



West Hertfordshire
Teaching Hospitals
NHS Trust

People strategy 23-2028



Strategic overview

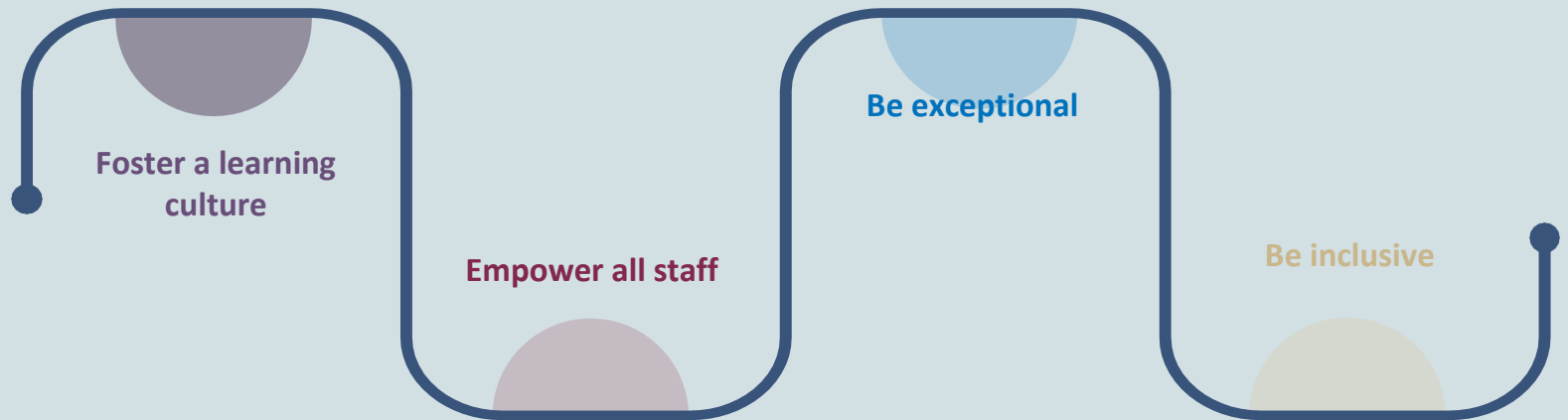


We will build an exceptional workplace that fosters a learning culture and empowers staff to thrive, enabling high performance. We are dedicated to creating an inclusive workplace that is people focused, celebrates difference and welcomes staff to bring their whole selves to work. We want to be the best place to work for all



Our aims

Our aim for everyone is a vibrant, compassionate culture, underpinned by a range of ways



Strategic drivers

Our People strategy has been informed by four key strategic drivers.

Underpinning this strategy will be operational groups supporting the four strategic drivers.

The groups will be led by an HR leader alongside a non-HR leader with broad staff representation involved.



Staff Retention

The recent People Plan and People Promise Plan sets out national expectations of how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as take action to grow our workforce, train our people, and work together differently to deliver the highest standards of patient care.



Staff Engagement & Wellbeing

The staff have provided valuable feedback through various levels of engagement. This includes the annual staff survey, pulse survey, WRES, WDES, Gender and Race Pay Equality Report. We regularly consider workforce indicators around absence, retention, vacancy rates and learning & education.



Teaching Hospital Status

The Trust achieved Teaching Hospital status in December 2021. We have made improvements that led to this achievement with ambitious plans over the lifetime of this strategy to enhance teaching and education further for all our staff to support a highly skilled workforce that enables innovation.



Inclusion and Diversity

The Trust is extremely proud of the diversity of its staff. We have enhanced our support to enhance diversity and equality with an emphasis on our staff.

This strategy gives the opportunity to demonstrate excellence in supporting equality and diversity further and providing the support and opportunities for all of our staff while demonstrating compassion, awareness, inclusivity and opportunities at all levels.

Data and engagement

Our People strategy is evidence-led: organisational data and engagement with staff has been central to our approach as it is crucial that we capture and address the issues that are impacting our workforce



Data and engagement

Staff survey



Annual survey which seeks to deep dive on staff experience

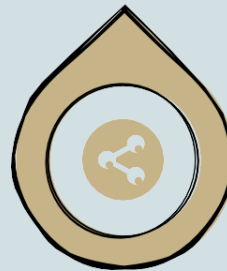


Pulse survey



Monthly check in with staff to see how they are feeling and understand any concerns they may have

Regional and directorate engagement



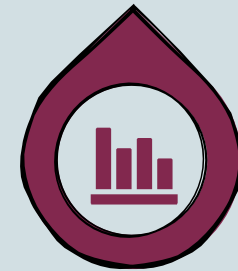
Tailored and leader led local engagement

Staff networks

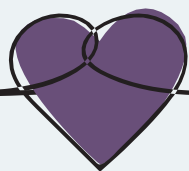


Regular, qualitative feedback provided by members

HR and OD dashboards



Quantitative, organisation wide and near-live data



Promise 1
We are compassionate and inclusive

Year 1-2: Strengthen

- Implement a framework that supports an inclusive culture focusing on compassion & behaviours consistent with Trust values.
- Introduce an inclusive approach to recruiting our staff using values-based approaches. This will support expectations of behaviours associated with staff and patients.
- To support enhanced opportunities for leadership development taking consideration of diversity at all levels.

Year 2-3: Build

- Evaluate the impact of cultural development using our Cultural and leadership programme.
- Evaluate the development of cultural awareness and values-based approaches to the impact of diversity and opportunities across our workforce.

Year 3: Consolidate

- Cultural change reflected in staff feedback, our appointment process and opportunities for career progression.

Leaders are visible and demonstrating behaviours that are consistent with the values of the Trust. They inspire others to develop with diverse representation at all levels of the Trust.

Our ambition

Measures of impact

- ✓ Improved staff engagement score in the national staff survey.
- ✓ Improved levels of diversity across all pay band that is representative of our diverse workforce.



Promise 2

We are recognised and rewarded

Year 1-2: Strengthen

- Introduce innovative ways to make staff recognition more inclusive and find ways to celebrate those hidden heroes.
- To encourage a culture where staff are supported to be innovative and demonstrate excellence.
- Introduce financial and non-financial rewards that support our staff.

Year 2-3: Build

- Evaluate recognition and rewards strategies for effectiveness.
- Create local strategies for recognition and reward across the Trust that is more inclusive.

Year 3: Consolidate

- Staff reward and recognition becomes a recognized and embedded part of Trust culture.

To embed a framework that supports fair and transparent strategies for reward and recognition that supports team and individual behaviours to value our staff and enhance performance

Our ambition

Measures of impact

- ✓ Implementation of clear reward and recognition plan with measurable benefits for staff.
- ✓ Demonstration of greater inclusiveness based on reward and recognition.



Promise 3 We each have a voice that counts



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Year 1-2: Strengthen

- Introduce an engagement strategy to enhance 2-way communication with our staff.
- To develop annual plans based on national and local pulse survey and enhance the link between 'You said, we did'.
- To triangulate themes in other areas such as the patient survey and Freedom to Speak up and link these with staff survey feedback.

Year 2-3: Build

- To review best practice staff feedback from within and outside the NHS to determine focused engagement.
- To look at trends in feedback and how we align these with the review of our people strategy.

Year 3: Consolidate

- To continue to review developing technology to support effective mechanisms for staff engagement.

To develop a culture where every voice counts with opportunities and mechanisms to support staff engagement and speaking up to support the staff and patient experience.

Our ambition

Measures of impact

- ✓ Clear improvements in our engagement score consistently above 7.
- ✓ To demonstrate improved levels of engagement across all staff groups.



Promise 4 We are safe and healthy

Year 1-2: Strengthen

- Enhance and improve on our staff wellbeing support to staff.
- To create peer to peer support across the workforce to enable cultural change.
- Review our occupational health and wellbeing function to enhance innovation and support to the staff.

Year 2-3: Build

- Have an established wellbeing platform that is easily accessible.
- To achieve SEQAS accreditation for OH services demonstrating innovation and explore local opportunities to extend service provision.

Year 3: Consolidate

- To continue to develop innovative ways of wellbeing support that aligns to our healthcare services and new technologies.

To continue to develop more effective and innovative ways to support the wellbeing of our staff and create a culture that support and protects

Our ambition

Measures of impact

- ✓ Positive impact on staff morale measured through retention, engagement and staff absence.
- ✓ To achieve SEQAS accreditation and create a commercial plan for OH & wellbeing.



Promise 5
We are always learning



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Year 1-2: Strengthen

- Develop 3 year plans to support leadership development planning aligned with strategic priorities with focus on middle management development.
- To embed talent management plans across all staff, achieving the benefits provided by Teaching Hospital status.
- Focus on equity of opportunities for development and learning aligned to diversity and inclusion.

Year 2-3: Build

- Develop a range of career pathways supported by our career coaching programmes.
- Effective use of Continuing Professional Development to support and align with other development opportunities.

Year 3: Consolidate

- Develop reputation as a leading provider of leadership and staff development with clear and visible outcomes from Teaching Hospital status demonstrated.

To focus on personal and professional development for all of our staff to enable career development, build skills and generate the capability the Trust needs now and in the future.

Our ambition

Measures of impact

- ✓ Embedded 3 year plans for leadership development for the Trust and each Division that is aligned to strategic and service aims and priorities.
- ✓ Greater levels of equity and opportunities for our diverse workforce to participate in development and learning.



Promise 6 We work flexibly



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Year 1-2: Strengthen

- Workforce plans that consider the 5 year forward view focusing on skill mix and priority staff groups.
- Rota management systems for all staff groups that use technology effectively.
- To review our flexible working policies and practices that consider the expectations and wellbeing of staff.

Year 2-3: Build

- .Explore new and alternative job roles and ways of working to meet skills required going forward.
- Develop a talent management and succession planning framework.

Year 3: Consolidate

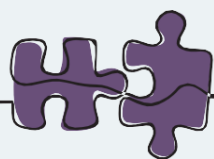
- Create a culture where engagement, flexible working is seen as a positive.

To focus on personal and professional development for all of our staff to enable career development, build skills and generate the capability the Trust needs now and in the future.

Our ambition

Measures of impact

- ✓ Embedded workforce plans that support improved levels of staff satisfaction and retention.
- ✓ Implementation of talent management and succession plans that demonstrate effective career progression and development of our staff.



Promise 7
We are a team

Year 1: Strengthen

- Improve candidate attraction to enhance recruitment.
- To understand what motivates and retains staff and therefore apply relevant measures.
- To develop more effective and inclusive partnership arrangements that demonstrate a culture of team working.

Year 2-3: Build

- Implementation of effective mentoring and coaching support programmes.
- Implement of our recognized OD & Culture programme and team that focuses on supporting our values.

Year 3: Consolidate

- Create a culture that supports collaboration and team working within the Trust and across the ICS.

WHHT is a place where staff are proud, where they feel valued and recognise the benefits of working as a team to support better outcomes for staff and patients.

Our ambition

Measures of impact

- ✓ Corporate style for marketing the Trust through recruitment that has a positive impact on number and quality of applicants.
- ✓ Measurable outcomes with the use of mentoring and the impact on colleague engagement from the staff survey.

Roles and responsibilities

Collective commitment is needed to help drive change, embed new ways of working and support the delivery of the People Strategy.



Our organisation will...

- Promote our values, behaviours and ways of working.
- Promote and celebrate inclusion, equality and diversity.
- Provide effective performance and development frameworks.
- Provide a comprehensive health and wellbeing package.
- Offer learning and development for all.
- Develop an industry-leading recruitment and deployment model.
- Cultivate a talent reservoir to ensure our teams have the resource they need.
- Provide an induction framework for those joining the organisation.
- Engage with staff on key issues and initiatives.



Individuals will...

- Live our values, behaviours and ways of working.
- Celebrate equality, diversity and inclusion.
- Take an active approach to dynamic conversations.
- Keep yourself updated on matters relating to your role.
- Ask for (and accept) help when needed.
- Take a proactive approach to resolving issues.
- Work collaboratively with others to maximise results.
- Proactively seek out ways to change and improve the organisation for the better.
- Take advantage of learning and development opportunities.
- Look after your own health and wellbeing.



Line managers will...

- Exemplify our values, behaviours and ways of working.
- Promote and celebrate inclusion, equality and diversity.
- Hold dynamic conversations with staff including on health and wellbeing, performance enablement, priorities, aspirations and motivation.
- Address issues in a timely manner.
- Acknowledge and recognise your teams' achievements.
- Celebrate successes and communicate the team's progress.
- Include the team in decision making.
- Promote internal talent.
- Offer a full induction for new team members joining the organisation.
- Encourage collaboration and innovation.



Governance and assurance

The Chief People Officer will oversee the day-to-day operational development of the People Strategy alongside the workforce team.

There will be four operational working groups that are identified as the strategic drivers. The groups will focus on the following areas:

- Education & Learning (Teaching Hospital);
- Wellbeing & Engagement ;
- Equality, Diversity & Inclusion;
- Retention and Workforce Modelling.

The Chief People Officer alongside the Executive Team colleagues will provide assurance regarding the People Strategy to the People, Education and Research Committee (PERC).

PERC will report with support from the Chief People Officer and the Executive Team to Board providing assurance and annual reports on the strategy.

