

Dorset County Hospital People Strategy: 2018 – 21



Workforce
Deployment

Staff
Wellbeing

Staff
Development

Communications
& Engagement

“Cared About / Caring For”

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Our People Strategy

Over the last three years our People Strategy has focussed on establishing core values across the Trust, strengthening our approach to workforce planning and providing strong leadership development approaches. Our refreshed People Strategy will take us to 2021, and will build on these areas - taking as its focus our need to be caring in everything we do with our staff, to enable them to deliver great care to our patients.

We summarise this as:

“Cared about / Caring for”

Creating a culture guided by compassionate leadership to achieve our Trust goals

There's a great deal of evidence that supports the link between a leadership approach that is supportive, creates positivity, empathy and focuses on the wellbeing of staff, and positive organisational outcomes. In short, creating a culture where staff feel cared about will enable them to care for our patients in ways that matter to them.

Our strategy will have three priorities:

Workforce Deployment

The greatest area of focus relates to having a robust workforce, and the availability of appropriate staff on any given day. We will focus on this key area of Workforce Deployment at both a strategic level for longer term solutions, but also at an operational level.

Staff Wellbeing

We are clear that our staff can only give their best if they are personally feeling fit and healthy, look after themselves and feel looked after. Our People Strategy will have a clear focus on Staff Wellbeing and this will have both a short and longer term focus.

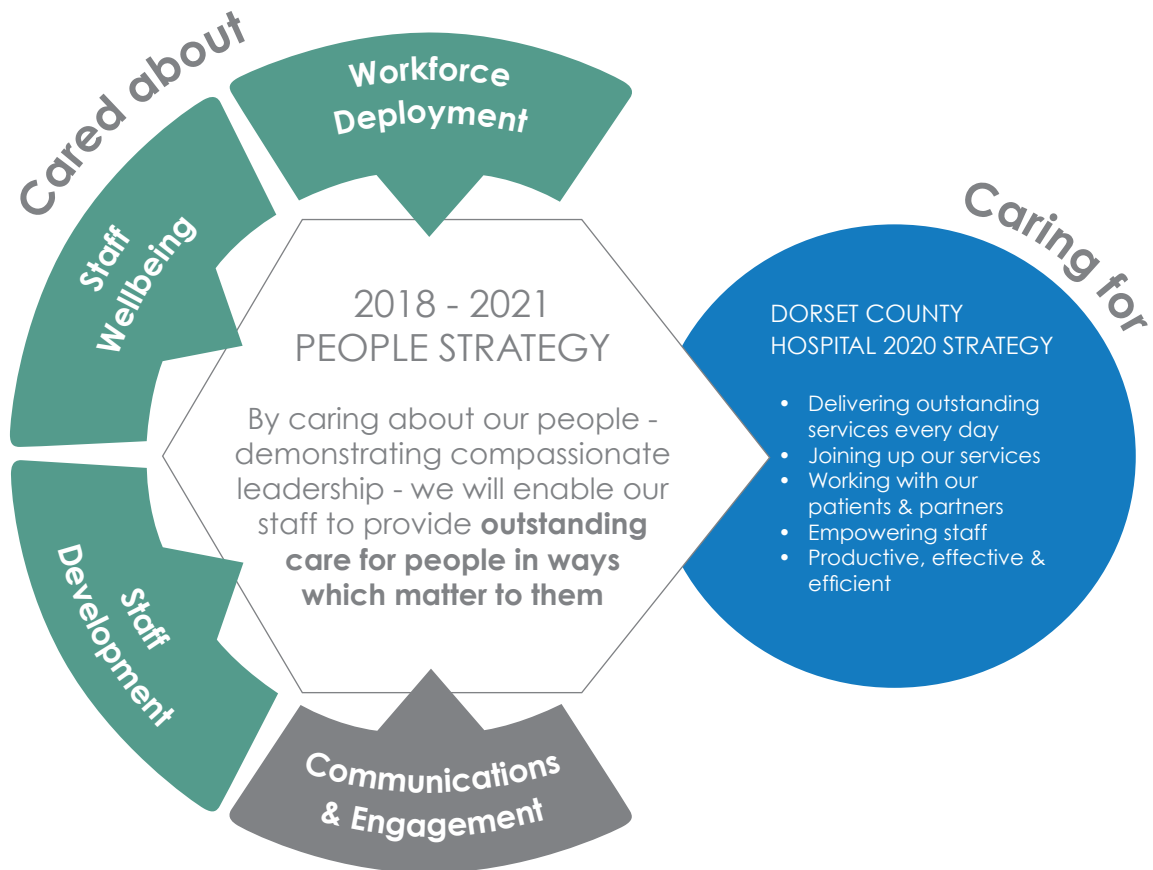
Staff Development

Continuous development of our staff is critical - providing clear career paths, ensuring development plans are created and opportunities presented by our system working are maximised. This focus is a key factor influencing staff motivation and engagement - ultimately being a key reason people remain with us.

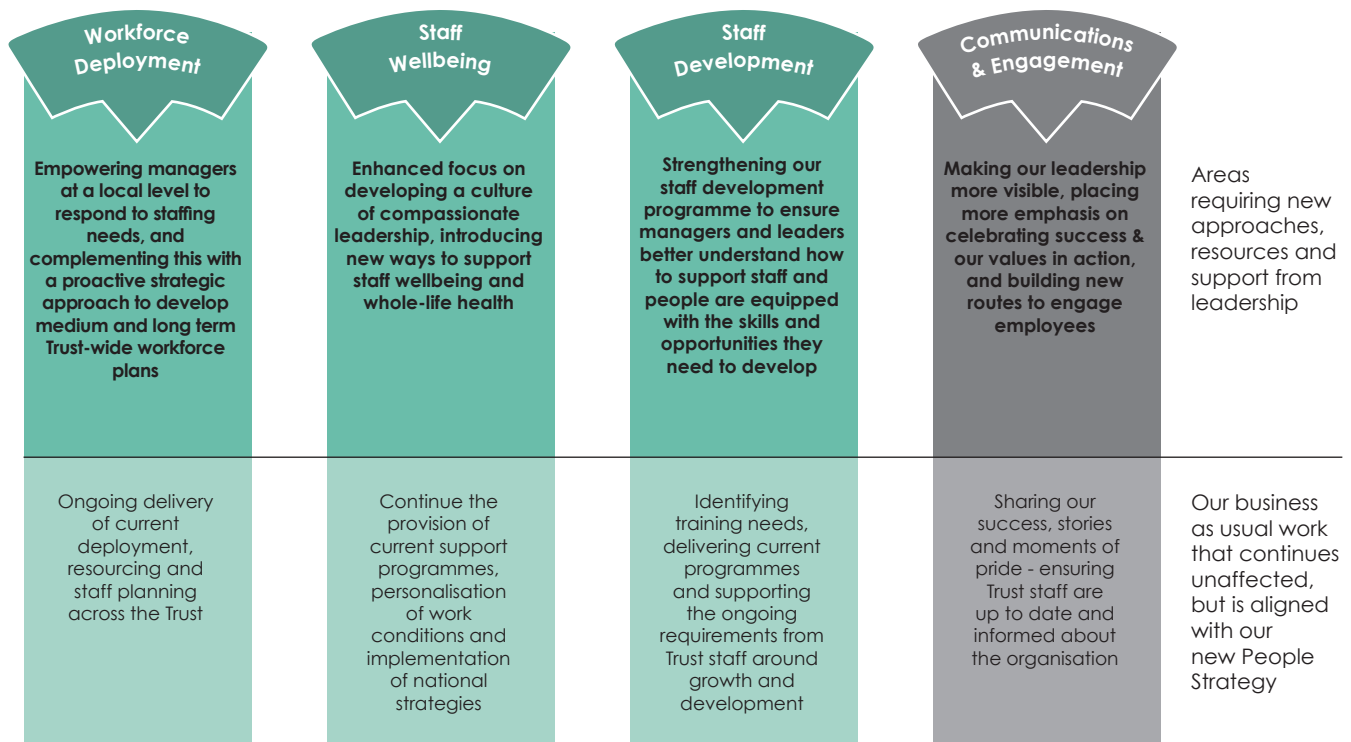
These three strategic priorities are underpinned by a communications & engagement programme to reinforce both the People Strategy itself and the part it plays in delivering the Trust's overall objectives.

Since the development of the last three-year strategy, the pressures on the organisation have shifted, as has the national picture. The opportunities for system working and collaboration remain at the core of the national objectives and we are as committed as ever to playing our part within the Dorset Health and Social Care system.

Our Strategy in a Nutshell



The Focus of Our Strategy



Our Ambitions for 2021

Workforce Deployment

We will have a Trust-wide view of the staffing mix, roles and numbers required through detailed and proactive planning for the medium and long term. We will embrace new ways of working - the creation of new roles and changes in staff mix. We will build resilience into the organisation, staffing above establishment levels where appropriate thus reducing management overhead in plugging gaps, reducing dependency on agency staff and freeing up staff to focus on more transformational activities.

Efficient approval processes will enable us to fulfil recruitment needs quickly. We will attract staff at all levels by ensuring that they buy into what it means to work at DCH and how we differ from other organisations. We will retain staff through support, respect, development and recognition.

Staff Wellbeing

We will provide a healthy working environment and pay attention to work-life balance, with programmes that promote physical and mental health and wellbeing featuring heavily. Recognising the cost pressures faced by the Trust, we will pay attention to the every-day factors impacting staff.

Our managers and leaders will play a key part in achieving this. Their role will evolve to cover more elements linked into health and wellbeing - including the individual attention we give our staff, how we communicate effectively with them and the way in which we give praise and recognition. People will feel valued and their concerns heeded, as we demonstrate our values in action and highlight the Trust's role in enabling them.

Staff Development

We will ensure that we provide a broad mix of development opportunities for all staff seeking career growth. We will ensure our staff understand the career paths available to them and we will pro-actively facilitate development within and outside of their roles including cross-boundary working. We will implement a proactive approach to Talent Management thus strengthening career progression and reducing risk around key roles.

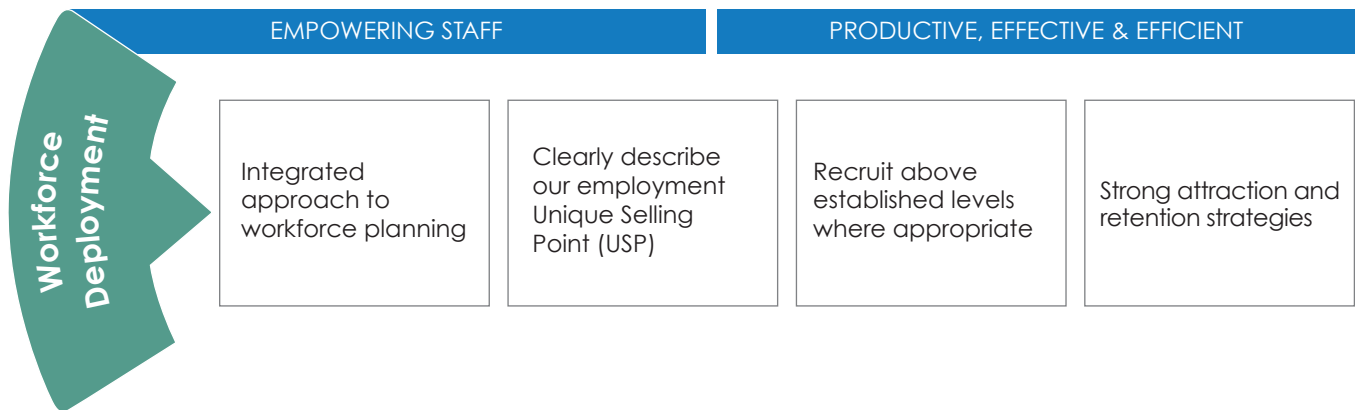
We will introduce Quality Improvement training in line with the national agenda and we will actively encourage staff to use these techniques at a local level to develop innovative approaches to their work.

Communications & Engagement

We will build an effective, two-way communication approach for our staff. This will see a strengthening of our digital activity and proactive appreciation of our staff. More effort will go into sharing information on our progress and case studies of success across the organisation. This will include activity that showcases our people and how they bring the Trust values to life.

Alongside this, the leadership team will be visible and engaged with all levels of the organisation.

How We Will Achieve Our Strategic Priorities



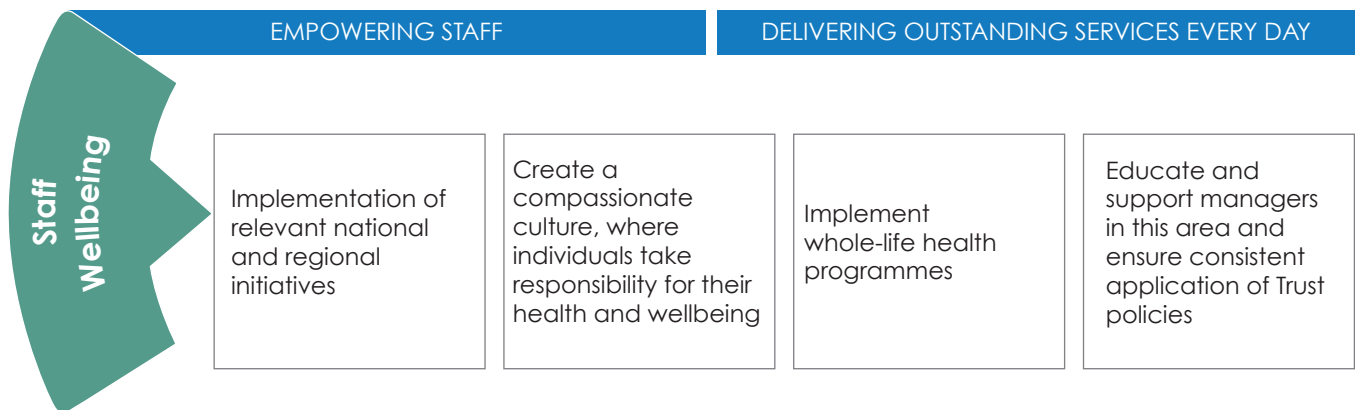
How

1. Deliver a framework to consider working differently and developing different roles.
2. Recruit above established levels where appropriate to provide consistent resilience.
3. Establish an integrated approach to strategic workforce planning across the Trust. We will support teams in developing medium and long term staffing profiles and creating a Trust wide view of staffing requirements; culminating in the development of a Trust Wide staffing plan by the end of 2018. This will include developing initiatives to ensure effective integration with Primary, Community and Social Care.

Attention will be paid to any opportunities available at a system level, but the main aim of this area of focus is to ensure that DCH has a clear view of its staffing needs and its plans to fulfil them. (This is a strategic activity and will complement departmental level activity).

4. Clearly describe the employment proposition for current members of staff and potential candidates. We will accurately describe what it is like to work at DCH, what is expected of our staff and what they can expect from the organisation and their colleagues. We will differentiate our Trust through our approach to Compassionate Leadership and our approach to staff wellbeing and development - clearly outlining our USP.
5. Ensure the deployment of our staff is effectively managed through robust rota management, which provides choice, personal stability and operational safety for the care of our patients.

How We Will Achieve Our Strategic Priorities



How

1. Support Public Health England to implement nationally supported health and wellbeing initiatives within the Trust.
2. Implement a programme of activity that promotes whole-life health including mental health awareness and support for managers whose team members may be suffering with mental health issues.
3. Encourage individuals to take responsibility for their own health and wellbeing; seeing and enjoying the benefit of doing so
4. Ensure managers clearly understand and promote flexible working options, recognising individual needs and wishes - give them the tools and skill to work as compassionate leaders.
5. Embed good practice in leadership training around appreciation and recognition of staff.

How We Will Achieve Our Strategic Priorities



How

1. Continue with, and enhance, leadership development programmes that reflect the national priorities around collaboration, compassionate leadership and empowering approaches.
2. Provide staff with access to appropriately skilled people, internally and elsewhere within our health and social care system, to support staff through the provision of mentoring and coaching. Provide managers with the skills to enable them to mentor and coach staff.
3. Develop career pathways for each area of our workforce which include competency mapping and individual development plans.

In support of this, build more visibility of the options and opportunities available to staff to drive uptake of development and self-driven learning. We will also implement career clinics.

4. Establish a strong focus on the development of Quality Improvement skills in line with the national methodology, to encourage staff empowerment and facilitate innovation.
5. Establish Talent Management programme to ensure effective career progression and mitigate risks around continuity of key roles.

How We Will Achieve Our Strategic Priorities



How

1. Proactive approach to improve senior leaders' and managers' visibility so that people can put names to faces and rapport is built up within and across teams.
2. Managers and leaders pro-actively communicating the value of enhanced roles and ensuring these are fairly distributed, appropriately succeeded and widely recognised across the organisation, with more information for them to do this and clearer guidelines on what needs to be done.
3. Relaunch our approach to celebrating success, and encouraging managers to "spot people doing things well" with a focus on our values and people living them every day.
4. Develop a more pro-active approach to sharing updates, particularly those that relate to changes requested by staff, with more visible communication and a greater focus on appropriate media to do this.
5. Review how we currently use social media to both engage current Trust staff and people we would like to join the organisation - implementing a strategy that makes better use of social tools for communicating to and engaging with people.

Timetable for Action

	2018/19				2019/20				2020/21			
Workforce Deployment												
Integrated approach to workforce planning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clearly describe our employment USP	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruit above established levels where appropriate	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strong attraction and retention strategies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff Wellbeing												
Implementation of relevant national and regional initiatives	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Creating a compassionate culture, with individual responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Implement whole-life health programmes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Educate and support managers around staff well being	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Staff Development												
Enhance our leadership development offerings	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Focus our attention on Quality Improvement skills	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop clear career pathways & proactive talent management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build a strong coaching and mentoring culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Comms & Engagement												
Improve our leadership visibility	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support better communication from our managers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Be more proactive celebrating success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Better sign-post where we have made changes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Better use of social media internally & externally	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Resource and Governance

Achievement of the strategy will largely be dictated by the resources available to implement the actions. To achieve the goals, the HR department will prioritise resources for the achievement of the strategy and in doing so will need to de-prioritise other areas of focus. Additional funding will be sought through other NHS arm's length bodies as appropriate, and where necessary, internal business cases will be made for additional resources.

A key element of our Workforce Deployment priority will involve proactive recruitment to avoid workforce gaps and minimise the use of agency workers. This will require the Trust to anticipate shortfalls in medical rotations, maternity leave and 'drop out' from recruitment activity, and sanction recruitment activity above budgeted establishment levels. This will, however, need to be agreed through our existing governance.

The progress against the achievement of the People Strategy objectives will be tracked through the Resourcing Strategy Group, and then through the Finance & Performance Committee.

Overall governance of the People Strategy will be through the Trust Board, with annual progress reports.

Measuring Success

We will measure the success of this strategy through a set of simple KPIs aligned to our priorities, and Employee engagement, which we will be looking to get far more depth around - both through increased depth measurement and as outcomes of the work outlined in this strategy.

WORKFORCE DEPLOYMENT

Vacancy levels

Registered Nurses:

▶ 7% (03/19) ▶ 6% (03/20) ▶ 5% (03/21)

Medics:

▶ 2.5% (03/19) ▶ 2.3% (03/20) ▶ 2.0% (03/21)

% of temporary workforce

% Agency workers:

▶ 2.0% (03/19) ▶ 1.8% (03/20) ▶ 1.6% (03/21)

HEALTH & WELLBEING

Staff Survey KF19: Organisation and management interest in and action on health and wellbeing:

▶ 3.70 (03/19) ▶ 3.76 (03/20) ▶ 3.82 (03/21)

Staff Survey KF15: % of staff satisfied with the opportunities for flexible working:

▶ 52% (03/19) ▶ 54% (03/20) ▶ 56% (03/21)

Absence rates (rolling year at March):

▶ 3.15 (03/20) ▶ 3.08 (03/21) ▶ 3.00 (2021)

STAFF DEVELOPMENT

Staff Survey KF13: Quality of non-mandatory training, learning and development:

▶ 4.05% (03/19) ▶ 4.10% (03/20) ▶ 4.15% (03/21)

Staff Survey KF21: % of staff believing that the organisation provides equal opportunities for career progression or promotion:

▶ 93% (03/19) ▶ 94% (03/20) ▶ 95% (03/21)

EMPLOYEE ENGAGEMENT

Overall Staff Survey Engagement Score:

▶ 3.86 (03/19) ▶ 3.88 (03/20) ▶ 3.90 (03/21)

Q21c: I would recommend my organization as a place to work:

▶ 68% (03/19) ▶ 70% (03/20) ▶ 72% (03/21)

