></td>
<td>Streamlined routine health screening in place</td>
<td>Remodelled OH management referral service</td>
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**Outcomes for our staff**

“When I feel acknowledged and valued”

“When I know the organisation cares about my wellbeing”

**Outcomes for our patients**

“When I know staff listen to me and talk to one another”

“When I know patients want to come here”

**Key metrics**

- Turnover rate <13%
- Number of staff leaving within 12 months reduced by 10%
- Staff Survey Engagement Scores top 20%
- WRES indicator scores in top quartile
- Healthy Workplace Charter Level 3 achieved
OUR APPROACH

Together, the teams within People and Organisational Development (P&OD) will deliver this Strategy working in collaboration with all our people. Each of our teams is clear about their purpose and the role that they play in delivering the Strategy.
How do our teams work together and with the organisation?

The model below describes how the expert teams within P&OD work together to support staff. The expert functions work together in an integrated way, rather than as sitting in ‘silos’. CARES values are at the heart of all the relationships.

The Strategic People Solutions team plays a key role – working as a conduit between the expert functions and our Divisions. Expert functions also reach directly into the Divisions.
To live our values for our patients

Attracting, developing and retaining positive and productive people

LEARNING & ORGANISATIONAL DEVELOPMENT
Continuously building a capable, engaged, valued workforce that delivers transformational change

CLINICAL EDUCATION
Providing high quality education for intelligent compassionate care by establishing The Hillingdon Clinical School working closely with our local Higher Education Institutes

WORKFORCE INFORMATION
Providing accurate and timely workforce data, to inform and enable managers to get the best out of their staff and deliver the safest and most effective patient care

RECRUITMENT, TEMPORARY & MEDICAL STAFFING
Transforming the way we attract and recruit high quality staff who share our CARES values

PEOPLE SOLUTIONS PARTNERS
Working collaboratively with leaders to achieve Divisional objectives through the best people solutions

OCCUPATIONAL HEALTH
Supporting the best patient care by providing a happy, healthy and safe environment for our staff embedding health and wellbeing into everything we do
Governance and monitoring

Delivery of the People Strategy will be overseen by the Workforce Transformation Steering Board (WTSB), which reports to the Finance and Transformation Committee. Strategy updates will be provided to the Committee and also directly to the Trust Board.

Strategy implementation will be co-ordinated by the existing working groups of the WTSB. We will also ensure links with Divisional, Trust-wide and system-wide Groups where there are key dependencies, including the Health and Wellbeing Committee, the Future Workforce Group, the Equality, Diversity and Inclusion (EDI) Steering Group and the Accountable Care Partnership Workforce Group. Through these groups we will ensure effective monitoring of Strategy outcomes as well as risk identification and mitigation.

Investment

Investing in our people is essential. In delivering our Strategy, we will first utilise and maximise all existing sources of investment open to us, including the Apprenticeship Levy. However, delivering the full spectrum of our ambitions will require additional investment in some key areas. For these, we will develop the necessary business cases and work with partners, including Health Education England, to secure the necessary resource.