



NHS

The Queen Elizabeth
Hospital King's Lynn
NHS Foundation Trust

PEOPLE PLAN

2022/23



**EXCELLENCE
STARTS HERE**

Our vision is to
be the best rural
District General
Hospital for patient
and staff experience



QUALITY
ENGAGEMENT
HEALTHY LIVES

NATIONAL CONTEXT

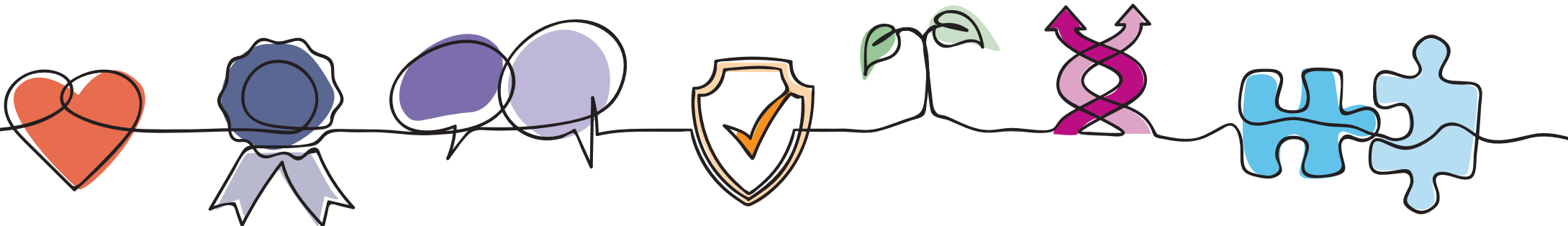
Recognising the importance of our workforce to delivery of our core purpose and strategic aims as an organisation, the Trust developed a People Plan in 2020/21 which was built around the commitments as identified within the NHS People Plan 2020/21. These commitments were focused on more people, working differently, in a compassionate and inclusive culture and was built upon the People promise which is the promise we must all make to each other - to work together to improve the experience of working in the NHS for everyone.

NATIONAL PEOPLE PROMISE

- We are 1.3 million strong
- We are all walks of life, all kinds of experiences
- We are the NHS

The NHS is an extraordinary, world-class service. Together we have achieved, and continue to achieve, the extraordinary. We should all feel proud of this.

We want our culture to be positive, compassionate, and inclusive - and we all have our part to play.



National context [continued]

The national People Promise has seven themes:

We are **compassionate** and **inclusive**

- We do not tolerate any form of discrimination, bullying or violence
- We are open and inclusive
- We make the NHS a place where we all feel we belong
- Together, we make the NHS the best place to work
- We are the NHS

We are **always learning**

- Opportunities to learn and develop are plentiful, and we are all supported to reach our potential
- We have equal access to opportunities
- We attract, develop and retain talented people from all backgrounds

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

- A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution

We work **flexibly**

- We do not have to sacrifice our family, our friends or our interests for work
- We have predictable and flexible working patterns - and, if we do need to take time off, we are supported to do so

We each have **a voice that counts**

- We all feel safe and confident to speak up
- And we take the time to really listen to understand the hopes and fears that lie behind the words

We are **a team**

- First and foremost, we are one huge, diverse and growing team, united by a desire to provide the very best care
- We learn from each other, support each other and take time to celebrate successes

We are **safe** and **healthy**

- We look after ourselves and each other
- Wellbeing is our business and our priority - and if we are unwell, we are supported to get the help we need
- We have what we need to deliver the best possible care - from clean safe spaces to rest in, to the right technology

National context [continued]

The 2020/21 People Plan was built around four pillars:

1. **Looking after our people** - with quality health and wellbeing support for everyone
2. **Belonging in the NHS** - with a particular focus on tackling the discrimination that some staff face new ways of working and delivering care - making effective use of the full range of our people's skills and experience
3. **New ways of working and delivering care** - making effective use of the full range of our people's skills and experience
4. **Growing for the future** - how we recruit and keep our people, and welcome back colleagues who want to return

The nationally published guidance, 'The future of NHS human resources and organisational development' which was published in November 2021 has eight themes:



The 2022/23 priorities and operational planning guidance clearly outlines a priority in relation to investment in our workforce with a focus on the health, wellbeing and safety of our staff with clear aims to:

LOOK AFTER OUR PEOPLE

- Improve retention by delivering the NHS People Promise to improve the experience of our staff through a focus on flexible working, early/mid/late career conversations and enabling staff to understand their pensions
- Continue to support the health and wellbeing of our staff, including through effective health and wellbeing conversations and the mental health hubs
- Improve attendance by addressing the root causes of non-COVID related sickness absence and, where appropriate, supporting staff to return to work

IMPROVE BELONGING IN THE NHS

- Improve the Black, Asian and minority ethnic disparity ratio, delivering the six high impact actions to overhaul recruitment and promotion practices
- Implement plans to promote equality across all protected characteristics

National context [continued]

WORK DIFFERENTLY

- Accelerate the introduction of new roles, such as anaesthetic associates and first contact practitioners and expanding advanced clinical practitioners
- Develop the workforce required to deliver multidisciplinary care closer to home, including supporting the roll-out of virtual wards and discharge to assess models
- Ensure the highest level of attainment set out by the 'meaningful use standards' for e-job planning and e-rostering is met to optimise the capacity of the current workforce
- Establish, or become part of, volunteer services such as the NHS cadets and NHS reservists

GROW FOR THE FUTURE

- Expand international recruitment through ongoing ethical recruitment of high-quality nurses and midwives
- Leverage the role of NHS organisations as anchor institutions / networks to widen participation and create training and employment opportunities, including through expanding apprenticeships as a route into working in health and care
- Make the most effective use of temporary staffing, including by expanding collaborative system banks and reducing reliance on high-cost agency staff
- Ensure training or postgraduate doctors continues with adequate time in the job plans of supervisors to maintain education and training pipelines
- Ensure sufficient clinical placement capacity to enable students to qualify and register as close to their initial expected date as possible

LOCAL CONTEXT

The QEH vision to be the best rural District General Hospital for patient and staff experience remains consistent and strong. In recognition of the NHS People Promise and the themes outlined within it and the Trust Strategic Objectives, the current HR Directorate will transform for 2022/23 to a People Services Directorate encompassing the full range of services that are needed to support the Trust achieve its Vision.

For 2022/23 The People Services Directorate will comprise the following team:



The following Trust People Plan illustrates in detail how the Trust's Strategic Objectives align with the ICS, Regional and National NHS People Plans.

QEH CORPORATE STRATEGY

The QEH Corporate Strategy was launched in June 2020 with a clear vision to be 'the best rural District General Hospital for patient and staff experience'

Vision

Our vision is to be the best rural District General Hospital for **patient and staff experience**.

Mission

Working with patients, staff and partners to **improve the health and clinical outcomes of our local communities**.



KINDNESS

We want QEH to be a **kind place to work and receive care**: where colleagues and teams work well together, support each other and communicate openly to provide the best possible care.



WELLNESS

We are **compassionate, professional and positive**: we take responsibility for our actions and look after our own wellbeing, as well as that of our patients and colleagues.



FAIRNESS

We are **fair and respectful towards each other**: we value diversity and difference, seek to understand others' opinions, and always act with integrity.

ABOUT US

Our population

349K

people who live in Norfolk, Cambridgeshire & Lincolnshire

Our hospital

558 & 22

beds

wards

Our budget

£265M

Our staff

3,874

725

bank staff

143

active volunteers

42

average age of workforce

30%

of the workforce has worked here over 10 years

27%

BAME staff (up from 25% in 2021)

24%

Male

76%

Female

In 2021

626

posts were filled

48

including international Nurses

3%

Disability declaration

13%

currently unknown

OUR CHALLENGES

Data as at April 2022

Our vacancy rate

10%

Sickness absence

7%

Trust target is 4.5%
NHS average is 6%

Mandatory training

77%

Trust target is 80%

Our appraisals

70%

Trust target is 90%

25%

Absences linked to stress, anxiety or depression

Trust target: 50% reduction
NHS average is 20%

THE TRUST PEOPLE PLAN - Action 1



Prioritising the health and wellbeing of all our people

We take a positive and proactive approach in supporting the health, safety and wellbeing of our NHS people, ensuring that work has a positive impact. We address health inequalities at work and in our communities.

Aligned to Staff Wellbeing and Strategic Objective 3 - Strengthening staff engagement with an open culture with trust at the centre.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Develop a standard set of health and wellbeing skills, competencies and behaviours for all leaders
- Define minimum standards for physical work environments that supports good health and wellbeing, such as access to rest spaces
- Formalise an approach to ensure rapid access to core health and care services when our people need it

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Embed a standard set of health and wellbeing skills, competencies and behaviours for leaders
- Review and baseline their current offer, including identifying which areas to enhance or evolve
- Personalise the health and wellbeing offer to reflect the diverse needs of our NHS people
- Build health and wellbeing metrics into performance dashboards

YEAR 3 CORPORATE STRATEGY PRIORITY:

Implementing a strengthened staff Health and Wellbeing Programme to drive continuous improvement in staff engagement, morale and wellbeing - which will be evidenced by:

- Being above average for National Staff Survey and quarterly pulse survey results in questions related to staff health and wellbeing, morale, feeling listened to and engagement
- A reduction in the proportion of staff leaving the Trust within 12 months of employment to 10%



THE TRUST PEOPLE PLAN - Action 2

Creating a great employee experience

We understand the diverse needs, expectations and experiences of our NHS people, and use that insight to tailor our people services. We attract and retain people in health and care, creating a positive impact on our communities.

Aligned to Staff Wellbeing and Strategic Objective 3 - Strengthening staff engagement with an open culture with trust at the centre.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Establish regular ways to measure employee experience to complement the staff survey
- Provide advice, guidance and support on how to promote the full range of careers in the NHS, including sharing good practice (by 2023)

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Build employee experience metrics into performance dashboards and develop clear plans to improve
- Make health and care the first choice for local employment by using our positions as anchor organisations with a strong employment brand/offer
- Remove unnecessary bureaucracy and duplication, such as repeated mandatory and statutory training

YEAR 3 CORPORATE STRATEGY PRIORITY:

- Aiming for a 50% response rate to the national and quarterly staff surveys
- Embedding kindness, wellness and fairness as the Trust's new values

THE TRUST PEOPLE PLAN - Action 3



Ensuring **inclusion** and **belonging** for all

We use our expertise and influence to create an inclusive culture, which values and celebrates our diversity. We listen to our people and take action to ensure there is equality for everyone.

Aligned to Staff Wellbeing and Strategic Objective 3 - Strengthening staff engagement with an open culture with trust at the centre.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Engage with regulators (such as the Care Quality Commission [CQC] and the Health and Safety Executive) to provide influence and ensure greater emphasis is placed on equality, diversity and inclusion (EDI) and employee experience measures when assessing organisational performance (by 2023)

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Overhaul of recruitment processes - no more tick boxes, frictionless
- Ensure everyone has measurable EDI objectives including Board members
- Embed the principles of a restorative just culture into all people practices, for example employee relations, leadership and talent frameworks

YEAR 3 CORPORATE STRATEGY PRIORITY:

- Improving the Trust's performance in the Workforce Race Equality Standard indicator 6, relating to acting fairly with regard to career progression and promotion by 10% on the 2021/22 baseline

THE TRUST PEOPLE PLAN - Action 4

Supporting and developing the people profession

We support everyone working in the people profession to be their very best and reach their full potential. Together we provide outstanding people practices.

Aligned to Staff Wellbeing and Strategic Objective 6 - Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Introduce NHS people profession standards tailored to the needs of the healthcare sector, now and in the future
- Develop a comprehensive apprenticeship offer to increase the capability levels and professional accreditation within the profession

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Develop professional development plans for their teams and individuals to build strong capabilities in key areas (for example workforce planning, redesign, digital, organisational development [OD])
- Undertake Continuing Professional Development (CPD) and appraisal processes that align to professional standards and incorporate customer feedback

YEAR 3 CORPORATE STRATEGY PRIORITY:

- Developing a leadership development framework and implementing middle to senior management development programmes focused on: Leadership, Relationships, Teamwork and Performance Management for 120 staff



THE TRUST PEOPLE PLAN - Action 5



Harnessing the talents of all our people

We help all our people to fulfil their ambition and potential. We build strong leadership and management capability at all levels.

Aligned to Staff Wellbeing and Strategic Objective 6 - Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Develop a clear approach for talent management for all staff, including defined standards and support for organisations and ICSs
- Use digital talent management tools and platforms to enable a single view of talent across the NHS

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Proactively set the direction for talent management, working with partners across the system to a common framework
- Establish formal governance to enable senior involvement and oversight of talent management, succession planning and development

YEAR 3 CORPORATE STRATEGY PRIORITY:

- Developing a leadership development framework and implementing middle to senior management development programmes focused on: Leadership, Relationships, Teamwork and Performance Management for 120 staff

THE TRUST PEOPLE PLAN - Action 6



Leading improvement, change and innovation

The people profession is productive, efficient and responsive. Our operating model delivers transformation and embeds innovation across organisations and systems.

Aligned to Staff Wellbeing and Strategic Objective 6 - Maximising opportunities for our staff to achieve their true potential so that we deliver outstanding care.

NATIONAL/REGIONAL KEY UNDERPINNING ACTIONS

- Develop frameworks to enable people services to assess strategic alignment of resources, and range of people services operating models.
- Develop expected people management standards for managers for adoption across the service
- Establish a central repository of people service good practice

ICS/ORGANISATION KEY UNDERPINNING ACTIONS

- Review functional resources to ensure alignment with national and local priorities
- Create plans for system-level consolidated and simplified transactional people services at scale
- Appoint a chief people officer (CPO) or equivalent as the accountable Board level lead for people

YEAR 3 CORPORATE STRATEGY PRIORITY:

- Creating a Quality Improvement (QI) Team which will drive our continuous improvement, increase QI capabilities Trust-wide and house our safety faculty
- Further increasing capability across the organisation, with a target of 15% of staff completing QI training by year-end with each of these staff engaging in local change projects
- Launching and implementing the NHS Patient Safety Strategy
- Creating a Faculty of Education to harness the talents of our people



The Queen Elizabeth Hospital
King's Lynn NHS Foundation Trust
Gayton Road, King's Lynn, PE30 4ET

01553 613613