NHS
The Shrewsbury and Telford Hospital
NHS Trust

Agenda item	074/24
Report Title	People Strategy 2024-2030
Executive Lead	Rhia Boyode, Director of People and OD
Report Author	Emma Wilkins, Deputy Director People Simon Balderstone, Deputy Director People Operations Carla Bickley, Associate Director Strategy & Planning

CQC Domain:		Link to Strategic Goal:		Link to BAF / risk:
Safe	√	Our patients and community	√	BAF3, BAF4
Effective	√	Our people	√	
Caring	√	Our service delivery	√	**Trust Risk Register id:**
Responsive	√	Our governance	√	
Well Led	√	Our partners	√	

Consultation Communication	People & OD Directorate Team (December- current) PODAC: 06/02/2024 Deputies and Direct reports network (senior leaders) 12/03/2024 Staff Side colleagues: 30/01/2024 JNCC: - 19/03/2024 Staff Networks: 19/04/24 Patient Advocacy Group: 14/05/24 (planned) PACE Meeting- 14/05/24 (planned) Senior Leadership Committee – 16/05/24 (planned)
Executive summary:	The final People Strategy 2024-2030 is presented to Board for approval. The Strategy has been developed over several months following engagement across the Trust, which considers feedback from colleagues, the National People Plan / Promise, NHS Long Term Plan, NHS Impact and NHS High Impact improvement plan. Following approval from Board we will continue our communication and engagement plans.
Recommendations for the Board:	The Board is asked to **approve** the updated People Strategy
Appendices	Appendix 1: People Strategy 2024-2030

People Strategy

2024 - 2030

Foreword

Louise Barnett, Chief Executive

Rhia Boyode, Director of People & OD

We are delighted to share The Shrewsbury and Telford Hospital NHS Trust (SaTH), People Strategy which outlines our strategic priorities to our people for 2024 - 2030.

Our People Strategy builds upon what we have already achieved. Our people are at the heart of everything we do and are critical to achieving our vision of "providing excellent care to the communities we serve".

We have 8,157 people, 1479 bank only colleagues, and over 278 Volunteers who play a vital role in delivering the compassionate and inclusive culture we aspire to through caring and supporting our people, our patients and our community through multi-disciplinary teams, partner organisations including the voluntary sector to provide a holistic approach to care.

We have six strategic themes to support delivery of our Trust Vision - "To provide excellent care for the communities we serve". Our People Strategy outlines how we will support delivery of each of these themes with a key focus on- 'Make SaTH a great place to work".

Our People Strategy outlines four interdependent priorities and is aligned to the NHS People Plan and are underpinned by the NHS People Promise and NHS Future HR and OD Report.

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
3. **New way 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

Fundamental to our plans is strengthening an inclusive culture of diversity, innovation, and continuous improvement to support us in delivering outstanding care for our patients.

Together we aim to achieve positive outcomes for our patients every day, by living our values, supporting our people, working in partnerships, embracing change, and developing our improvement culture. We recognise the Trust's role as an anchor organisation in Shropshire, Telford and Wrekin, and through our people and ambitions, will will make a positive contribution to our local area.

We also recognise that our people are vital to the success of our services and flourishing communities.
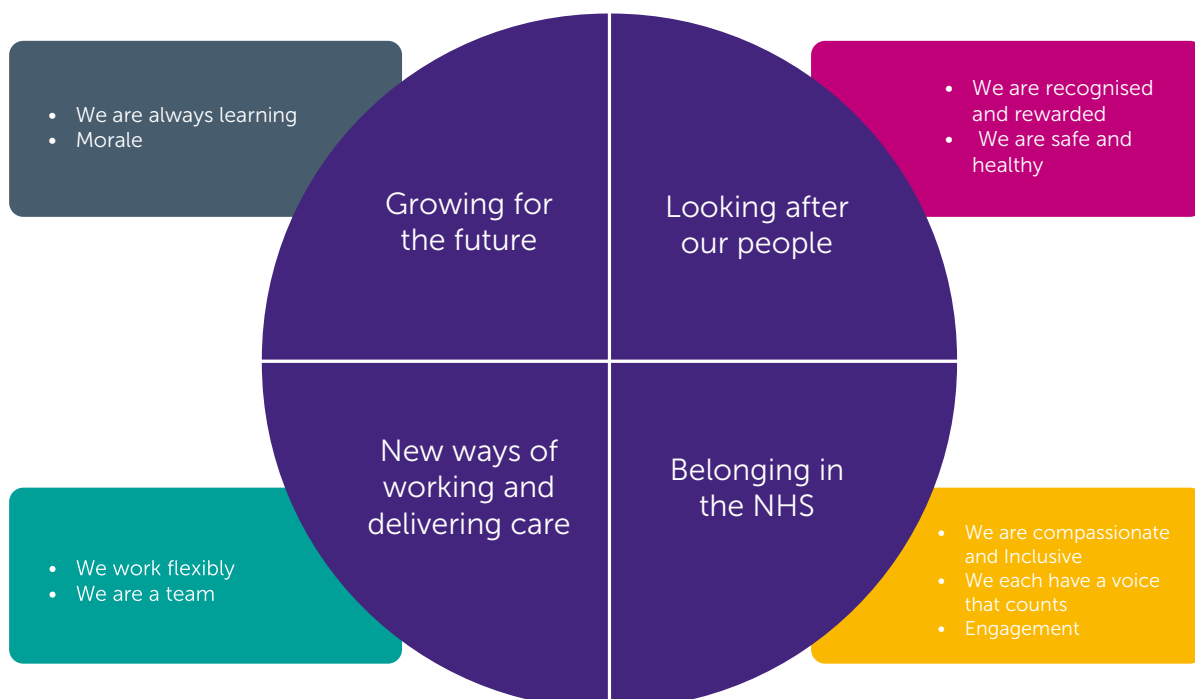
Context

In June 2023 NHS England published the NHS Long Term Workforce plan; a once in a generation opportunity to put staffing on a sustainable footing and improve patient care. The plan is ambitious and sets three clear priority areas: Train, Retain and Reform aligned to the improvements in care that we aspire to make for patients.

Also published in June 2023 was NHS Impact that sets out the expectation that all NHS systems and providers, including NHS England, collaborate to embed improvement at the heart of how they manage everything they do across their areas of responsibility.

Organisations embracing this have the following evidenced outcomes: delivering better care, improvements in their levels of patient safety, improvements in financial performance, improvements in ratings they are given by regulators and improvements in retaining more staff. NHS England also published the first NHS Equality Diversity and Inclusion Improvement Plan on 8 June 2023. An inclusive culture improves retention, supporting us to grow our workforce, deliver the improvements to services set out in the long-term plan and reduce the cost of filling staffing gaps. This improvement plan identifies six high impact actions to take to improve equality, diversity and inclusion.

Together these three documents along with the 'NHS People Plan' our 'People Promise' and 'The Future of NHS human resources and organisational development report' have helped to pave the way in respect of our People Strategy 2024-2030 and our priorities across our integrated care system.

We want to make the Trust a great place to work and encourage people to spend their career here.

- We are always learning
- Morale

- We are recognised and rewarded
- We are safe and healthy

Growing for the future

Looking after our people

New ways of working and delivering care

Belonging in the NHS

- We work flexibly
- We are a team

- We are compassionate and Inclusive
- We each have a voice that counts
- Engagement

Local Context

Workforce composition
as at March 2024

8,157 people, **1,479** bank only colleagues, and **over 278** volunteers

Gender split workforce: **78%** female and **22%** male

Age split workforce
<=20 – 35 : **35%**
36- 55 : **46%**
56 > : **19%**

Disability split workforce: **4.3%** colleagues are disabled

3% of colleagues identify as LGBT+

26% from ethnic diverse background, **50% of new starters** in 2023 were from ethnic diverse background

WTE employed: **7,123**

Temporary WTE workforce: **1,010**

Staff turnover: **11.1%**

Vacancies: **2.1%**

Absence rates: **5.1%**

Appraisal rate: **80%**

Appraisal rate plus medics: **94%**

Mandatory training: **93%**

Addressing our five challenges:

1. **Creating a sustainable supply of skills across key professional groups.** With national skills shortages of roles across the NHS it makes it increasing challenging to recruit the volumes required to meet demand. It also creates greater risk of using high-cost temporary workforce to deliver services. Recruiting from international markets has proved successful in recent years and helped strengthen our vacancy position, however we know the limitations in terms of sustainability. Our focus will be on developing our own pipelines of talent and working as a system with local educational partners to address our long-term workforce needs.

2. **Reduce our reliance on agency staffing.** Our Trust has relied heavily on an agency workforce to support our gaps created by vacancies. This places a significant financial burden, impacts our ability to make improvements to services and ensure colleagues have a great employee experience. Our strategy will need to address this challenge through strengthening of our governance arrangements, improving procurement arrangements when using agency and maximising our supply of both substantive and bank workforce.

3. **Retaining our people.** Creating an environment that people can build a long-term career within is essential to developing a sustainable permanent workforce. Over 700 of our valued people leave our Trust each year which for some could be avoidable. Investing in retaining this valuable resource would reduce the need to recruit and develop new recruits saving time and money. Key areas to support enhancing the working environment includes a focus on reshaping our culture, investing in our people through development programmes and ensuring our people are looked after and cared for through well managed health and wellbeing practices.

4. **Using our workforce effectively through the use of digital solutions.** A key challenge is using our entire workforce in the most effective way by maximising the opportunity to deliver our strategic objectives. One of the ways we can be efficient in our delivery is to invest in digital workforce systems to aid decision making and resource management. This includes how we roster our workforce to provide the best coverage of skills improving patient care through electronic rostering, job planning and workforce data.

5. **Maximising the availability of our workforce.** Absence rates have been consistently above 5% for our workforce. This creates further gaps in our workforce that requires additional recruitment or coverage by temporary workforce. Managing attendance and supporting wellbeing to help keep people feel well at work is a key element of our strategy to maximise the availability of our workforce.
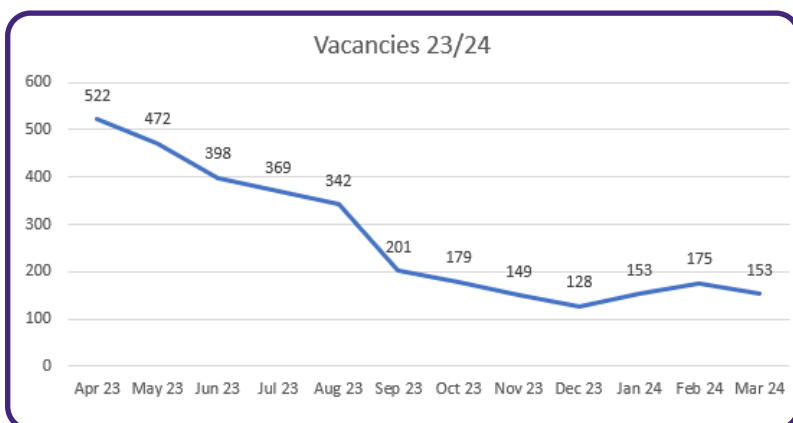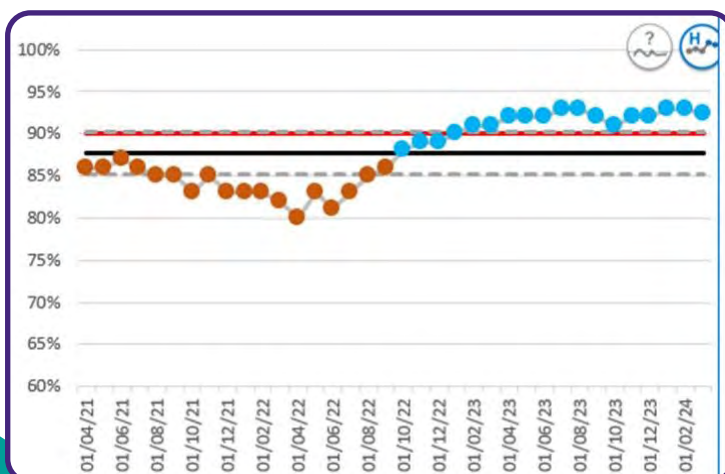
Where are we now?

Vacancies - 2.1% (March 2024)

Despite a 2.1% vacancy position, we continue to have hard to fill roles which are impacting services, employee work experience and driving agency costs within theatres, pharmacy, cardiology, paediatrics, Urology, ED and Nursing Associates. This impacts our ability to meet urgent emergency activity and address elective demand

We are currently refreshing recruitment campaigns and expanding apprenticeships however we believe some of the hard to fill areas will need to be addressed with a system focus. We are working with System partners and education providers in conjunction with primary care to develop a plan to reflect the recently published long term workforce plan which aims to train more staff, retain our dedicated workforce and reform the way we work.

Vacancies 23/24 — line chart showing monthly vacancy counts: Apr 23: 522, May 23: 472, Jun 23: 398, Jul 23: 369, Aug 23: 342, Sep 23: 201, Oct 23: 179, Nov 23: 149, Dec 23: 128, Jan 24: 153, Feb 24: 175, Mar 24: 153

## Mandatory Training - 93% (March 2024)

Mandatory training has been above target since January 2023 the following actions have been taken to support and maintain this level including using the learning made simple system, the talent portal and our on-line learning design software to provide more flexible access and approaches to the way we deliver education and development.

Turnover - 1.1% (March 2024)

Overall turnover has reduced in 2023 with a rolling turnover rate of 11.1% which is 2% below the 2022 position. Whilst this is encouraging, there are some services and staff groups that are requiring some additional support and interventions to help improve retention including Pharmacy, Theatres and Health Care Support Workers.

Monthly turnover figures 2021-24:
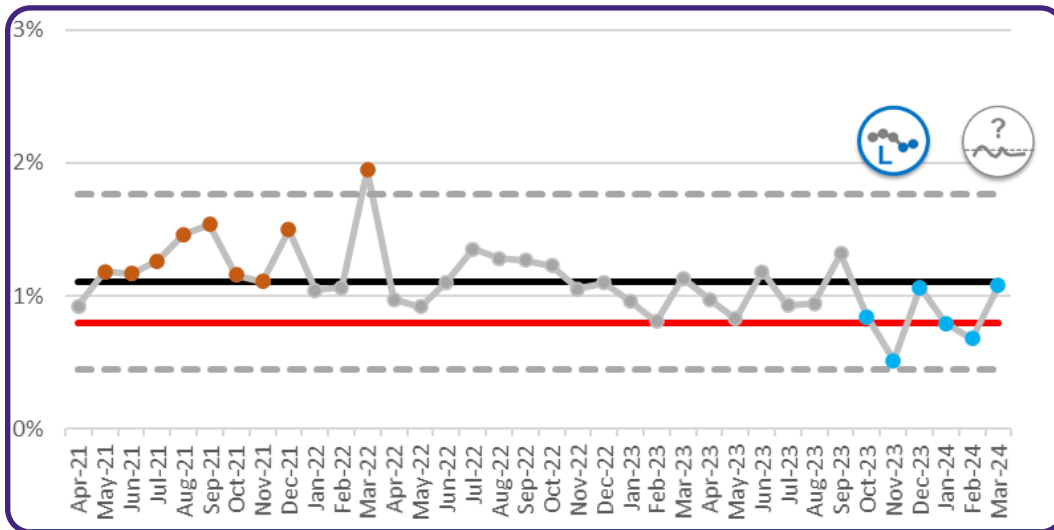
Absence - 5.1% (March 2024)

Our absence rates have only dipped below 5% twice in 2023. Absence for nursing has also been running higher than our regional peers and is an area we need to improve. Absence due to mental health is also an area of concern making up 26% of our absence each month.
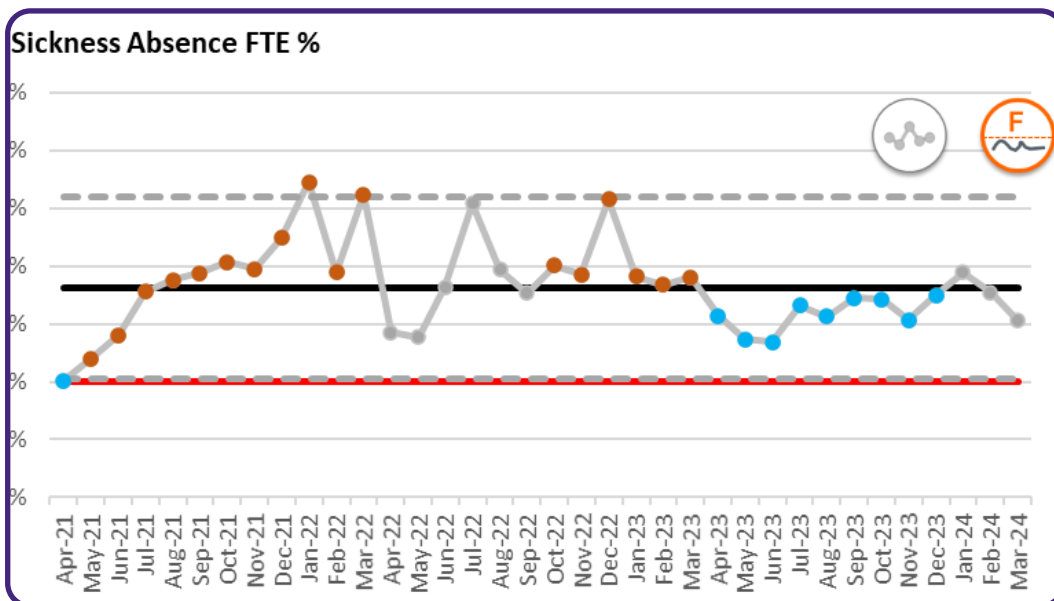
Talent Conversations (Appraisal) - 80% (March 2024)

Our talent conversation rates have struggled to achieve our compliance target throughout 2023. This is a key area that needs to be improved and prioritised if we are to develop and value our people and create new roles and opportunities to retain colleagues.
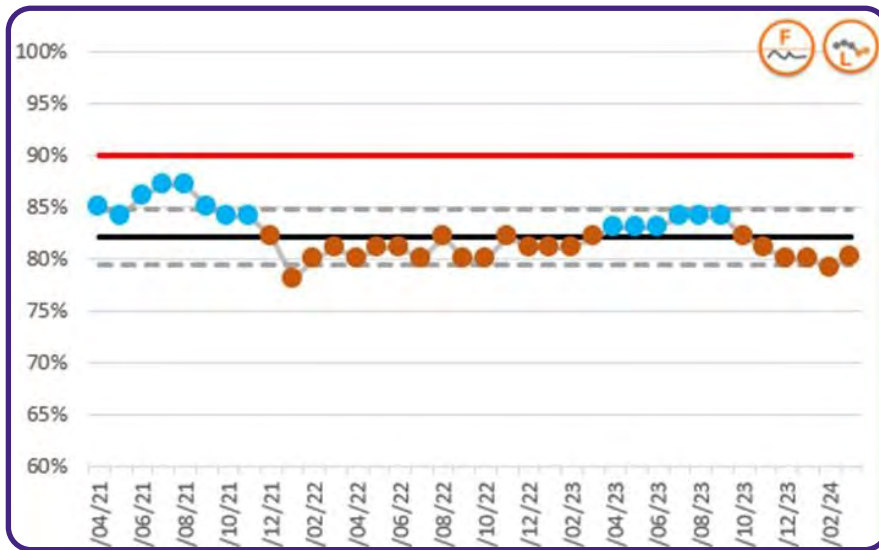
Staff Survey Feedback

In our 2022 National Staff Survey we saw improvement across all our 7 people promise domains and the 2 additional domains for moral and engagement. Areas of focus include staff experience at work, harassment experienced by BME colleagues, raising concerns and recommending SATH as a place to work and receive treatment.

Representation of our people

The WRES 2022/23 report shows our representation have increased year on year since 2020 and makes up 21% of our workforce. The 2021 census showed population by ethnicity in Shropshire as White people 96.7% and Asian, Mixed, Black, and other people as 3.3%. The population by ethnicity for Telford and Wrekin in the 2021 census was White people 88.2% and Asian, Black, Mixed and Other people 11.8%. While this indicates our workforce is representative of our local communities, we do note representation across all roles and bands is needed.

Leadership and Development

Since January 2023 we have delivered leadership development programmes and or workshops to over 400 colleagues at SaTH. We note lower numbers of our Matrons and Ward Managers accessing leadership development and they will be a key focus area during 2024.

Integrated Care System

The Shropshire, Telford and Wrekin Integrated Care System has agreed to a collaborative delivery model for People transformation across the system. Portfolios have been agreed each to be led by the relevant Chief People Officer/ Director of People supported by both the system people team and provider people teams to support and enable delivery of these programmes. The programmes have been aligned to the NHS Long Term Workforce Plan and underpinned by NHS Impact, NHS EDI Improvement plan, NHS People Plan, People Promise and NHS Future HR and OD report.

Train Portfolio Director of Nursing, Clinical Delivery & Workforce (SCHT)	**Priority Themes** • Widening Participation • Education & Learning • Growing for the Future
Retain Portfolio Director of People (RJAH)	• Psychological Wellbeing • Menopause • Inclusion & HWB Offer • Retention
Reform Portfolio Director of People & OD (SaTH)	• Workforce Sharing agreement • Operational workforce plan • Workforce Planning • Strategic workforce people issue to support big ticket programmes • Workforce metrics • Recruitment hub
Transform Portfolio Chief People Officer, (MPFT)	• OD Leadership skills • Inclusive Talent management • Executive development • Leadership development • People team development

Trust Strategic Framework

Our People Strategy is a key enabler to developing the capability and capacity to deliver the vision, values and strategic priorities outlined in our Trust Strategy.

Partnering	Ambitious
Caring	Trusted

Make SaTH a great place to work

Enhance wider health & wellbeing of communities

Improve the quality of care that we provide

Our Vision

"To provide excellent care for the communities we serve"

Make our organisation more sustainable

Deliver a better patient journey & experience

Ensure seamless patient pathways

Developing the Strategy

It is crucial that we build the required capability and capacity to deliver this strategy linked to robust plans, programmes and improvement programmes of work. The People Strategy has been developed in parallel with the overall Trust strategy and enabling strategies as detailed below which we will continue to develop.

Our strategy will remain a live document so that it can reflect emerging themes, drivers, and best practice. Key to this will be to listen and engage so we can co-design our improvement priorities with our people, our staff side colleagues, senior management teams and the Trust Board alongside our community, our integrated system partners and our patients and carers.

ICB Strategy

Trust Strategy

People Strategy

Clinical Services Strategy

Quality Strategy

Risk Management Strategy

Digital Strategy

Comms & Engagement

Medium term financial plan

Estates Strategy

Research & Innovation

Inclusion & Health Inequalities

FTSU vision and strategy

SaTH Education, Research and Improvement Institute (SERII)

In November 2023, the Trust opened the SaTH Education, Research and Improvement Institute (SERII) at the Royal Shrewsbury Hospital site (RSH).

Education and learning are vital components in enabling colleagues at all levels and working in all disciplines to fulfil their potential and deliver compassionate, skilled and effective care to our patients. The SERII is a purpose-built educational centre, with 14 teaching/meeting rooms including traditional classrooms and skills labs for practical skills training. The building also has office space and accommodates all educational colleagues at RSH, alongside research colleagues and agile working rooms. As part of the SERII project we have also increased the number of computer terminals available in the library for SaTH colleagues and plan to have the 'Eduroam' Wifi network available for all students, across the entire SaTH campus, by summer 2024.

Going forward the SaTH Education team will continue to review utilisation of the building and review other educational estate to ensure we meet the needs of our increasing training numbers as part of the NHS Long Term Plan.

Our Education Partners
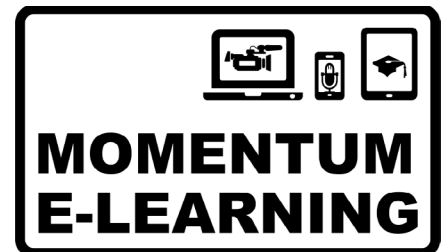
Model for Improvement

NHS Organisations that use improvement methodology have been shown to have improved outcomes for both patients and colleagues. As such the Shrewsbury and Telford NHS Trust is committed to ensuring we adhere to improvement principles when planning the future of our services. The SaTH Improvement methodology is central to empowering colleagues at all levels to have the confidence, capability, passion and knowledge, to test changes and make improvements at SaTH and the communities we serve.

This document also adheres to this methodology, using the Model for Improvement (the backbone of improvement science, and the SaTH Improvement Methodology) to describe our future plans, so we can test changes in a structured way and evidence the impact of these changes.

What are we trying to accomplish?	AIM
How will we know that our change is an improvement?	MEASURES
What changes can we make that will result in the improvement we seek?	CHANGES

Act

Plan

Study

Do
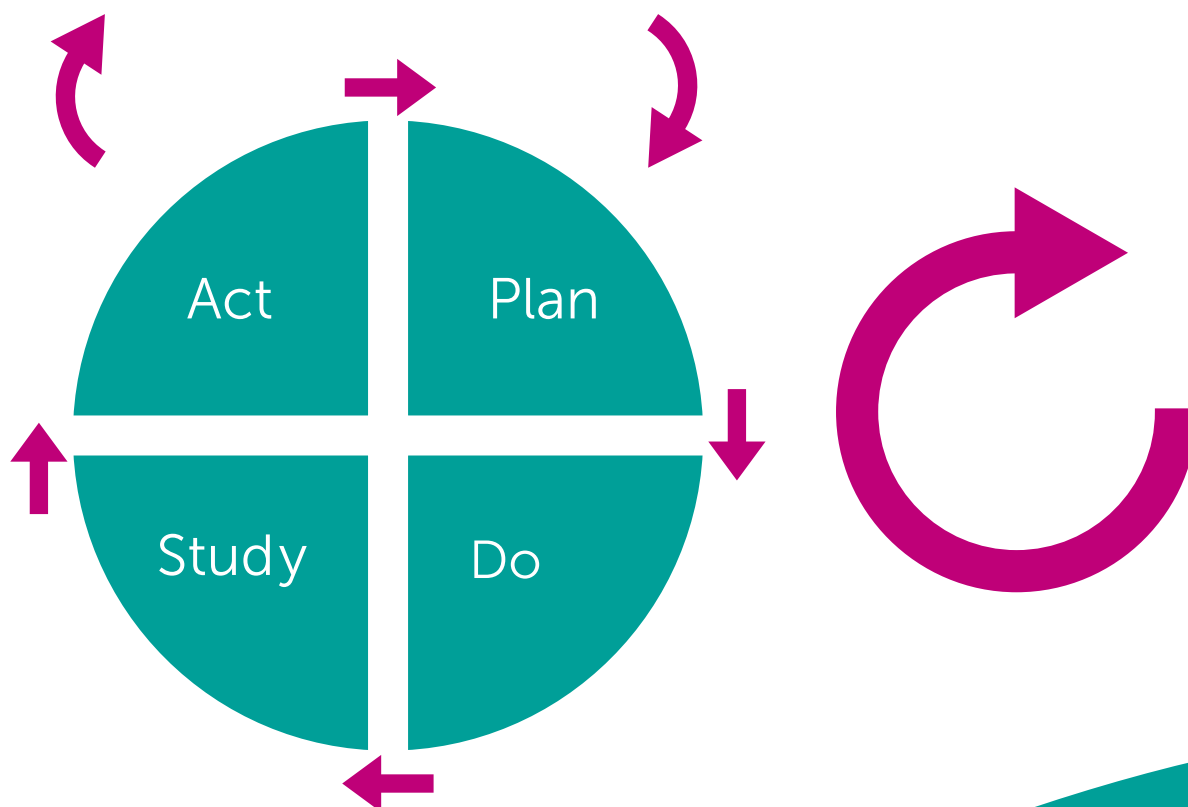
Delivery of the People Strategy

Delivery of this strategy requires actions at multiple levels- individual, team, trust, system, and national.

Individual Level	Team Level	Trust Level	System Level	National Level
For individuals to realise their potential through access to: • HWB resources • Learning & Development • Civility & respect	For services to be delivered to provide excellent care and place of work through access to: • Leadership & Management Development • Coaching & Mentoring • Policies & Procedures • Staff experience and engagement improvement	To create a great place to work through access to: • Effective People Systems • Talent & Succession planning • Fair and equitable access to learning, development & Policies	To provide opportunity to scale up, collaborate through access to: • System workforce planning • Workforce sharing and education • Inclusion & HWB Offers	To provide support and deliver the actions within Future HR and OD report

Our People

Our People Strategy outlines our commitment to making SaTH a great place to work. It aligns to the NHS People Plan four strategic pillars which collectively shape how we will Train, Retain and Reform our talented, diverse workforce committed to our vision and values who will be developed and supported through a responsive, trustworthy, reliable and fair people service team. Our four strategic 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
3. **New way 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

1 Looking after our People - with quality health and wellbeing support for everyone

Aim: We will support our people to access health and wellbeing support, to remain engaged, enabled through an open and inclusive culture where all staff feel safe and confident to express their views. We will be individually accountable for ensuring we are all able to thrive through inclusive and compassionate leadership, outstanding teams, effective performance management and personal and professional development.

We will achieve this by:

- Reviewing and expand our Occupational Health and our HWB offer with specific focus on our improvement priorities identified through the Equality Delivery System 2022 and EDI Improvement Plan.
- Developing our leaders and managers at all levels through our Leadership development framework aligned to the NHS leadership competency framework for board members and NHS Line Management framework with clear competencies and milestones for progression.
- Developing a monthly recognition scheme, delivered alongside our annual recognition programme.
- Review and act on our annual NHS Staff Survey and Bank Staff Survey feedback by integrating into service and operational level plans.
- Ensuring each leader is confident to hold well-being and stay conversations to support, engage and retain colleagues.
  - Launching our Neurodiversity at work programme to encourage openness and reduce stigma in the workplace.
    - Ensure our processes and policies which relate to employment are continuously reviewed, improved and aligned to Just, Learning and Restorative culture and Patient safety Incident Response Framework (PSIRF).
      - Increase involvement of our people in delivery of our sustainability plans.

- Review and refresh Retention programmes.
- Improve roster sign off to 8-12 weeks and bank fill rates.
- Develop and embed our trauma informed leadership capabilities through our Staff Psychology offer.
- Review our Cultural improvement programme based on feedback and emerging themes and best practice.
- Identify opportunities to scale up across our ICS to simplify and standardise core People policies and practices.

2 Belonging in the NHS – with a particular focus on tackling the discrimination that some staff face

Aim: To ensure our people connect with the Trust Vision and Values and responds positively to the quality, safety, operational and financial obligations.

We will do this by actively and intentionally making sure our Values are built into the way we work as the foundation of our people's experience with a particular focus on tackling the discrimination that some people face.

We will achieve this by:
- Continuing to deliver our Civility Respect and Inclusion programme and support departmental behavioural framework development.
- Develop and deliver our Anti- racism, bystander, allyship and cultural awareness programmes.
- Growing our staff networks and expand our engagement opportunities.
- Review and update our Inclusion and health inequalities delivery plan.
- Relaunch the Health Passport to support colleagues with disabilities.
- Improve workplace investigations and the impact on employee well-being.
- Develop our priorities under the sexual safety charter.
- Further develop employee voice to facilitate improved communication and our understanding of how people feel.
- Ensuring all managers are trained to hold facilitated conversations to improve working lives.
- Reviewing and refreshing our inclusion and health inequalities delivery plan.

3 New way of working and delivering care - making effective use of the full range of our people's skills and experience

Aim: We will work to harness technology and digitally enabled solutions to deliver people services. We will work to foster curiosity, innovation and evolution in planning and transforming the resourcing needs for the community we serve.

We will achieve this by:

- Working with partners to support cross system working.
- Develop and improve our workforce plans aligned to our operational plans.
- Harnessing and normalise digital solutions to streamline, empower and speed up our ways of working.
- Deploy Manager Self-service.
- Support our senior leaders to undertake our Improvement Training with a commitment to facilitate and deliver annual improvement events.
- Continuing to support Job Re-design/ Team Job Planning including different approaches to rostering, agile and flexible working.
- Further development and roll out of medical electronic rostering and dashboards to provide greater visibility of doctor working hours.
- Establish our NHS Impact (Improvement) Getting to good programmes.
- Work with system partners to operationalise a collaborative bank solution to support a robust temporary staffing resource to meet changing service demands.
- Equipping ourselves with digital capability, to make the best use of technology and digital solutions.
- Embedding electronic and Team based rostering widely across the Trust. Setting annual targets to achieve full roll out of e-roster and Safe care (or equivalent) to support safe staffing standards.
- Reviewing progress against NHS IMPACT and refreshing priorities.
- Utilise technology advances to facilitate system interoperability and advances in robotic process automation.
- Embed a one workforce approach to workforce planning and utilising digitally enabled solutions.
- Harmonise key workforce datasets with system partners to support cohesive system level reporting and workforce planning.

4 Growing for the future - how we recruit and keep our people, and welcome back colleagues who want to return

Aim: We will make effective use of people skill and experience by growing and shaping our people, so we are responsive to our immediate and future needs through a focus on recruitment, education, continuous improvement and innovation.

We will achieve this by:

- Embedding our talent management processes and comprehensive career pathways across professions and staff groups and Bank.
- Deliver our Improvement and Change management training to support services in delivering Hospital transformation programme.
- Develop our on-boarding tools to facilitate an improved on-boarding experience and retention for all including pastoral care.
- Support development of the People profession through professional development plans embracing learning opportunities for our People Service teams.
- Promote the use of digital learning platforms and build upon our manager resources.
- To continue to utilise Pareto principles to support our approach to change.
- Increase our widening participation offer and employability schemes to our localities, engaging with our communities and supporting local people into NHS Careers and Bank.
- Develop our expansion plans to support an increase in e.g. student placements, medical school placements, GP placements etc
- Eliminate off framework and reduce agency usage across the Trust.
- Support workforce planning as part of the Hospital Transformation Programme and collaboration across NHS and social care.
- Ensure our recruitment process is robust, compliant, and timely.
- Redesigning workforce to support new ways of working
    - Supporting internationally educated talent
        - Making it easier to move roles and reduce bureaucracy to enhance skills and retain people.
    - Achieving our ambition of University Hospital Status
        - Further develop career maps to demonstrate how colleagues can progress.
        - Deliver on our ability to increase student placements to support the NHS Long term plan.
        - Produce annual training plan focusing on key skills/ knowledge gaps aligned to the workforce and operational plan. Including a review of numbers of placements and retention of trainees in our system.
        - Continue to ensure alignment with the latest Core Skills Training Framework and implementation of the free eLearning for Healthcare packages and shorter e-assessments.

Measuring Success

We will measure success through clear key performance indicators(KPIs) based on high performing organisations across the NHS. These will be reported through our Trust governance mechanisms, reported to Trust Board, and through to the ICS and regional oversight groups.

Our KPIs are a blend of people experience measures and quantitative numbers based measures. Our KPIs may evolve over time and may be informed by national priorities and frameworks. They will continue to be informed by the priorities of SaTH, our strategy and the national people plan.

Strategic Pillar	KPI measure	Source	Current	Target 2026	Target 2030
Looking after our People	We are safe & Healthy	NSS	6.08	7	8.5
	OH DNA rates	OH provider	14.5%	10%	8%
	Sickness absence rates	ESR	5.1%	4.5%	4.0%
	Recommend as place to work	NSS People Pulse Model Hospital	49.9%	60%	75%
	We are recognised & rewarded	NSS	5.88	6.5	7.5
	Staff engagement	NSS	6.59	7.5	8.5
	Morale	NSS	5.84	6.5	7.5
Belonging in NHS	Reduction in length of time taken for formal employment cases	People Advisory database	20	15	12 weeks or less
	We each have a voice that counts	NSS	6.46	7.5	8.5
	We are compassionate & Inclusive	NSS	7.07	7.5	8.5
	We are a Team	NSS	6.63	7.5	8.5
	EDI Improvement Plan measures	Various please see EDI High impact plans			
New Ways of Working and Delivering Care	Agency Costs	Finance data	£3.5m per month	£2m per month	£1m per month
	Time to fill vacancies	Recruitment/ Collaborative bank	45 days	35 days	30 days
	NHSI level of attainment	National NHSI Team	Level 1	Level 3	Level 4
	Can I make Improvements in my area. Improvement projects as a result of the training.	NSS	52.7%	57%	64%
	We are always Learning	NSS	5.37	6.5	7.5
	We work flexibly	NSS	6.21	7.5	8.5
	Agency as % of pay bill	Finance data	%	3.2%	TBC

Strategic Pillar	KPI measure	Source	Current	Target 2026	Target 2030
Growing for the future	Vacancy Rate: All Staff	Finance data	2.1%	1.5%	1%
	Turnover rates: All Staff	ESR	11.1%	10%	7%
	Turnover (leaving NHS) (excludes rotational doctors)	ESR	6.4%	5%	3%
	Talent conversations	LMS	80%	90%	90%
	Mandatory & Statutory training	LMS	92.5%	93%	95%
	Colleagues from all backgrounds believing the Trust provides equal opportunities for career progression or promotion	NSS	54%	100%	100%
	% Apprentice levy utilised	Apprentice Levy	80%	90%	90%
	Overall experience of the placement	The National Education and Training Survey (NETS)	RSH: 74.88% PRH: 73.15%	76% both sites	85% both sites
All areas	Well Led	CQC	Inadequate	Good	Outstanding
	Culture Dashboard	NSS	Improve year on year		

Governance

Our delivery progress will be monitored via the People & OD Assurance Committee which is chaired by a Non-Executive Director.

We have several groups reporting and providing assurance on a variety of people related activities. These groups will monitor activity including Workforce Intelligence/ Data, Learning & Development, Culture, Values & OD, Health & Wellbeing, Inclusion & Belonging, Policies and Risk Management.

This Strategy also supports and has dependent links with several other Trust wide committees and groups including the Quality and Safety Assurance Committee.

Board of Directors

Finance & Performance Assurance Committee

People & OD Assurance Committee

Quality & Safety Assurance Committee

Joint Negotiation Consultation Committee for AfC colleagues (JNCC)

Operational Performance Group

Local Negotiation Committee for Medical & Dental colleagues (LNC)

Strategic People Group

Equality Assurance

Through our on-going engagement conversations utilising our Making a Difference Together engagement platform, our WRES/WDES & Gender Pay data, our EDS 2022 conversations, our Side Staff, our Staff Survey and people pulse feedback alongside our Freedom to Speak Up (FTSU) team, Employment relations including People KPIs and staff networks we have been able to gather quantitative and qualitative data and experiences to support the development of this People Strategy and associated priorities.

This is a living document and continuously improving engagement goes hand in hand with our ambition to make SaTH a great place to work and improve Staff and Patient experience.

Fostering curiosity, innovation and evolution

CAPABILITIES

Working across the ICS to support Workforce planning

Skills for Health

Delivering Equality

Using sickness data to support long term conditions

Recruitment and retention

IMPROVED

more work needed…

Stay and exit discussions
Reasonable adjustments
On-boarding & induction

8-12 week roster

So I can plan my life

Staff Survey
Talent conversations
We are recognised and rewarded
We each have a voice that counts
We are safe and healthy
We are a team
We are always learning
We are compassionate and inclusive

Key areas to focus on…

improving cultural awareness

Addressing harassment and bullying

Workforce Representation

more senior roles representing the workforce

Listening to our staff

NHS LONG TERM PLAN
Retain Train Reform

NHS Futures of Human Resources and Organisational Development Report

NHS Digital Agenda

NHS IMPACT
Improving Patient Care Together

Strengthened system working on Operational & Workforce planning

Vacancy rate down to 2.1%

Supporting Leadership Development

engaging with staff networks

Making a difference together

NEW WAYS OF WORKING AND DELIVERING CARE

LOOKING AFTER OUR PEOPLE

GROWING FOR THE FUTURE

BELONGING IN THE NHS

TELFORD COLLEGE

Keele University

SHREWSBURY COLLEGE

Cornerstone Employment opportunities

Staff Psychology Feedback

things to improve on

Leadership empowered to make decisions
Management of bullying and discrimination cases
Supporting flexible working
Recognition
Utilising support
Giving and receiving of open and honest feedback
Improved understanding of trauma and support needed

DELAYS

too many delays
clearer expectations
Commissioning manager role
Report writing

Review of employment relation cases

This approach is working well

And a Just Culture Approach

A FAIR EXPERIENCE FOR ALL

Decision Making Group appoach

Hospital Transformation Programme

Community Engagement

EDI IMPROVEMENT PLAN

connecting with the Trust Vision and Values

Leadership Programmes

We need to improve opportunities for Matrons and Ward Managers

very successful and has reduced vacancies

non-clinical roles
Apprenticeships
Clinical roles

We have been recruiting directly to entry level roles

TO PROVIDE EXCELLENT CARE FOR THE COMMUNITIES WE SERVE

Responding to our obligations

Tackling Discrimination

Health Care Support Worker Programme

QUALITY   SAFETY   OPERATIONAL   FINANCIAL

VISUAL DEVELOPED BY NEW POSSIBILITIES ANNA GEYER