

WELLBEING  
BELONGING

GROWING

# Our People

## 2022 - 2025



Working together



Excellence



Openness & Honesty



Compassion

A Framework for  
**Transforming Our Workplace...**  
**Transforming Our Care**

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# INTRODUCTION

Our People Framework is for everyone who works in the Trust whether in a paid or voluntary capacity as well as our students. Whatever your role, each of us is key to delivering safe, exceptional care and support to our patients, service users and carers...

**If we want to provide the best care for our patients and service users, we need to provide the best care for our people.**

Our People Framework sets out what we can all expect - from our formal leaders and from each other. It has been influenced by national, regional and local priorities and by listening to you through our staff surveys, big coffee conversations and COVID-19 lessons learned listening events. It is informed by what you have told us - what is important to you, what works well and how we can get better.

Our ambition, put simply, is **to create a great place to work**, a workplace where we are engaged, feel valued and work well together.

COVID-19 has presented one of the most unexpected and difficult challenges imaginable. The pandemic has affected us all in different ways both professionally and personally.

It has reminded us of the need to look after each other and ourselves. Your response has been incredible. Your compassion, professionalism and dedication demonstrated how important you are in delivering health and social care to our local community.

We have been operating in extreme conditions, far outside our usual practice, and we could not be prouder of how you have managed the challenges and the changing work environment. We recognise if we want to provide the best care for our patients and service users, we need to provide the best care for our people. We are absolutely committed to becoming an employer of choice by creating a great place to work.



# ABOUT OUR FRAMEWORK

Our People Framework is about enabling us all to thrive and be our best to support the delivery of safe, high quality, compassionate care and support. It outlines what we will focus on to achieve the desired cultural change, supporting the transformation of our workplace to enable the transformation of our care. It is an enabling strategy that responds specifically to the strategic ambitions relating to our culture and valuing our people.

Positivity, compassion, respect, dignity, engagement and high-quality care are key to creating the culture we need.

This framework outlines our three people priorities – **WELLBEING, BELONGING AND GROWING**, including what we will focus on over the next three years in order to continue to care for, engage, retain and recruit colleagues.

It focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as actions to grow our workforce, train our people, and work together differently to deliver care to our patients and service users. It recognises the need to deal decisively, consistently and quickly with behaviours inconsistent with our values and, just as importantly, it highlights that your health and wellbeing needs to be at the heart of all we do.

Our People Framework will enable us to deliver our vision of care, achieve our objectives and be ready for future changes and challenges. It will serve as a living, breathing commitment to value and support our people and will provide a route map towards a thriving organisation, where we all work together.

'..cultures of engagement, positivity, caring, compassion and respect for all – staff, patients and the public - provide the ideal environment within which to care for the health of the nation. **When we care for staff, they can fulfil their calling of providing outstanding professional care for patients.**'

**PROF MIKE WEST**

# TRUST APPROACH

Our Corporate Plan sets out our key priorities for our staff and the population we are here to serve.

This is supported by 'Our People' – our key enabling framework for transforming the workplace through our staff.

Our approach to delivering our Corporate Plan is also enabled by a number of strategies which provide a focus on improvement in key areas such as safety, patient and service user experience, estates, finance, digital.



I am delighted to introduce Our People Framework 2022-2025 to you all. It has been developed in response to what you have told us through a range of engagement initiatives over a number of years.

Now more than ever we recognise how important it is to focus on Our People and so our People Priorities of Wellbeing, Belonging and Growing will help enable us to create a great place to work, a workplace where we are engaged, feel valued and work well together. This in turn will help us transform our

workplace to transform our care, to continue to provide the safe, high quality, compassionate care and support to our population.

We all have a part to play in achieving our ambition – let's work together!



**Vivienne Toal**  
Director of HROD

In order to keep providing outstanding care for our patients and service users we need more than ever to look after ourselves and each other through these difficult times

It promises that we will lead with compassion and inclusivity, with the health and wellbeing of our people at the heart of all we do.

This framework identifies three people priorities, which we will focus on for the next three years to continue to care for, engage, retain and recruit colleagues and truly transform our culture.



# Our HSC Values

Developed by our people, our HSC values support how we deliver our purpose and our vision. Our HSC values of **compassion, openness and honesty, working together** and **excellence** and associated behaviours guide us all and define the way we work.

Our values are at the heart of our people priorities and guide our thinking and actions to help create a positive workplace culture.



# Our People Promise

**This is a commitment we all make to each other.**

We must commit to **ensuring our values are at the core of everything we do and to behave in line with our values** in order to create a workplace where we enjoy coming to work, feel cared for, respected, and can give of our best in order to provide outstanding service and care.

We will work together to improve the experience of everyone working in our Trust.

## WORKING TOGETHER

### What does this mean?

We work together for the best outcome for people we care for and support. We work across Health and Social Care and with other external organisations and agencies, recognising that leadership is the responsibility of all.

### What does this look like In practice? Behaviours

- I work with others and value everyone's contribution
- I treat people with respect and dignity
- I work as part of a team looking for opportunities to support and help people in both my own and other teams
- I actively engage people on Issues that affect them
- I look for feedback and examples of good practice, aiming to improve where possible

## EXCELLENCE

### What does this mean?

We commit to being the best we can be in our work, aiming to improve and develop services to achieve positive changes. We deliver safe, high-quality, compassionate care and support.

### What does this look like In practice? Behaviours

- I put the people I care for and support at the centre of all I do to make a difference
- I take responsibility for my decisions and actions
- I commit to best practice and sharing learning, while continually learning and developing
- I try to improve by asking 'could we do this better?'

## COMPASSION

### What does this mean?

We are sensitive, caring, respectful and understanding towards those we care for and support and our colleagues. We listen carefully to others to better understand and take action to help them and ourselves.

### What does this look like In practice? Behaviours

- I am sensitive to the different needs and feelings of others and treat people with kindness
- I learn from others by listening carefully to them
- I look after my own health and well-being so that I can care for and support others

## OPENNESS & HONESTY

### What does this mean?

We are open and honest with each other and act with Integrity and candour.

### What does this look like In practice? Behaviours

- I am open and honest in order to develop trusting relationships
- I ask someone for help when needed
- I speak up if I have concerns
- I challenge inappropriate or unacceptable behaviour and practice



BELONGING

WELLBEING

# Our People Priorities

We have three people priorities which we will focus on in order to enable us to engage, recruit and develop the best people, in order to achieve our goals and create positive transformational culture change. We must ensure you get the best experience of work. We know that caring for you is as important as caring for our patients and service users.

**Therefore we will pay attention to:**

GROWING

# Look after the wellbeing of our people

## This means:

Investing in creating a safe and healthy working environment for us all and promoting a culture of wellbeing, recognising the changing nature of work.

Through our behaviours we show we care about colleagues and ourselves, listening to needs and concerns so that together we can take action to create a safe and supportive environment that becomes the best place to work for us all.

## To make this happen we will focus on:

- Supporting our people to seek help and develop their skills in compassionate self-care and other personal coping mechanisms
- Supporting and developing the capacity and capability of our managers to ensure their approach has a positive impact on the experience and wellbeing of their staff and themselves
- Promoting and nurturing a culture of compassionate leadership and teamwork as a way of ensuring our people feel cared for and supported
- Taking all necessary measures and efforts required to keep our people safe and well
- Continuing to promote, protect, and improve the health and wellbeing of our people
- Ensuring a relentless focus on the safety, quality and experience of our staff, patients, and service users

# Ensure people feel a sense of belonging in our Trust

## This means:

Ensuring we all feel a sense of belonging by being connected to the core purpose of our organisation, each of us feeling valued, cared for, respected and supported.

We are compassionate and inclusive, investing in our relationships with colleagues and appreciating the value of good team working.

## To make this happen we will focus on:

- Ensuring everyone understands our vision and the future direction of our Trust
- Ensuring an inclusive and diverse workforce
- Living our values and demonstrating associated behaviours including dealing decisively and quickly with incivility and behaviours not in line with our values
- Nurturing a culture of collective leadership where everyone in the organisation recognises their role as a leader
- Supporting development of teams where everyone can get involved, contribute and make a difference
- Recognising and appreciating our people for the work that they do and the contribution they make
- Taking time for sharing, laughter and chat
- Creating networks and communities that develop strong trusting relationships



# Grow for our future

## This means:

Creating the right culture and safe space for us to learn and grow together.

We will create a learning culture that drives engagement, improvement and innovation whilst inspiring, attracting and retaining the best talent.

## To make this happen we will focus on:

- Developing and training our people so they can be the best they can be and fulfil their potential
- Inspiring, attracting and recruiting our future workforce to improve staffing levels
- Creating a culture of openness and candour where our people feel safe to raise concerns and take responsibility for their decisions and actions to ensure the safety of care
- Embracing new ways of working including the use of technology, automation, and digital transformation
- Being responsive and supporting innovation and development of new ideas by everyone to improve the safety and quality of our services
- Taking time out to reflect, learn, create and innovate
- Agreeing clear performance standards and supporting our people to recognise their responsibility to strive for excellence
- Creating a coaching culture which supports the wellbeing, development and career progression of our people
- Developing our culture through our relentless focus on the safety, quality and experience of our staff, patients and service users

# What we will get

If we focus on these priorities, we hope to achieve three outcomes:

**A safe and healthier workforce**

**A workforce that feels connected, cared for, valued, respected and included**

**A reputation as an employer that people are proud to work for, supporting them to thrive and be their best in order to support and care for our population**

**All three people priorities are interconnected & need to be addressed to achieve these outcomes**

# MEASURING OUR SUCCESS

Some qualitative and quantitative indicators we will use to measure our success:



## We will know when are getting it right when:

- ✓ Staff survey results are improved or above regional average scores
- ✓ There is a year on year increase in our people working flexibly
- ✓ All our people have a yearly appraisal conversation
- ✓ Our corporate mandatory training compliance figures are improving
- ✓ There is a reduction in sickness absence rates
- ✓ There is a reduction in occupational health and wellbeing referrals
- ✓ Staff feel confident and safe to speak up
- ✓ Our staff turnover rate is lower year on year
- ✓ Agency usage is reduced year on year
- ✓ We become an employer of choice for job vacancies
- ✓ We have a reduced number of grievances
- ✓ More of our concerns raised by our people are resolved informally without recourse to formal investigation
- ✓ There is a reduction in cases of violence and aggression towards our people



# GOVERNANCE AND ACCOUNTABILITY

This framework affects each of us and therefore **we all have a part to play** in bringing about the change we want to see in transforming the culture in our Trust.

As well as having a corporate response to our people priorities we recognise the way they will be translated at service and team level will be different for each Directorate. It is important our people priorities are brought to life at individual, team, Directorate and Trust level.

The framework sets out our people priorities for the next three years, with an initial year one plan. Delivery and oversight of the operational plan will take place through the People and Culture steering group who will report SMT and subsequently to Trust Board. Year 1 will provide a baseline against which to measure progress and success.

We will annually refresh our action plan and measures to ensure they remain fit for purpose and produce a bi-annual report on progress and outcomes in relation to our people priorities. The Director of HR and Organisational Development will be responsible for reporting on progress.



BELONGING

WELLBEING

**What we are  
going to deliver...**  
in the first year  
(2022–2023)

GROWING

# Our areas of focus for 2022-2023

- Launch new health and wellbeing framework and action plan focusing on healthy relationships, healthy workplaces and healthy body & mind
- Develop the Occupational Health and Wellbeing Service to include a wider specialised multidisciplinary team, with an increased focus on prevention, staff health protection and improved wellbeing
- Improve work/life balance through strengthening flexible and more innovative working options, embracing the learning from different ways of working as a result of Covid19, including remote/hybrid working
- Develop and implement leadership and management learning and development opportunities to support the development of leaders at all levels and which reflects the approach and expectations within the Trust
- Develop a Freedom to Speak Up (FTSU) service through employment of FTSU Guardians

- Communicate and embed our vision so all our people feel connected and know how they contribute
- Build staff support networks to ensure all our people feel included and have their voice heard
- Roll out our corporate recognition programme, recognising and appreciating our people in ways that are important and matter to them
- Support the development of teams and create opportunities to embed team based working

- Develop and implement improvements to how we attract and recruit staff to our workforce and inspire the future generation of HSC staff
- Support digital transformation programmes
- Developing our workforce analytics to support decision making
- Support staff to maintain compliance with mandatory training and core requirements for their role
- Embed and strengthen a coaching culture, providing a comprehensive approach to developing coaches at all levels
- Develop our talent pipeline through succession planning for key leadership roles
- Develop and embed a restorative and just and learning approach when things don't go as intended, so that our people experience a no blame and more supportive culture
- Improve our approach to appraisal and implement and embed this approach across the Trust, ensuring everyone has a good quality appraisal conversation



**BELONGING**

**WELLBEING**

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# **Our People Priorities Let's work together!**

**#teamSHSCT**

**#PeoplePriorities**

**#greatplacetowork**

**#WELLBEING #BELONGING #GROWING**