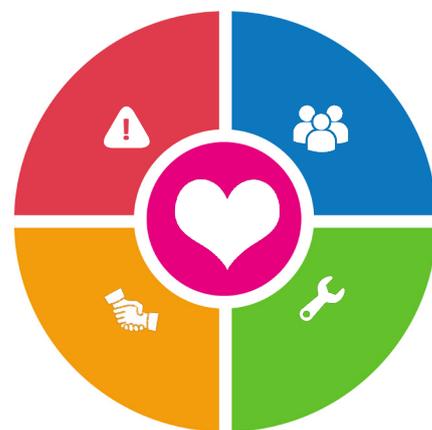




# People and Organisational Development Strategy

2017-2022



# Contents

<b>Executive Summary</b>	<b>4</b>
<b>Where are we now?</b>	<b>6</b>
<b>Where do we want to be?</b>	<b>13</b>
<b>Evaluation &amp; Monitoring</b>	<b>18</b>
<b>Communications &amp; Engagement</b>	<b>18</b>
<b>References</b>	<b>18</b>

# Executive Summary

The People and Organisational Development strategy has been developed in consultation with partners, stakeholders, staff and governors. With the achievement of Teaching Hospital status the major focus of the strategy is workforce - ensuring our staff have a positive experience as part of Team DBTH, enhancing recruitment, retention, training and development. This is a fundamental part of the **DBTH Strategic Vision: Stronger Together** and therefore one of our 5 strategic objectives states:

‘As a Teaching Hospital we are committed to **continuously developing the skills, innovation and leadership** of our staff to **provide high quality, efficient and effective care.**’

Local and national workforce initiatives and strategies such as ‘**Developing People – Improving Care**’, and the Accountable Care System’s emerging workforce framework have influenced the development of the strategy. Key areas of focus include workforce productivity, planning and development to ensure we have the right workforce to deliver our strategic vision and objectives. To achieve this we continue to explore opportunities to be innovative in our recruitment strategy and maximise local recruitment and training.

We recognise the importance of staff having a positive experience and feeling supported by their managers so we will refresh our leadership strategy and talent management plan to identify staff at all levels that have the potential to develop. Our refreshed strategy will also include more effective use of our workforce systems to provide effective tools for managing teams and services.

As part of the South Yorkshire and Bassetlaw Accountable Care System we actively contribute to the Local Workforce Action Board framework:

## Developing and Enabling our Workforce

The foreword of the above framework states:

Our health and care workforce is vital in delivering efficient, safe and high-quality services to our citizens. We recognise that the knowledge, expertise, hard work and professionalism of our staff is at the heart of the services we provide. As South Yorkshire and Bassetlaw develops into an accountable care system aligning with “place level” accountable care partnerships (ACPs), developing and enabling our workforce must be at the forefront of our thinking and planning. We know we must:

- Tackle well known ‘supply’ and shortage issues in some professions by careful planning, joined up recruitment and designing alternative models of care with emphasis upon enablement and self-care
- Encourage employers to work innovatively together on things like recruitment and to avoid competing for scarce skills
- Continue to invest, at all levels, in professional and personal development for our workforce of over 48,000 staff
- Review our employment models to make sure they enable rather than prevent employee flexibility
- Build capacity and capability in social, primary and community care to be sustainable and to respond to the “Care Closer to Home” agenda, recognising the contribution these services make to the cost effectiveness of the wider system
- Focus upon retaining our existing staff within our health and care community – retention, retention, retention
- Ensure our staff are well led and managed, motivated and that we look after their health and well-being
- Enable leadership to deliver organisational development including cultural / behaviour change necessary for organisational collaboration to flourish
- Acknowledge the important role that independent and voluntary care organisations play in supporting sustainability of public services

We have a vibrant and resilient workforce that has remained dedicated to maintaining high standards of care through a very difficult financial period and beyond. Our workforce has been engaged to shape the strategic vision and revisit our values. We recognise that to deliver our vision we need to invest in the people in the organisation at all levels to make sure we have the leadership and skills necessary for delivering care now, and into the future. Building on our recent Teaching Hospital status we will continue to develop our education, research and leadership offer. Making our organisation a good place to work improves the recruitment and retention of existing staff. We offer flexible working within the context of service demands and are supporting the development of new roles to meet service needs and to address workforce challenges.

People will be feeling more and more positive about the culture of the Trust and this will continue to have a sustained impact on improvements to patient outcomes. All our basic processes and policies will be working well at every level. Workforce planning will be well used and understood, using tools supplemented by quality people data which in turn will allow for the proactive planning of recruitment campaigns, engagement activities and improvement plans. Managers will be showing their improved capability and be working across the system, the organisation and within their areas to develop and manage their staff. Engagement will be higher than ever. People will recommend this Trust as a place to work and receive care as a matter of course and our vacancy and absence rates will be low and falling.

### What will be different?

We will have a workforce that  
**'is in the right place, at the right time,  
with the right skills.'**

*ACS Workforce framework*



# Where are we now?

## Background

The People and Organisational Development strategy has been developed in consultation with partners, stakeholders, staff and governors. With the achievement of Teaching Hospital status the major focus of the strategy is workforce - ensuring our staff have a positive experience as part of Team DBTH, enhancing recruitment, retention, training and development.

This is a fundamental part of the **DBTH Strategic Vision: Stronger Together** and therefore one of our 5 strategic objectives states:

‘As a Teaching Hospital we are committed to **continuously developing the skills, innovation and leadership** of our staff to **provide high quality, efficient and effective care.**’

Local and national workforce initiatives and strategies such as ‘Developing People – Improving Care’, and the Accountable Care System’s emerging workforce framework have influenced the development of the strategy. Key areas of focus include workforce productivity, planning and development to ensure we have the right workforce to deliver our strategic vision and objectives. To achieve this we continue to explore opportunities to be innovative in our recruitment strategy and maximise local recruitment and training.

We recognise the importance of staff having a positive experience and feeling supported by their managers so we will refresh our leadership strategy and talent management plan to identify staff at all levels that have the potential to develop. Our refreshed strategy will also include more effective use of our workforce systems to provide effective tools for managing teams and services.

Developing People – Improving Care – This framework is sponsored by the main national organisations with NHS responsibilities and aims to ‘equip and encourage people working across the NHS to deliver continuous improvement in local health and care systems and gain pride and joy from their work’ by developing improvement and leadership

capabilities amongst staff. Why is this important – evidence and experience from high performing health and care systems shows that having these capabilities enables teams to continuously improve population health, patient care and value for money.

The framework identifies the critical capabilities as:

- System leadership skills- to help leaders build trusting relationships, agree shared system goals and collaborate across organisational and professional boundaries
- Improvement skills for staff at all levels (refer to the Quality Improvement and Innovation Strategy)
- Compassionate, inclusive leadership skills for leaders at all levels.
  - Compassionate leadership – paying close attention to the people you lead, responding empathetically, taking thoughtful and appropriate action.
  - Inclusive leadership – progressing equality, valuing diversity and challenging power imbalances.
- Talent management to create a future diverse leadership pipeline.

It calls on us to build improvement skills amongst all our people; to develop current and future leaders with the compassionate, inclusive leadership qualities, improvement leadership skills and systems leadership strengths as well as the specific management skills needed to meet today’s challenges; and to manage talent to fill future leadership pipelines with diverse and appropriately developed people.

The publication of ‘Next steps on the NHS Five Year Forward View’ March 2017 included a chapter entitled ‘Strengthening our Workforce’ to ensure we have ‘the Right Workforce, in the Right Place with the Right Skills’. Whilst it celebrated the various achievements in the last three years it also provides a focus for the coming years such as improving productivity and growing the frontline workforce:

- Improve productivity – removing any inefficiencies in the various people processes, reduction in agency spend.
- Grow our frontline workforce – more and improved training, enabling more recruitment and better retention, improved flexibilities which might include employment models which enables cross boundary and cross sector working.

Reference is also made to the following key priorities:

- New professional roles.
- Health and wellbeing/resilience.
- Being a more inclusive employer.
- Partnership working with staff side organisations.
- Leadership and improvement capabilities.
- Local Workforce Action Boards in support of Accountable Care Systems.

## South Yorkshire and Bassetlaw Accountable Care System

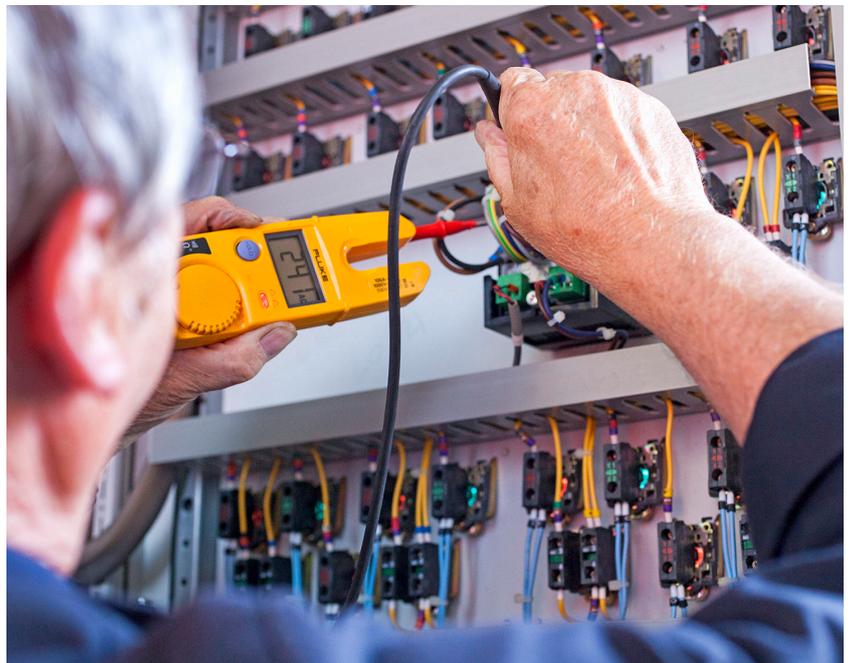
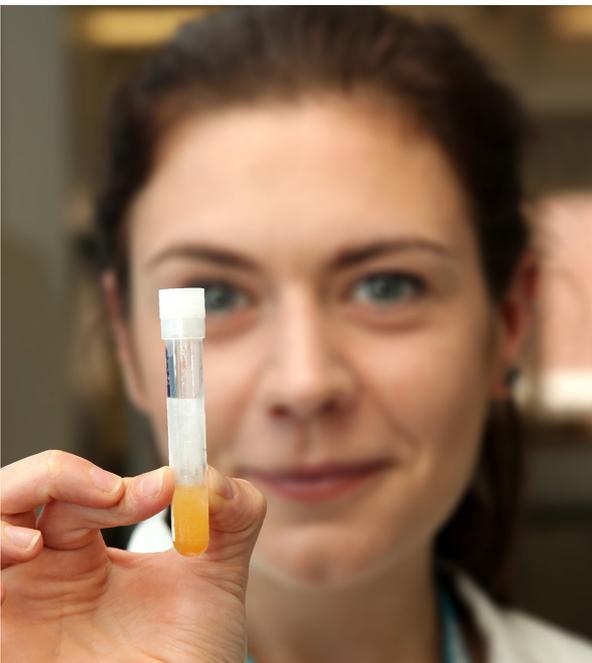
### Local Workforce Action Board Developing and Enabling our Workforce.

As part of the South Yorkshire and Bassetlaw Accountable Care System we actively contributed to the Local Workforce Action Board: Developing and Enabling our Workforce. The foreword of the above framework states:

“Our health and care workforce is vital in delivering efficient, safe and high-quality services to our citizens. We recognise that the knowledge, expertise, hard work and professionalism of our staff is at the heart of the services we provide. As South Yorkshire and Bassetlaw develops into an accountable care system aligning with “place level” accountable care partnerships (ACPs), developing and enabling our workforce must be at the forefront of our thinking and planning.

We know we must:

- Tackle well known ‘supply’ and shortage issues in some professions by careful planning, joined up recruitment and designing alternative models of care with emphasis upon enablement and self-care.
- Encourage employers to work innovatively together on things like recruitment and to avoid competing for scarce skills.
- Continue to invest, at all levels, in professional and personal development for our workforce of over 48,000 staff.
- Review our employment models to make sure they enable rather than prevent employee flexibility.
- Build capacity and capability in social, primary and community care to be sustainable and to respond to the “Care Closer to Home” agenda, recognising the contribution these services make to the cost effectiveness of the wider system.
- Focus upon retaining our existing staff within our health and care community – retention, retention, retention.
- Ensure our staff are well led and managed, motivated and that we look after their health and well-being.
- Enable leadership to deliver organisational development including cultural / behaviour change necessary for organisational collaboration to flourish.
- Acknowledge the important role that independent and voluntary care organisations play in supporting sustainability of public services.



Our Trust values are aligned with those within the NHS Constitution having been originally developed and reviewed by our staff and recently confirmed through the engagement exercise undertaken in support of the development of the Trust's strategic direction as being ones we can all continue to sign up to. The People & OD function will demonstrate these values by:



The previous P&OD strategy was developed in 2012 and was aligned with the Trust's Strategic Direction through to 2017. We have reviewed progress against the previous strategy; to determine which elements of the strategy need to be carried forward and how the Trust's refreshed Strategic Direction has influenced the priorities for the People & Organisational Development strategy.

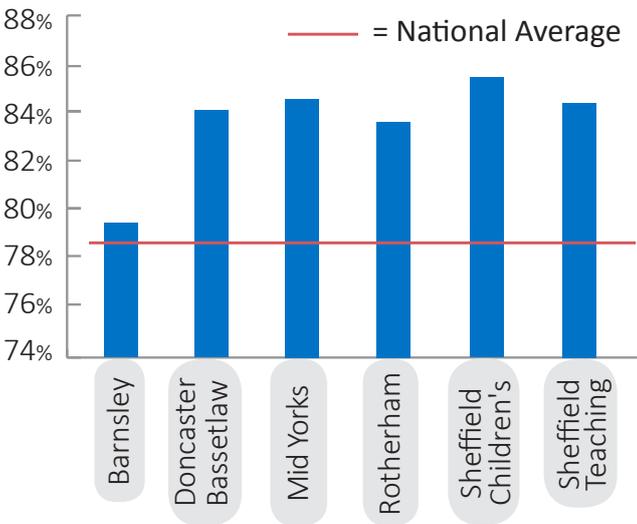
In determining the priorities for this strategy consideration has also been given to what the various workforce metrics are telling us.

## Local Context

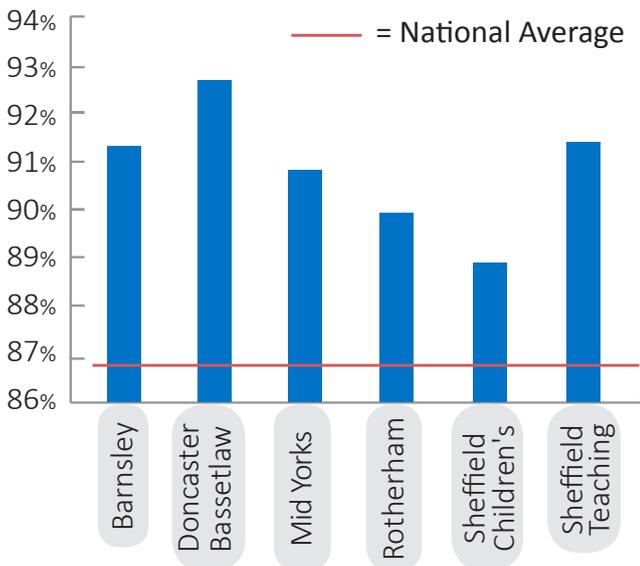
### Stability Indices

The stability indices are positive for DBTH (stability index being the number of staff who were there at the start of the period and do not leave during the period). DBTH has the highest stability index for nursing staff in the area and we aim to retain this position.

#### Medical stability index over the period 2015/16 across the seven acute Trusts within the ACS.



#### Nursing stability index over the period 2015/16 across the seven acute Trusts within the ACS (stability index being the number of staff who were there at the start of the period and do not leave during the period).



## DBTH Workforce

### Staff Group composition

August 2017

Staff group	FTE	Headcount
Add Prof Scientific and Technical	176.46	192
Additional Clinical Services	1126.65	1366
Administrative and Clerical	1086	1333
Allied health Professionals	331.05	384
Estates and Ancillary	569.27	828
Healthcare Scientists	124.47	137
Medical and Dental	497.55	636
Nursing and Midwifery Registered	1581.52	1835
<b>Grand Total</b>	<b>4493.23</b>	<b>6711</b>

Nationally the official 'shortfall rate' for nurses and midwives is close to 10% (NHS Providers), locally we have a vacancy rate of around 4% but on the whole report upwards of 99% regularly in terms of planned versus actual ward staffing through the use of bank and agency staff and day to day assessment of the acuity of the patients. We recognise that we can no longer rely solely on overseas recruits due to tougher immigration and language rules and uncertainty surrounding the impact of Brexit.

### Equality and diversity

We have a richly diverse workforce (see our workforce statistics below), with staff from across the globe working alongside those born and bred in South Yorkshire and Bassetlaw. Respect for each other's unique skills, experience and strengths is an integral element in effective team-working and our Fair Treatment for All policy sets out the standards we expect.

This includes equality of opportunity for job applicants, where we anonymise applications before shortlisting. We are now recognised as Level 2 on the Disability Confident Scheme (replaced the Disability Two Ticks framework) focused on retention as well as recruitment. To support this work we have policies and guidelines in place to support the recruitment of people with disabilities. We also make reasonable adjustments to enable us to retain staff who become ill or develop disabilities with support from our Occupational Health Team.

## Equality information as at 31 December 2016

Gender	Headcount	Headcount %
Female (All staff)	5512	82%
Male (All staff)	1183	18%
Female (Senior managers)	116	68%
Male (Senior managers)	54	32%

Age	Headcount	Headcount %
16-20	45	0.67%
21-25	485	7.24%
26-30	697	10.41%
31-35	712	10.63%
36-40	667	9.96%
41-45	835	12.47%
46-50	971	14.5%
51-55	1059	15.82%
56-60	801	11.96%
61-65	351	5.24%
66-70	61	0.91%
71 & above	11	0.16%

Ethnicity	Headcount	Headcount %
Any other	45	0.67%
Asian	309	5.32%
Black	96	1.5%
Chinese	20	0.35%
Mixed	58	0.98%
White	6102	88.79%
Not disclosed	179	2.38%

Disability	Headcount	Headcount %
No	4989	74.5%
Yes	225	3.4%
Not disclosed	92	1.4%
Unspecified	1389	20.7%

Sexual Orientation	Headcount	Headcount %
Bisexual	9	0.13%
Gay	15	0.22%
Heterosexual	2574	38.45%
Lesbian	15	0.22%
Not disclosed	3174	47.41%
Unspecified	908	13.56%

Our Trust values set out in the strategic direction, embeds our desire to eliminate all forms of discrimination, promote equality of opportunity, value diversity and foster good relations. We are firmly committed to fair and equitable treatment for all and by truly valuing the diversity everyone brings, create the best possible services for our patients and working environment for our staff.

## SWOT analysis

### Strengths

- ✓ Achieved Teaching Hospital status
- ✓ Extremely positive GMC and practice placement feedback
- ✓ Lower nursing and midwifery vacancy levels as compared with national average
- ✓ Health and wellbeing strategy
- ✓ First acute Trust to achieve 75% flu vaccine uptake
- ✓ Relatively low turnover of staff
- ✓ Nearly 50% of staff motivated to answer the staff survey in 2016
- ✓ Approx. 700 members of staff had their say on the development of the overarching strategic direction
- ✓ During 2016/17 700 undergraduate health professionals; 520 medical students; 219 work experience students
- ✓ Trust involvement in training staff in new roles eg ACPs, tAPs, PAs, Apprentices
- ✓ Agency resourcing improvements
- ✓ Well established preceptorship programme for all health professionals
- ✓ Well established entry level programme combining the national care certificate

### Weaknesses

- ✗ Drop in staff engagement scores and associated morale of staff as a consequence of turnaround
- ✗ Changes in people processes
- ✗ Vacancies amongst medical staff
- ✗ Vacancies in certain nursing areas, for example paediatrics, respiratory
- ✗ Volume of organisational change required
- ✗ Historic poor workforce planning processes
- ✗ Low confidence/ competence in the organisation to develop workforce models
- ✗ No established leadership/ talent management/ recognition offer
- ✗ Capacity of team to support the organisation
- ✗ Only worked with HEIs within SY region
- ✗ No clear career pathways for all staff groups
- ✗ Management of training pathways for new roles eg. tACPs, tAPs

### Opportunities

- ✓ Teaching Hospital phase 2
- ✓ Opportunity to streamline HR processes across the Accountable Care System
- ✓ Opportunity to innovate around workforce models
- ✓ Opportunity to involve staff in improvement initiatives
- ✓ Development of leadership capacity and capability
- ✓ Links with wider educational institutions across Place and ACS and beyond
- ✓ Opportunity to review the team structure to ensure alignment with strategic priorities
- ✓ Increase in placement availability to support pre-registration learners (local residents)
- ✓ Increased use of people related technology to reduce cost and improve control and governance
- ✓ Closer working relationships with our key stakeholders
- ✓ ACS wide collaboration (eg. Holt collaborative bank; joint NHS P procurement)

### Threats

- ✗ Uncertainty around models of care could result in staff turnover
- ✗ Limitations on use of apprenticeship levy
- ✗ Infrastructure to become educational provider for apprenticeships
- ✗ Future models for back office functions across the ACS
- ✗ Introduction of self-funding (removal of bursary) at pre-registration level for nurses, AHPs etc
- ✗ New students on placement with us.
- ✗ Generation 'Z' expectations

## Achievements against the 2013-2017 People & OD strategy

Detailed below is progress against actions identified within the previous strategy:

### Engaged and involved staff

#### **who feel valued, safe, well treated and who trust their managers and leaders**

We introduced an Employee Assistance programme and developed a Health and Wellbeing strategy. We were successful in achieving the health and wellbeing CQUIN in 2016 and were the first acute Trust to achieve a 75% uptake of the flu vaccine in 2016.

Achievement of the Nottinghamshire Council's Silver and Gold Awards for health and wellbeing.

We introduced a management skills modular programme and trained a number of coaches across the Trust.

### Clear, consistent and fair people processes

#### **using internal and external contracts for best value**

We have introduced cohort recruitment for healthcare assistants, newly qualified nurses and service assistants.

We are extending the use of the e-rostering software across teams who operate 24/7.

We introduced a new supplier of medical agency locums with improved visibility of fill rates.

### Well trained, educated, developed and skilled staff

We have been awarded Teaching Hospital status in recognition of our long standing commitment to improving education and growing research.

We have revised our induction programme to include our values and behaviours in addition to providing core SET training for all staff.

We have made good progress towards the SET target of 90% and have aligned our SET training to the core skills framework which will enable us to passport our training and that of our partners across the ACS.

We have seen improvements in the feedback from the GMC training survey and from our wider health professional student placements.

In reviewing and refreshing the current P&OD strategy it is clear that much of its intent still applies; however as the Trust's strategic objectives have evolved so must the priorities for this P&OD strategy.

# Where do we want to be?

## Our Strategic Objectives



## Our Priorities to Achieve Our Objectives

As a Teaching Hospital we will continue on our journey to provide excellence both in education and research with the development of the Teaching Hospital plans. We will pursue the development of: 'academic directorates'; academic appointments; explicit inclusion of innovation and research within education and continued improvements in the quality and breadth of training placements and opportunities.

We recognise the importance of staff having a positive experience and feeling supported by their managers

so we will refresh our leadership strategy and talent management plan to identify staff at all levels that have the potential to develop. Our refreshed strategy will also include more effective use of our workforce systems to provide effective tools for managing teams and services.

In recognition of our status as a Teaching Hospital we reflected on what that would mean for existing and future members of Team DBTH. We consulted staff about what the T in DBTH should represent and as result of that consultation added Thrive to our mantra.

## Develop Belong Thrive Here

As Team DBTH – we want all of us to feel:



**Develop.  
Belong.  
Thrive.  
Here.**

Find your perfect career at Doncaster & Basselaw Teaching Hospital

- ✓ We can be the best we can be and **Develop** our skills, qualifications, abilities, attitudes and behaviours for the good of the patients.
- ✓ We are engaged and supported and that we are working together for the good of our patients, really feeling we **Belong** in team DBTH.
- ✓ We have every opportunity to **Thrive** in the work we do and as we develop in our careers/work/ placement experience at DBTH.
- ✓ We trust in the way we do things and the people we work with and, if we are choosing a place to work and place to recommend others to work or receive care it would be **Here**.

In order to ensure the P&OD directorate is fit for purpose to deliver the People & OD strategy we are undertaking an OD diagnostic exercise which will enable us to develop and prioritise the various components of our directorate development plan in order to facilitate the delivery of this strategy across the Trust. We will continue to develop our HR Business Partner model and ensure that Care Groups and Directorates have the appropriate support so that they in turn can deliver their service and workforce plans. We will also utilise the Trust's Qii (Quality Improvement & Innovation) methodology to improve our processes to ensure we are delivering efficient and effective services to the Trust.

We have a vibrant and resilient workforce that has remained dedicated to maintaining high standards of care through a very difficult financial period and beyond. Our workforce has been engaged to shape the strategic vision and re-visit our values. We recognise that to deliver our vision we need to invest in the people in the organisation at all levels to make sure we have the leadership and skills necessary for delivering care now, and into the future. Building on our recent Teaching Hospital status we will continue to develop our education, research and leadership offer. Making our organisation a good place to work improves the

recruitment and retention of existing staff. We offer flexible working within the context of service demands and are supporting the development of new roles to meet service needs and to address workforce challenges.

## Our priorities 2017-2022

The key focus of this strategy, to enable successful delivery of the strategic Direction 2017-22, is the support and development of the workforce at DBTH and the following section outlines how we will address our priorities to achieve this. Our priorities have been aligned to the Trust objectives.

## People

'As a Teaching Hospital we are committed to continuously developing the skills, innovation and leadership of our staff to provide high quality, efficient and effective care.'



## Staff Engagement

This staff engagement star developed by NHS Employers provides us with a clear focus on the areas which will make a difference to the experience of our staff and students and in turn our patients. It is based on the pledges contained within the NHS Constitution.

Our HR Business Partners and Education Leads will work alongside the Qii team in supporting Care Groups and Directorates to find the best ways to involve their staff and managers in shaping and delivering a positive experience for staff and patients. As a Trust we want to develop a culture in which all our staff are able to (and feel they are able to) thrive. We will continue to shape our HR Business Partner team and provide OD support across the Trust.

Through the trust-wide staff experience group and similar groups within Care Groups and Directorates we will understand how it feels to be part of Team DBTH and we will involve staff in shaping the improvements using co-design methodology to make DBTH an even better place to work. In developing the Trust's strategy we sought feedback from staff about their bright ideas and bugbears.

We will involve our staff in developing proposals for service change and we will empower our staff to identify and make changes to improve patient experience. We will also work with colleagues within Communications to develop communications and engagement approaches for staff without easy access to electronic methods.

## Delivering great management and leadership

We will develop a leadership framework to capture the skills and behaviours expected of our leaders based on the framework 'Developing People – Improving Care'. Whilst we have developed a line manager modular programme to support the development of good line managers we must also identify our future leaders. We will develop/access Leadership development programmes to support our leadership teams and we will identify our future talent pool of great leaders and ensure they are able to access development opportunities. We must ensure that our appraisal process is fit for purpose in order that talent can be spotted but also so that supportive processes can be put in place where staff or managers are experiencing difficulties. We have a number of trained coaches across the Trust – we must therefore review our coaching offer.

We will ensure that people processes are effective and efficient – we will maximise the effective use of electronic systems to free up managerial and administrative capacity but we will also ensure that our HR policies and procedures are effective, efficient and person centred.

## Promoting a healthy and safe work environment

We will continue to implement the Trust's health and wellbeing strategy and associated action plan to ensure that staff have access to an effective occupational health and wellbeing service, that they can access advice on wellbeing with particular focus on mental resilience, physical and financial wellbeing. We will ensure that staff know what is available to support

them in the workplace and outside of the workplace. We will continue to work with our partners to maximise our offer to staff.

We will support teams who might be in difficulty through the use of OD interventions and ensure we have the capacity and capability to support Care Groups and Directorates.

## Ensuring every role counts

We will continue to review our approach to recruitment to ensure we are selecting staff who support our vision and values. Through our appraisal system we will seek to ensure that staff feel valued and that they understand the impact they can have on the service we provide and on their colleagues.

The Board has stated its commitment to ensure that all staff regardless of their characteristic feels part of Team DBTH and able to develop and in so doing approved an action plan for the period 2017-2019. We have formed a diversity forum which we will continue to develop and seek ways of involving a wider range of staff in the work of that forum.

Through our HR Business Partner and Education lead structure working in conjunction with the Qii team we will support our staff to grasp opportunities to deliver changes and improvements to the service and care they deliver.

## Supporting personal development and training

As a Teaching Hospital we will continue on our journey to provide excellence both in education and research with the development of the Teaching Hospital phase 2 plans (link to R&D strategy). This plan will pursue the development of 'academic directorates', academic appointments, explicit inclusion of innovation and research within education and continued improvements in the quality and breadth of training placements and opportunities.

Notwithstanding this development agenda we will continue to seek innovative methods to ensure our staff have access to Statutory and Essential training so that we can assure our regulators that we have a safe workforce and in turn provide staff with access to role specific training.

We will continue to expand the provision of apprenticeships as new frameworks come on stream – this will enable the Trust to develop clearer career

pathways in place for various staff groups including those in supporting roles and managers. This will include the expansion of career pathways, for example clinical academics.

### Patients

We will work with patients to continue to develop accessible, high quality and responsive services.

We will develop metrics to demonstrate the links between staff and patient experience. We will adopt a person centered approach throughout our directorate in developing our systems, processes and policies.

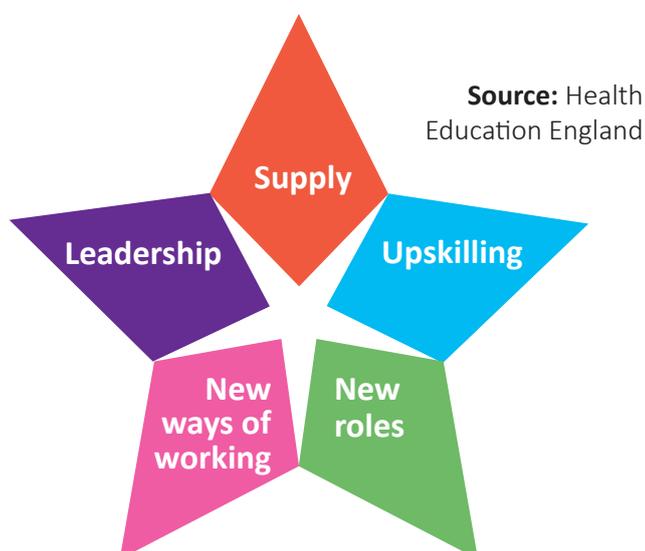
### Performance

We will ensure our services are high performing; developing and enhancing elective care facilities at Bassetlaw Hospital and Montagu Hospital and ensure the appropriate capacity for increasing specialist and emergency care.

## Workforce Planning

In order to ensure we have the right staff in place to deliver the agreed service models across each of our sites we will facilitate the development of workforce plans using the Calderdale framework and by taking account of how we implement that workforce plan. These workforce plans will link to the Trust's clinical strategy and other enabling strategies and identify how the Trust will reduce its paybill and reliance on agency workers.

Health Education England have developed a star approach (diagram below) to identify the various components of workforce planning and to assist their prioritization of bids. This enables us to structure our approach.



### Supply

We will maximise the use of the apprenticeship levy by identifying the effective use of apprenticeship frameworks as they are introduced including those at degree level and above. This will support the development of staff through career frameworks and enable us to 'grow our own' and support the development of existing staff. We will work with our Higher Education Institutions to offer opportunities for local people to be trained locally (placement of preference for pre-registration nurse training) and encourage them to take up employment with DBTH once they qualify. We will also undertake joint and innovative approaches to student recruitment with our Higher and Further Education providers. We will work in collaboration with our Place partners to offer employment opportunities to the local population, widening the participation of hard to reach groups but also to attract professionals to Doncaster and Bassetlaw. Where it is appropriate we will explore international recruitment. We will develop our USP to attract new recruits to the DBTH and ensure our onboarding processes are both efficient and welcoming.

### Upskilling

We will exploit the use of the apprenticeship levy and funding and opportunities from Health Education England to provide development opportunities for our existing workforce. We will ensure that these opportunities are available for all staff groups. We will be a key partner in the South Yorkshire Region Excellence Centre supporting the development of Bands 1-4.

### New roles

Through participation in the Accountable Care System's Local Workforce Action Board we will be a key partner in the Advanced Clinical Practice Faculty to maximise our access to ACPs and Physicians Associates. Through the use of the Calderdale framework we will determine the appropriate staffing models which will also include Assistant Practitioner and Nurse Associate roles.

### New ways of working

Our HR Business partners will be trained in the use of the Calderdale framework and Quality Improvement and Innovation techniques to provide support to Care Groups and Directorates to consider how services might be provided by a different workforce, including the use of generic workers where appropriate potentially working across systems. We will work with our partners to develop flexible employment models to support staff working across organisations.

## Leadership

We will develop our managers at all levels to ensure they feel equipped to lead their teams with care and compassion. We will maximise our access to regional and national programmes. We will equip our leaders to be system leaders.

## Efficiency and effectiveness

We will review our people processes and policies to ensure that we are able to maximise the use of technology and systems such as self-service within ESR (the HR/payroll system), electronic rostering and job planning, but also including the use of social media for staff engagement from recruitment to educational updates and streamlining systems and processes to free up managerial and administrative capacity. We will review workforce metrics to enable us to benchmark within the Trust but also across peer groups utilising the model hospital portal and NHSI's single oversight framework. As a directorate we will support the delivery of the Trust's Efficiency and Effectiveness Programme by ensuring appropriate mechanisms are in place for the effective use of the temporary workforce and identify improvements we can deliver both within the directorate and as a member of the HR community across the ACS.

## Partners

We will increase partnership working to benefit people and communities.

As a key partner within the Accountable Care System we will play a full role within the Local Workforce Action Board in support of the identified priorities:

- Primary Care Strategy
- South Yorkshire Regional Excellence Centre
- South Yorkshire Faculty of Advanced Practice
- HR process standardisation and streamlining

We will continue to work with our Local Authorities and other NHS organisations to commission and deliver training and education which will facilitate changes to care pathways. We will link with educational establishments to provide opportunities for work experience.

We will collaborate across the Accountable Care System to commission and support Advance Clinical Practice specifically local placement plans.

We will work with colleagues to streamline HR systems and processes to facilitate movement of staff between

organisations and to ensure that we have all adopted best practice in implementing systems such as electronic rostering, ESR, SET training.

We will collaborate with members of the ACS including the GP federation to review the delivery of support functions across Place and the ACS in particular training and education opportunities. We will provide support to Place initiatives such as Internships to ensure we can maximise local opportunities for local people.

## Prevention

We will support the development of enhanced community based services, prevention and self-care

We will promote and value the health and wellbeing of our staff by ensuring they have access to occupational health and wellbeing services and through our links with the communications team we will maximise the usage of technological solutions to ensure they know what opportunities are available for them to remain healthy or become healthier.

Through our involvement in Place initiatives we will support the wider health and wellbeing agenda for the community. We will also maximise the continued employment of staff with long term conditions and explore how staff off sick are able to return to work more quickly.

## What will be different?

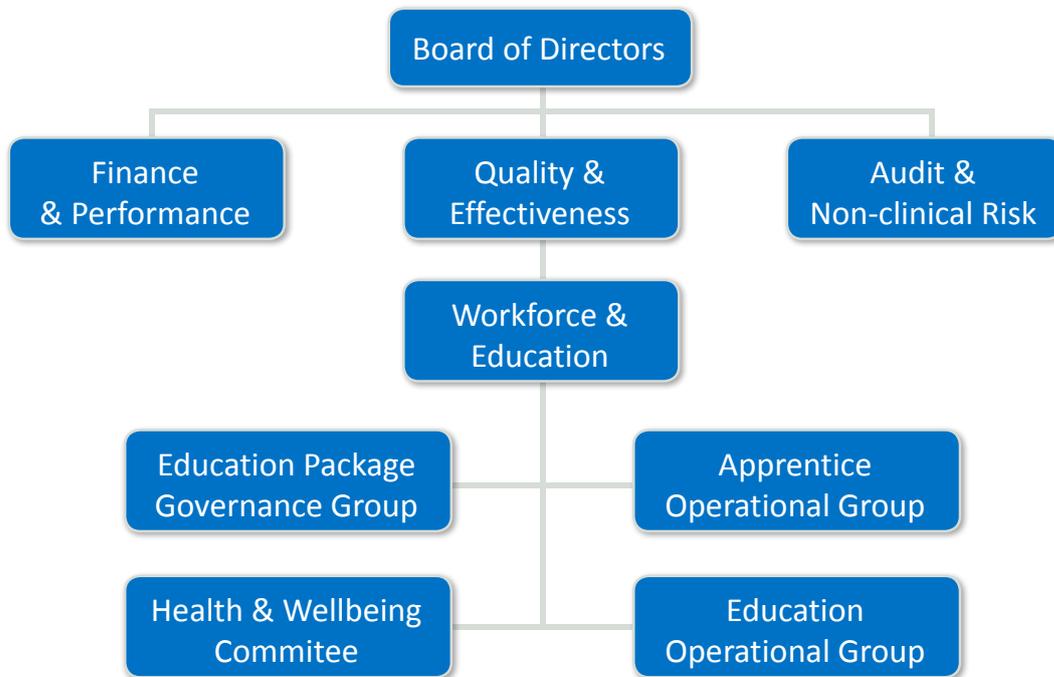
We will have a workforce that  
**'is in the right place, at the right time,  
with the right skills.'**

*ACS Workforce framework*

People will be feeling more and more positive about the culture of the Trust and this will continue to have a sustained impact on improvements to patient outcomes. All our basic processes and policies will be working well at every level. Workforce planning will be well used and understood, using tools supplemented by quality people data which in turn will allow for the proactive planning of recruitment campaigns, engagement activities and improvement plans. Managers will be showing their improved capability and be working across the system, the organisation and within their areas to develop and manage their staff. Engagement will be higher than ever. People will recommend this Trust as a place to work and receive care as a matter of course and our vacancy and absence rates will be low and falling.

# Evaluation & Monitoring

Progress against the implementation plan will be reviewed by the Workforce and Education Committee reporting through to the Quality and Effectiveness Committee thereby providing assurance to the Board of Directors.



# Communication & Engagement

This strategy has been developed through the involvement of the whole of the People & OD Directorate by reviewing the previous P&OD strategy, taking account of the revised strategic objectives and through the work of the HR Business Partners and Education leads with their respective Care Groups and Directorates. We have listened to the Care Group leadership teams to understand their priority areas and what matters to them and their staff. We have also heard from our staff, governors, Non-Executive Directors and staff side colleagues. This strategy will form the basis of the directorate workplan working in conjunction Care Group and Directorate leadership teams. Regular updates will be provided through various fora including the Partnership Forum.

# References

- Developing People – Improving Care: A national framework for action on improvement and leadership development in NHS-funded services 5 year forward view – next steps
- Carter – model hospital portal
- NHS Improvement – Single oversight framework
- Michael West – Developing Collective leadership for healthcare
- NHS Employers website and associated toolkits
- DBTH Strategic Direction and Clinical Strategy
- Developing and Enabling our Workforce – LWAB ACS framework