

Report to:	Public Board of Directors	Agenda item:	19
Date of Meeting:	4 September 2024		

Title of Report:	RUH People Plan update
Status:	For information
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Appendix:	Appendix 1: The RUH People Plan - update slides

1. Executive Summary of the Report

The RUH Board agreed the RUH People Plan in 2022/23, and it was agreed that the Board would receive regular updates on this significant portfolio of work.

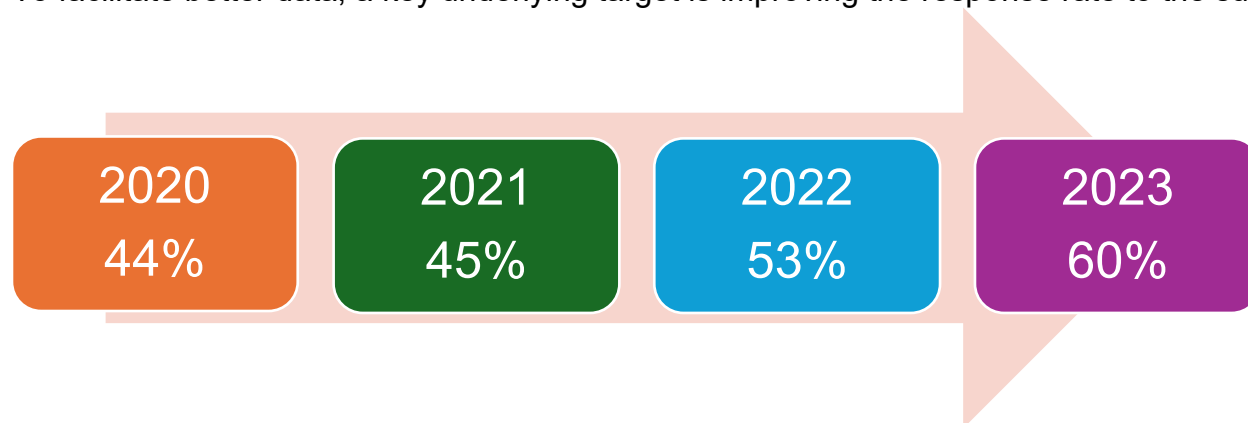
Context

The RUH vision is the ‘You Matter’ strategy, a core element of which is that ‘people are at the heart of everything we do; our strategic aim for the ‘People We Work With’ is:

- Demonstrating our shared values with kindness, civility, and respect.
- Taking care of and investing in teams, training, and facilities to maximise our potential.
- Celebrating our diversity and passion to make a difference.

Our key measure is ‘Percentage of staff recommending the RUH as a place to work’.

To facilitate better data, a key underlying target is improving the response rate to the survey:



The RUH has a target to be in the top 3 nationally for “recommended as a place to work” as there is a direct link between this metric and high patient safety and care quality outcomes. We have seen an improvement to 68% (of the 60% people who responded to the survey) would recommend the RUH as a place to work.

The People Plan is designed as a portfolio of work with eleven programmes as the opportunity to create an environment in which people feel able to recommend the RUH as a

place to work requires a balanced approach; no one element, on its own, will improve experience for the RUH workforce.

The slide pack at Appendix 1 provides an overview of:

- The People Plan – with the main elements of Capacity, Capability and Culture.
- Snapshot of key data from the 2023 Staff Survey.
- How the People Directorate has reorientated to deliver the People Plan.
- The eleven programmes of work to underpin delivery.
- Key data items and the People Plan response.
- Progress and next steps.
- Risks and how these are being mitigated and managed.

2. Recommendations (Note and Discuss)

The Board is asked to note progress against the agreed People Plan, the workforce risks being addressed, and how the People Plan addresses workforce risks.

3. Legal / Regulatory Implications

Workforce issues have many legal and regulatory implications; of particular significance are the employment law aspects relating to equality of opportunity.

4. Risk (Threats or opportunities, link to a risk on the Risk Register, Board Assurance Framework etc)

Workforce risks are captured in the BAF.

5. Resources Implications (Financial / staffing)

Workforce is the biggest cost associated with delivery of services; workforce costs constitute a high proportion of financial turnover. The People Plan is designed to support improvements in productivity, aligned with the RUH Transformation Programme and Improvement Plan, and to demonstrate improvements in efficiency in the RUH workforce.

Delivery of the People Plan requires leadership from across the RUH; this effort is underpinned by the People Directorate. The work to improve how the People Directorate itself functions is well underway, using resources agreed by the Executive Team.

Evaluative work will underpin the benefits realisation and return on investment analysis.

6. Equality and Diversity

There are significant challenges regarding equality, diversity, and inclusion for all RUH staff – the People Plan seeks to address these challenges by setting out a five-year programme of improvement, underpinned by an Equality Impact Assessment each year, through the Equality Delivery System (EDS) and Workforce Race Equality Standard (WRES), Workforce Disability Equality Standard (WDES), Gender Pay Gap analysis and the National Staff Survey.

7. References to previous reports/Next steps

The Board received and agreed the RUH People Plan in 2022/23. The intention is to give regular updates, twice a year.

8. Freedom of Information

Public

9. Sustainability

The behaviour of our workforce can support our approach to environmental sustainability.
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10. Digital

There are significant opportunities for the RUH Workforce to make better use of digital opportunities and this plan is designed to support delivery of the RUH Digital Strategy.
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Examples of this include:

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| <ul style="list-style-type: none">• Digitalising the recruitment process and temporary staffing processes.• Digital support to the whole workforce through the introduction of a 'People Hub'.• The RUH Learning Management system, 'LearnTogether'. |
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The RUH People Plan

September 2024

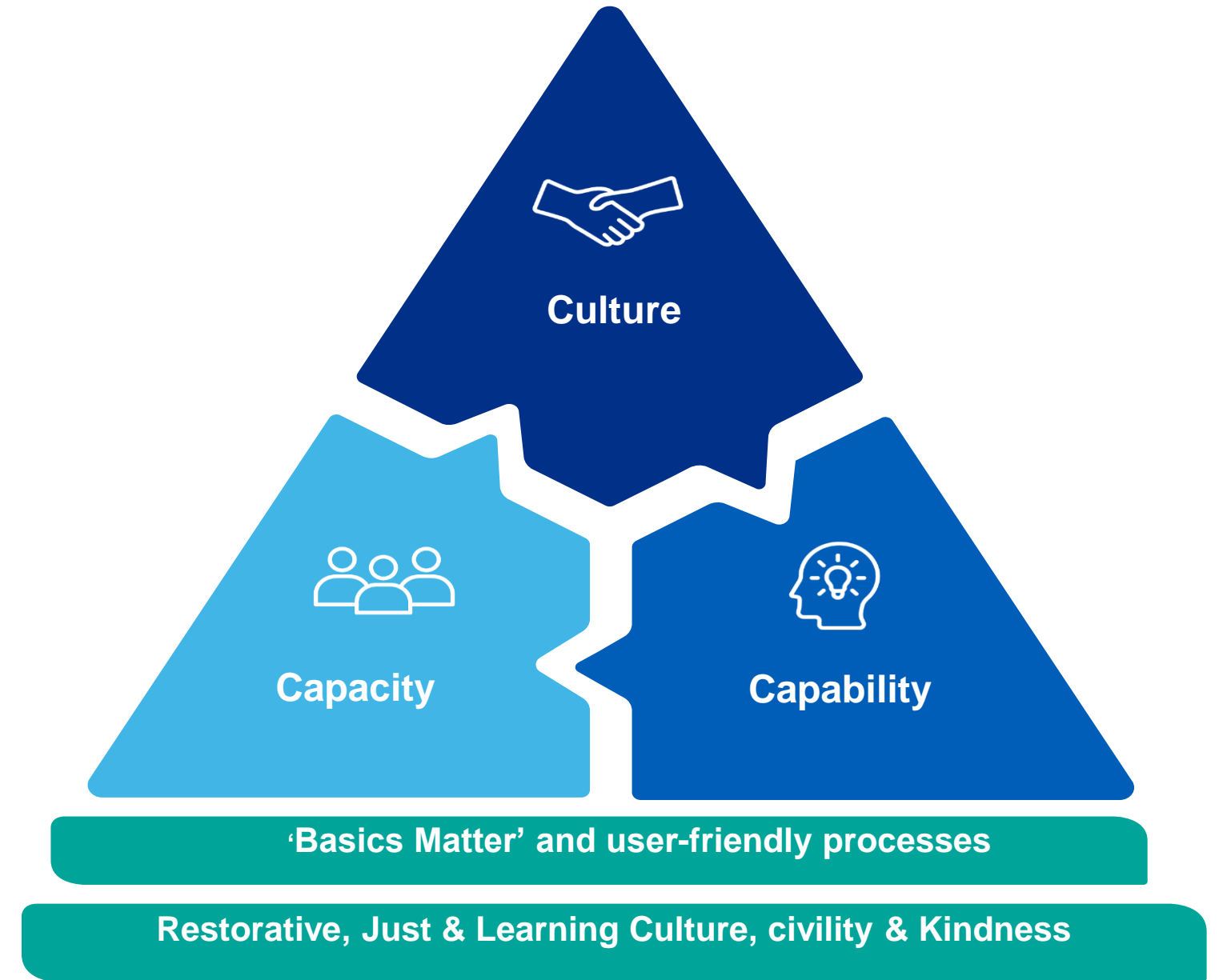
Alfredo Thompson
Chief People Officer

The RUH, where you matter



Overview

- The RUH People Plan, based on the NHS People Promise, was approved by the Trust Board in 2022.
- The People Directorate was restructured in 2022/23 to align to the four components of the People Plan: Foundations, Culture, Capacity and Capability.
- People Plan projects are organised into 11 programmes of work, which are developed, managed and evaluated by a quarterly People Plan Programme Group, and assured by the RUH People Committee.
- The People Plan provides a coherent, measurable framework within which we can cultivate effective, safe and inclusive working environments, in which colleagues can thrive. It aims to increase the percentage of colleagues recommending the RUH as a place to work.
- Available evidence demonstrates that people who take joy in their work deliver better, safer care.
- The RUH People Plan is compatible with, and will support the RUH to respond to, the NHS Long Term Workforce Plan and 24/25 Operational Plan and the Trust strategic aims.



Hear from our staff

Highlights from the NHS National Staff Survey 2023

68%

of colleagues would recommend the RUH as a place to work



65%

of colleagues feel safe to speak up about anything that concerns them in the RUH



78%

of colleagues said that care of patients/service users is the organisation's top priority



60% response rate that's 3647 RUH colleagues

76%

of colleagues are able to make suggestions to improve the work of their team



71%

of colleagues would be happy with standard of care provided by organisation, if a friend/relative needed treatment



76%

of colleagues think that other colleagues are kind & understanding to one another



Compared to 2022, out of 97 questions:

52 are significantly improved
44 have no significant difference
1 has significantly declined
- Organisation offers me challenging work has declined from 74% to 72%



Our programmes



Foundations

1. Foundations

Getting the basics right is fundamental to each of our needs.

Through people friendly processes and easy to use systems, we will release capacity back resulting in increased productivity

Includes: Getting pay right, people hub



Culture

3. Employee experience & engagement

We aim to develop healthy, reflective, effective teams (in which colleagues can thrive) and a sustainable ethos of continuous improvement.

This programme includes projects such as joy in work, staff survey and NHS Culture and Leadership programme.



Capability

6. Wellbeing

The aims of our employee wellbeing schemes are to improve and maintain employee morale, motivation and productivity, reduce presenteeism, build a strong employee value proposition, maintain employee loyalty to reduce turnover and to help to attract top talent.

Projects include working with cancer programme, seasonal vaccination programme and exploring commercial opportunities.



Capacity

9. Talent Acquisition

To have an effective, inclusive talent acquisition and on-boarding experience with safe, people friendly processes, which links to our workforce plans to 'rightsize' the RUH.

Projects include Employer Value Proposition, Supported first year programme, streamline of certificate of sponsorships and implementing talent pools.

2. Restorative Just & Learning Culture

Improving our culture through having a An open, honest and supportive environment at work, which puts reflective practice and learning at the heart of what we do.

Will bring benefits to staff experience and thus improve patient outcomes through psychological safety and human factors.

4. Diverse & Inclusive

Diverse & inclusive cultures are more effective & productive. This programme aims to develop safe, inclusive working environments, and processes / systems that support increased diversity at all levels, and actively remove barriers to inclusion.

Projects include inclusion champions, positive action programme and dignity at work rollout.

7. Learning & Development

Provide opportunities for development and using our position as an anchor institution to 'work with our community' to educate and employ from our local population.

Projects include Resuscitation skills delivery redesign, and lead organisation for care covenant, develop 'step into' programmes with external partners.

10. Temporary Staffing

Improved utilisation of temporary workers supports quality, which in turn supports a better experience for the people we work with and the people we care for. The aim is to reduce our overall reliance on temporary staffing and ensure bank workers feel engaged and valued as part of our workforce

Projects include rostering, agreement of agency rate cards and digitising processes

11. Workforce Recovery

Supporting the workforce aspects of the RUH Improvement Plan to ensure we are a financially sustainable Trust.

Projects include, paid breaks consultation amongst other right sizing projects as identified throughout the programme.

5. Leadership

Developing the RUH leadership community to provide a compassionate, diverse, inclusive, effective, sustainable and safe work culture. Ensuring our leaders can;

Respond to unexpected changes in our system and economic environment, ensure consistency of organisational performance and income generation, transition into current managers' roles or their respective 'next roles', adjust to changing demands of their roles

8. Workforce Planning

Taking a more strategic, long-term approach to NHS workforce planning. Using information to inform future demand for people and skills and translating that into a set of actions that will develop and build on the existing workforce to meet that demand.

Projects include data transparency through Power BI, alignment of systems and position numbers, increasing use of apprenticeships



Strategic alignment

Our strategic priorities

The People Plan is intrinsically linked as an enabler to our strategic priorities, specifically;

- creating the conditions to perform at our best
- To be a learning organisation

Through this, the People Plan contributes to our vision of

**The RUH,
where you matter**

Our goals

The **people** we care for

- Research shows that improving staff experience has a direct correlation with improving patient experience.
- Improving our process and getting the basics right, means colleagues have additional capacity to focus on their roles, thus improving patient experience

The **people** we work with

- Having the right people in the right place at the right time is key to supporting organisational culture and experience
- All of the programmes contribute directly to our Trust goals of recommending the RUH as a place to work, fair career progression and reducing the percentage of staff experiencing discrimination at work

The **people** in our community

- The delivery of workforce plan is a key contributor to achieving the Trust financial recovery plan.
- Through simplified processes, efficiencies are created which contributes to our financial stability.
- Learning from incidences in a restorative way enables us to contribute to reducing health inequalities and supports the ease of access to the RUH for all.

The People Plan is designed around addressing the Board Assurance Framework (BAF) Risks which are;

Risk 2.1: Failure to reduce levels and incidences of **discrimination** against staff, especially relating to race, religion, gender, sexuality and/or disability, could inhibit some staff from gaining a sense of ownership and commitment to the RUH and result in dissonance with the You Matter Strategy, which could adversely affect recruitment, retention, and engagement.

Risk 2.2: Failure to carry out multi-professional **workforce planning** could drive up pay costs and place the RUH at a disadvantage in challenging labour market conditions, particularly regarding registered nursing skills and an over-reliance on the international labour market, and an over-reliance on Bank and Agency Workers, which also increases pay bill. This risk is heightened if there is a failure to ensure strong linkages across from the People Plan to the Transformation Programme, particularly regarding workforce planning and links to the NHS Long Term Workforce Plan. The risk could adversely impact efforts to improve performance and achieve financial sustainability and could adversely affect organisational reputation and employee engagement.

Risk 2.3: Failure to develop an open, **transparent and 'safe' culture** (including safety from violence) could inhibit some staff, particularly disabled staff and those facing detriment from racism, those who are in lower paid roles, and those who work unsociable hours, from feeling able to raise concerns relating to patient care, staff safety and wellbeing. This risk could adversely affect patient outcomes, staff welfare, the RUH reputation, and sustainability.

Risk 2.4: Failure to provide **effective management and leadership development, and succession planning**, could lead to inconsistencies in the way we lead people and drive improvement and productivity. This risk could result in an adverse culture and/or to making cultural improvements unsustainable, which could lead to poor Staff Survey results, higher staff turnover and which could adversely affect patient care and outcomes, staff health and wellbeing, and workforce productivity & cost.

Progress to date

Foundations

- Progress continues with the implementation of a digital case management solution (Halo). The People Hub team will be trained and will begin using the system in September 2024.
- We expect a self-service portal via Halo to be available in Q3 of 2024/25, this will digitise eForms and give transparency enable improved workflows and efficiencies for our users and is a key enable to 'getting pay right' project. It will also include a chat box functionality to provide users to enhance user experience in ease of access to advice and queries, including out of hours.

Culture

- We have launched our new Violence Prevention and Reduction Policy, which supports teams to challenge and reduce abusive behaviour from patients and visitors (training to support this policy to be 'lived and breathed' has been delivered to good effect).
- In August 2024, we launched our new secure and accessible reporting system – Report + Support – which aims to improve psychological safety and willingness of staff to report poor behaviour among colleagues.
- Additionally we have been piloting the IHI framework for Joy in Work which has included bespoke interventions to teams requesting individual support.

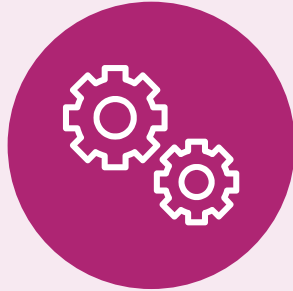
Capability

- We have reviewed and refreshed our Employee Assistance Programme (EAP), transforming it from an in-house counselling service to an internal health and wellbeing hub, offering a holistic triage, a wide range of self-help interventions / tools (including referral to external support, e.g. Able Futures and St John's Foundation), manager referral options and support to teams struggling to support staff wellbeing.
- Clinical skills programme introduced working alongside nursing workforce.
- Additional Calderdale Facilitator training took place in May 2024 and those facilitators are working with several teams across the Trust to right size our workforce using the Calderdale methodology in those areas. This is expected to show return on investment in the next financial year.
- Access to workforce data through Power BI dashboards, enabling managers to have the information needed to make informed decisions.

Capacity

- A central Vacancy Control and Agency Reduction Panel continues to support having the right people, in the right posts against our workforce plans. The new controls and scrutiny are a fundamental element of the financial recovery plans. Work is currently ongoing to streamline this process and expand the use of Halo to digitise and increase visibility of the process.
- SW Regional Agency Rate card for Nursing live from 1st July reaching NHS price cap compliance.
- Total agency spend in July 24 was 1.02% of the total pay bill, which is under the current national target of 3.2%. Although bank usage increased slightly in July 24.
- Recruitment transformation continues with developing standard operating procedures and supporting the team to develop into a Talent Acquisition function.

Coming up...



Key deliverables due in Q3 and Q4

- Full launch of the People Hub with the Halo self service portal and case management functionality.
- Launch of our Employee Value Proposition (EVP) to provide a new look and feel to support our vision of staff recommending us a place to work.
- Locally Agreed Bank rates under review to consider impact of standing down or stepping down rates to create equity and transparency in our approach.
- Ongoing work focusing on our breakthrough objective to include, building and energising our staff networks, expanding our cohort of inclusion champions, introducing independent EDI advisors, and delivering tailored programmes of intervention to increase inclusive working practices.
- Divisional workforce data tracked prospectively (and retrospectively) and shared with divisional teams to support management of spend.



Reviewing the plan

The RUH People Plan will be formally reviewed in 2024/25 to further enhance its alignment with the Trust Strategy and objectives, and to ensure internal functions are supported to manage change in the context of our resourcing challenges.

There are a number of emergent risks – namely the impact of the Trust financial position necessitating actions such as reduction of WTE and widespread organisational change affecting staff experience and the deliverables of the People Plan.