


COVER SHEET

Meeting and Date of meeting	Trust Board 28 September 2023	
Title of paper	Progress Report on Our People Framework 2022 – 2025 and associated Health & Wellbeing Framework	
Accountable Director	Name	Vivienne Toal
	Position	Director of Human Resources & Organisational Development
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This paper sits within the Trust Board role of:	Strategy	
This paper is presented for:	Assurance	
Links to Trust Corporate Objectives	<input type="checkbox"/>	Promoting Safe, High Quality Care
	<input type="checkbox"/>	Supporting people to live long, healthy active lives
	<input type="checkbox"/>	Improving our services
	<input checked="" type="checkbox"/>	Making best use of our resources
	<input checked="" type="checkbox"/>	Being a great place to work – supporting, developing and valuing our staff
	<input type="checkbox"/>	Working in partnership

	<p><i>The report author will complete this report cover sheet fully. The Accountable Director must satisfy themselves that the cover sheet is accurate and fully reflects the report. The expectation is that the Accountable Director has read and agreed the content (cover sheet and report).</i></p> <p><i>Its purpose is to provide the Trust Board/Committee with a clear summary of the report/paper being presented, how it impacts on the people we serve and the key matters for attention and the ask of the Trust Board/Committee</i></p>
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1. Detailed summary of paper contents:

“Our People 2022 to 2025 – A framework for transforming our workplace....transforming our care”.

This is the fourth Trust Board update on [Our People Framework 2022-2025](#) (and the associated Health & Wellbeing Framework) and focuses on the second quarter of the 2nd year (July 23 – September 23). It provides Trust Board with assurance on progress.

The structure of this progress report aligns to our 3 People Priorities:-

- **Wellbeing** - We will look after the wellbeing of our people.
- **Belonging** - We will ensure people feel a sense of belonging in our Trust.
- **Growing** - We will grow for our future.



2. Improvements / Achievements

- The report highlights the areas of work that has been progressed during 2023 in supporting the commitments outlined in both the year 1 and 2 priority areas. We have finalised year 2 priorities in line with the Corporate Plan 2023-2024 (Priority 4) and People Framework people priorities.
- We have reviewed the proposed governance arrangements including the activity dashboard, and the first meeting of the People & Culture Steering Group has been scheduled for early October 23. We have established four of the five work-streams reporting to this group. The chairs of the new Workforce Development and Recognition and Belonging work-streams have scheduled their first meetings for September/October 23.
- Recruitment to fill the gaps in the Band 6 OD resource is completed, with two successful appointments made. This will provide much needed additional support within the OD team.
- Significant progress has been made in our rolling programme of recognition with the implementation of a calendar of national days of recognition for different staff groups and professions, launch of our ‘Recognising Our People’ Toolkit for managers and staff and progressing plans to launch our new Trust ‘Our People Awards’ in October 23.

3. Areas of concern/risk/challenge:

- There remains an ongoing concern that some aspects of this work are not seen as a priority and attention is redirected to deal with both operational and new strategic challenges.


- Significant pressures remain across the system and this will likely continue as we approach winter. The challenge continues to be how we get our People Framework to become a ‘living and breathing’ document, underpinning all that we do, with shared ownership for our 3 people priorities across our organisation. This is the only way our people will ‘feel’ the difference and get the best experience of work. Promotion of progress to our entire workforce as well as the achievement of Year 1 actions and plans regarding year 2 is important to encourage, motivate and build momentum and involvement.
- We are unable at this stage to measure the success of our work to date. We need to gather evidence over time that demonstrates outcomes i.e. a safe and healthier workforce; a workforce that feels connected, cared for, valued and respected; and a reputation as an employer that our people feel proud to work for and see as a ‘great place to work’.
- There are some new and existing gaps across HROD, including within the Pay and Conditions, Employee Relations, Medical Staffing and Vocational Workforce Assessment Centre teams. In addition, unfortunately the recruitment of a new 8a Digital Lead post to help address work commitments associated with digital transformation programmes was unsuccessful. New priorities associated with the DoH’s target on reducing sickness absence and digital transformation readiness preparation will also impact on the team to deliver year 2 priorities. However, plans are being made to try and address these.

4. Impact: Provide details on the impact of the following and how. If this is N/A you should explain why this is an appropriate response.

Corporate Risk Register	Successful delivery of the actions associated with the framework is fundamental to reducing our People Risk – by growing our workforce, improving their health and wellbeing, and ensuring their sense of belonging in our Trust. Ultimately, this supports the delivery of safe, high quality care.
Board Assurance Framework	
Equality and Human Rights	Our People Priority of ‘belonging’ seeks to achieve an inclusive and diverse workforce as a key outcome.

Introduction:

- The last progress report was presented to Trust Board on 19 June 2023 and significant progress continues to be made in supporting year 1 and 2 commitments, with many of activities outlined in previous reports continuing to progress. Plans are being made to celebrate and recognise the work and achievements of teams across all directorates since our People Framework was launched and build momentum and energy around making our Trust a great place to work.
- As stated in the previous reports, each time we present a People Framework progress report we will include a summary update from one Corporate Directorate and one Service Directorate. Please see appendix for the updates, this time from Finance, Procurement and Estates and Surgery and Clinical Services Directorates.
- The People & Culture Steering Group has been established with its first meeting in early October. Two new work-streams reporting to this group have been established with their first meetings to be held in September/ early October. The work activity dashboard has been reviewed with work planned to streamline it further before the next reporting period. This dashboard will assist in measuring our outcomes from all of our work across the Trust relating to implementation of the People Framework.

	<p>Wellbeing - <i>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.</i></p>
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Examples of activities supporting this priority include-

- The H&WB Steering Group approved the Workplace HWB Framework Year 2 Action Plan in June and work is well under way to implement actions.
- Mental Health Awareness sessions for line managers have been advertised, commencing in September 2023.
- Two Schwartz Rounds were delivered in June 2023 (one as part of the Paediatric Safety and Quality Strategy Conference and the second as ongoing rollout across Trust). Monthly Schwartz rounds have been planned for the rest of 2023.

- We have completed a 6-month pilot Team Leader Project Group Intervention to team leaders within Primary Mental Health Teams, Community Addiction Team, Support and Recovery, and Home Treatment Teams. It has had a promising impact and positive outcomes.
- Appointment of new Specialist Psychologist adding welcome capacity to Occupational Health Psychology service within OHWB Service.
- Ongoing Team Interventions and Managers Support consultations offered.
- Feedback from the Hybrid Working Pulse Survey carried out in May 2023 has been reviewed and supporting Action Plan has been developed to respond to the feedback received. A cross teams Task & Finish Group is being established to implement the actions.
- 'Guidance for death in service of a suspected suicide' has been shared across the organisation via various communication channels.
- Our first Workforce Health and Wellbeing Fair took place on 7th September 2023 at the St Luke's site in Armagh. 278 registered their attendance at the event, though more attended. The feedback has been excellent from those who attended.
- Appraisal training continues to be rolled out and well attended – over 800 managers have attended 'Your Appraisal' awareness sessions since February 2023.
- A Conversation Toolkit for Managers was launched in July 2023 – (Conversation Toolkit for Managers). It gives tips and the latest leadership practices, ideas on the right questions to ask and conversation starters to help things go smoothly.
- A new Wellbeing Conversation Toolkit for all employees has been drafted, to be launched and communicated at end of August / early September 2023. It gives tips and latest practices to help staff prepare for a wellbeing conversation.
- Procurement for Umatter site, our web-based platform for health and wellbeing via PaLS Framework is now complete and runs up to 2025.
- Three Responding to Stress and Talking Toolkit awareness sessions have now taken place with positive feedback from participants. A meeting is planned to discuss the further roll-out/structure of future sessions.
- The Vocational Rehabilitation Team (Long Covid) have completed their third quarter report which shows a positive impact on those attending the programme. 82% of staff who have completed input to date reported an improvement in their health status and their daily activity levels following input with the programme. Also at the end of quarter 3 there was a 35% increase in staff who had returned to work following completed and/or ongoing intervention with the programme. Consideration is now being given to the feasibility of expanding its use for staff with other long-term health conditions.



Belonging – *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.*


Examples of activities supporting this priority include-

- Our calendar of recognition days has been further developed with successful engagement, celebration and recognition across the Trust for Estates & Facilities Day in June and Transport Day in August. Further dates are planned throughout the year for other employee groups.
- Our Recognition Toolkit aimed at all staff has been developed and issued to provide an overview of the work ongoing in recognising our people and share tips and ideas on how to appreciate and recognise each other – ([Recognition Toolkit](#)).
- GREATix is an employee recognition scheme. It is aimed to be ‘for staff, by staff’ to encourage peer-to-peer recognition which could be for anything. Although operating in a few clinical areas, before rolling out corporately a pilot has been established within the Mental Health Directorate to roll out GREATix and provide a monthly recognition programme – 4 winners picked on a monthly basis from all GREATix received in the previous month. Winners receive visit/phone call/letter from Director/Assistant Director alongside a small commemorative gift to thank and congratulate them.
- Staff Awards – a review of the Trust Excellence Awards has been carried out and a proposal for ‘Our People Awards’ is being finalised for approval in September 2023, with plans to launch the new approach in the Autumn.
- Team Based Working has been initiated for a small number of teams across the Trust. This will be further rolled out when additional capacity is created in the OD Team i.e. when the two Band 6 OD Practitioners are in post.
- Staff Network - we held a successful meeting of the Staff Network **REaCH** (Race, Ethnicity and Cultural Heritage Staff Network) in South Tyrone Hospital Thursday 29 June 2023. A walk in Tollymore Forest Park was also organised by the staff network for Saturday 9 September, where over 20 of our international staff joined the walk.
- Cultural Competency Training pilot. 48 participants from a mix of professional backgrounds attended 3 pilot sessions in June and July in Armagh, Newry and Craigavon. Feedback from those who attended has

been positive. We are giving consideration to how this training can be rolled out further across the Trust.

- As well as attending Pride in Belfast we adopted the [HSC Rainbow Badge](#), to show we are an open, non-judgemental and inclusive place for people that identify as LGBTQ+. Members of the EDI team and Trade Union colleagues hosted two engagement sessions (20 July CAH & 21 July DHH) where Rainbow lanyards and the Rainbow Pin were available. 320 rainbow badges were requested by staff further to the global email.

**The Trust's SLT Visibility Plan (Chat with the Chief and Leadership Walks) have been shortlisted for the 'Internal Communications' category of the CIPR awards in October 2023.*

	<p>Growing – <i>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.</i></p>
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Examples of activities supporting this activity include-

- Launch of *Empowering Managers to Resource* – this is an education tool for managers to improve their capability in managing recruitment activities to enhance and improve candidate attraction and reach, candidate experience and time to fill. The Resourcing Team have identified through the feedback from Directorate meetings and Customer Forum reports the target areas for these modules to support the e-learning module. There will be a total of 10 modules and module 1, 2 and 3 are in first draft with content and videos recorded.
- Work is progressing to improve the reach of social media and develop SHSCT Microsite for advertisement of vacancies and develop internal capability to improve social media marketing and candidate reach.
- The [Resourcing Calendar](#) (for jobs fairs) is in first draft. The team continue to identify job fairs and attend these to raise the Trust as an employer of choice. Eight job fairs have been attended from May in Lurgan, Armagh, Newry, Cookstown, Dungannon and Portadown. Some of the HROD team also attended the Pride Village in Belfast to showcase the Trust as an employer of choice.
- Coaching Culture - an approach to further embedding a coaching culture which includes refreshing the our Coaching Service and exploring future plans has been drafted. Our Coaching Forum is being refreshed, with the next meeting in September 2023. An Annual Coach Agreement with Trust Coaches has been drafted for consultation with Trust Coaches and CPD




and supervision for Trust Coaches is being re-established. A Coaching Development Pathway has been drafted and is being implemented.

- LearnHSCNI – further functionality continues to be rolled out for our new learning management system.
- A review of Corporate Mandatory Training (CMT) has been undertaken and a proposal drafted for SLT approval in September.
- Regional Leadership Programmes -12 Trust employees are being supported to participate in the Regional 'Aspire' (aimed at HOS level) and 'Proteus' (aimed at AD level) Leadership Programmes and 5 people supported to undertake either Year 1 or 2 of the MSc in Business Improvement.
- A review of leadership and management development has been undertaken and proposals are being consulted on with regards to a Core Skills Managers programme.
- We are establishing a Workforce Development work-stream with professional leads, with their first meeting scheduled in September 2023. Terms of Reference have been drafted.
- In collaboration with Work Inspiration, School Placements are due to commence in September 2023.
- Taking into consideration reviews by NIPEC and NISCC, plans are underway for a number of RQF intakes due to commence in September and October 2023.
- A Preparing for Interview Toolkit has been drafted and will be rolled out in September 2023.

While actions above have been set against one of the People Priorities a number cut across the three priorities

Surgery and Clinical (SCS) Directorate



While actions have been set against one of the People Priorities a number cut across the three priorities

	<ul style="list-style-type: none"> • SCS SMT charter to role model and commit to positive senior team culture and work life balance behaviours • Encouragement and promotion of staff attendance at Schwartz rounds • Support and engagement with impacted staff during DHH stabilisation exercise, one to one and communications during June and ongoing. • Continuation of roll out of Flexible Working training and focus • Continuation of roll out of training in Conflict, Bullying and Harassment and encouragement of reflection in teams • Facilitation of hybrid working arrangements and promotion of flexible working to facilitate improved work life balance
	<ul style="list-style-type: none"> • Increased focus on Appraisals/PDPs – including roll out of new appraisal scheme • Increased focus on CMT especially Fire Training • Use of Social media celebration and promotion of key wins and initiatives e.g. MRI, PACU. • Urology team building following the Inquiry – 2 sessions • Excellent teamwork example in the Trauma and Orthopaedic service being recognised through National award successes, and national accreditation as an NJR quality data provider
	<ul style="list-style-type: none"> • IMWH – accredited centre. • Two day skills course for anaesthetists with the Coroner and barrister on the Coroner Experience • Skills facilitator role pilot in Delivery Suite has been a successful investment • Range of opportunities as we migrate into new structures. Opportunities for staff to grow and advance in their careers as we reshape the divisions - creation of new senior manager and leadership roles in SCS, opportunities to improve, enhance and uplift our services for example PACU, EOSC. • Participation in events for example Trust recognition events for the contribution of international nurses, international nurse recognition event, Nursing career event in Trust Headquarters. • Regular monthly review of key HROD metrics at senior team meetings.

Finance, Procurement and Estates Directorate

While actions have been set against one of the People Priorities a number cut across the three priorities

A Finance, Procurement & Estates SMT workshop will be held in the immediate future to discuss People Priorities for the remainder of the 23/24. A further workshop will be held early in 24/25 to develop those priorities for the longer term. 'Our People Priorities' will also be added to the regular SMT agenda to ensure focus on our people and review associated metrics.

	<ul style="list-style-type: none">• Plans will be developed to assist in developing a Directorate specific Staff Health & Wellbeing working group,• Regular promotion and encouragement for staff to avail of the Health & Wellbeing initiatives provided within the Trust, Managers asked to raise this regularly at team meetings,• Investment in staff rest spaces to be provided and areas of outdoor breakout spaces as part of Trust wide initiative,• Continuous drive for resource and prompt recruitment to ensure staff and especially those on the on-call rotas do not become overburdened. Striving for a minimum of 1 in 4 on call ratio.• Continual review of resource by senior managers verses workload and ensuring teams do not take on board additional workload without adequate resource (business management planning)
	<ul style="list-style-type: none">• All teams have been encouraged and many have already taken the opportunity to have some "time out" to meet face to face to reconnect and refocus on team objectives.• Thank you lunch for staff who had worked in PPE Store to meet COVID 19 response.• Thank you coffee afternoon for key staff heavily involved in production of year end accounts.• Meet and greet lunch for Band 7 and above Financial Services and Procurement staff to allow team networking face to face.• Celebration events held for National Estates and Support services days.• Where possible, facilitation of hybrid working across teams.• Regular team meetings to ensure everyone is engaged.• Development and issue of a regular Estates bulletin which will cover all key services events and achievements, aiming first issue October.• Engaging with communications team to ensure staff achievements are receiving Trust-wide coverage within Southern-i.



- Ensuring KSFs / PDPs are completed in a meaningful way and staff are engaged in detail to discuss personal and career goals.
- Focus on Corporate Mandatory training at team meetings, to ensure all teams are compliant in line with Trust targets.
- All senior staff encouraged to attend Appraisal Policy training with team appraisals all commenced in June 2023 with target for completion no later than September 2023.
- Recruitment to permanent positions, to reduce number of temporary staff and increase workforce stability.
- Regular promotion and encouragement for staff to avail of the learning opportunities within the Trust – Managers asked to raise this regularly at team meetings.
- Continued development of intermediate posts such as Band 5 and 6 to provide future career progression in admin and operational teams.
- Development of Band 5 level within Clinical engineering team to allow Trust to grow its own specialist engineering staff.