Our People Strategy

Promoting Wellbeing

Culture, Improvement, Engagement

Attraction, recruitment, retention

Team Work & Leadership for Excellence

Helping me do my job productively

Our People

Reward and Recognition

Talent Management and Development

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Making it Personal

2017 - 2022

PROUD TO MAKE A DIFFERENCE
SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

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Our People Strategy - Making it Personal

1. Introduction

At Sheffield Teaching Hospitals we know that our people are as important as the patients and populations we serve.

The vision of *Making it Personal* is simple: to create **a brilliant, personal place to work** by attracting, developing and engaging all staff and volunteers from all backgrounds to transform the lives of our patients and the public.

To do this, we need to care for, develop and enable the collective potential of all our people and harness their energy, ingenuity, talents, differences and shared sense of purpose.

The vision of MAKING IT PERSONAL is to create a brilliant, personal place to work where:

- **Each individual's talents and differences are promoted, developed and respected**
- **Brilliant team working is the norm within and across departments and organisations**
- **Creativity, innovation and continuous improvement is part of our DNA**
- **Investment and excellence in leadership and development is recognised as critical to success**
- **A sense of belonging, engagement and advocacy for the organisation is nurtured**
- **We are the employer of choice, attracting, developing and retaining staff from local, national and international labour markets and achieving a workforce reflective of our community**
- **Every individual feels supported, cared for, empowered and is PROUD to work here**
- **The employee experience of each and every individual is personal to them**

Our People Strategy is a key enabler of the Trust's Making a Difference strategy (LINK) and underpins the strategic aim "Employ Caring and Cared for Staff":

Making it Personal – Our 10 Inter-Connected Themes

Policy Context

The Five Year Forward View is the key policy backdrop to our strategy. There is an increasing drive to develop integrated and new models of care. In this context, collaboration with partners across health and social care has taken a significant step forward across South Yorkshire and Bassetlaw, with the formation of the Accountable Care System (ACS). Organisations have come together with a redefined purpose of bridging the gaps associated with care and quality, health and well-being and finance and sustainability. In 2017, our ACS was announced as one of ten national vanguards of this new approach. In addition we are also working in greater partnership at a Sheffield city level with our health and social care partners. This is the Accountable Care Partnership and its focus is the Sheffield "Place". These strategic approaches will have important implications for how we work and therefore our People.

The STHFT People Strategy therefore addresses:

- **Our immediate and ongoing organisational challenges and needs**
- **The changing strategic landscape as we move towards greater system working**

Our Principles and Approach

The underpinning principles of our approach are:

Co-Design with Our People	Engagement, co-design of strategy & delivery with our people
Patient centred	New service and workforce models, designed around patient need
Innovation and Redesign	Experimentation, improvement principles, spreading and scaling
Balance of local & central approach	Local expertise & learning: central bold decisions and enablers
Partnership Working	Educational, learning and strategic alliances
Celebrating	Recognising the efforts of people and the contribution of individuals, great teamwork, management and leadership

2. Where are we now? (October 2017)

We have many strengths to draw upon including our good retention rates and our track record as a regional teaching centre that delivers great outcomes . We have good relationships with our partners and are well placed to tackle the future changes. We have invested significantly in engagement, Listening into Action, wellbeing and Service Improvement activity. We can build on our excellent career escalator, our apprenticeship scheme and the development of new roles, working as part of the regional Excellence Centre. Our greatest strength is our fantastic people and the common purpose they share around delivering the best services for our patients and the local population.

Yet, we also face many challenges. To develop our strategy, we have analysed our workforce data, engaged with hundreds of staff, undertaken a detailed cultural diagnostic of the organisation and reviewed the strategic, policy and research context.

The diagram summarises our position in October 2017.
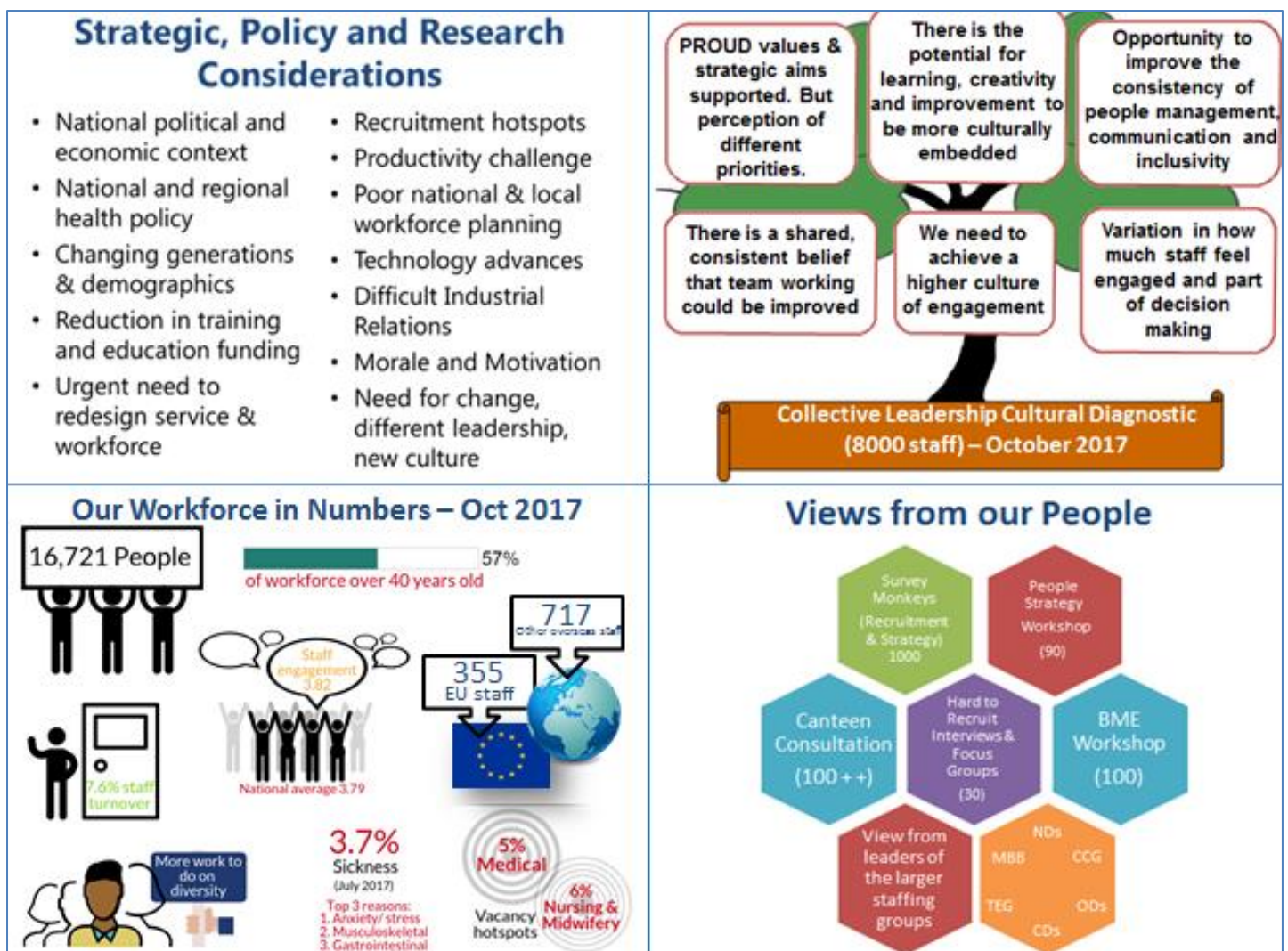
Click this LINK for the detailed information behind this summary.

3. The strategic imperatives

The strategic imperatives that our People Strategy must achieve are:

1. We are operating in an urgent and challenging recruitment context. We must develop and promote excellent, innovative and tailored attraction, recruitment, retention and reward strategies. We must also consider our strategic approach to optimise local, regional, national and international labour pools.

2. There are challenging vacancy hotspots across the organisation. We need better understanding of their root causes to help directorates create tailored and sustainable solutions.

3. The demographics of our people are changing. We need to adapt our approach to the changing needs of younger generations and develop more flexible employment options, for all generations.

4. We need to be brilliant at how we deploy our current staff, learning from regional and national work and using technology and other enablers to improve efficiency and make our people's working lives better.

5. We need policies and procedures which are fit for purpose and reflect our context and values.

6. We need to be the best at health and well-being, promoting and valuing difference in order to attract, recruit, retain and support our staff and be more reflective of the communities we serve.

7. We need to invest in training, development and service improvement coaching and scale up what works, tailored to the needs of different staff groups. We need to optimise our training and educational partnerships and influence the development of national and regulatory bodies.

8. We need to innovate in our approach to role and team redesign and quickly share, spread and scale up innovative solutions. This will require us to foster connections for innovation, be bolder and take more risks.

9. We need to learn from fantastic external practice and build strategic, innovative cross-sector partnerships for the future.

10. We must be first class at developing our people throughout the organisation and design sustained and tailored talent management strategies.

11. We need to design sustained approaches to developing collective, compassionate and engaging leadership and high quality management skills throughout the organisation.

12. We need to focus on developing high quality teamwork within departments and across departmental, pathway and organisational boundaries.

13. We need to be better at planning our future workforce, predicting future challenges and developing innovative plans as part of our planning cycle.

14. We need to prepare our people for a more agile, system based model of working, with increasing expectations in the Accountable Care Partnership and System to work across boundaries and organisations.

15. We need to develop a culture of high engagement, continuous improvement and performance "that supports experimentation and change" (Nuffield Trust, 2016), and creates the conditions for our people to thrive. This will take time and constancy of purpose. Our strategy is inextricably linked to delivering the absolute best for the patients and populations we serve: 'safe effective patient care is intimately linked to good staff health, wellbeing and engagement' (West and Dawson, 2011).

Above all, we want to create a BRILLIANT, PERSONAL place to work for every one of our people.

Making it Personal – Our Strategic Themes

A. Promoting Wellbeing

Vision

Place mental and physical wellbeing at the heart of individuals' experience of working at STHFT and encourage and inspire people to look after themselves and each other.

Strategic Objectives

- **Be recognised as an exceptional Employer of Choice** that invests in well-being and recognises that developing a healthy and happy workforce helps us achieve the best for our patients.
- **Root personal wellbeing into the culture** of the organisation and develop our people to be highly engaged, motivated, calm, healthy and energised where individuals take ownership for their own health and wellbeing.
- **Work with public health partners, and the Health and Safety Experts as part of the wider ACP,** to improve prevention in the community and deliver our social responsibilities as one of the largest employers in the city:
  - Improve our volunteering and social offer to Sheffield, giving back to our local population and developing worthwhile fulfilling opportunities for staff in line with our PROUD values.
  - Establish ourselves as a highly regarded employer and promote inclusive growth in the city working with partners.
  - Support local and national initiatives as and when they arise so that we benefit from research opportunities
  - Seek sponsorships and partnership deals with wider organisations across Sheffield and the region.

- **Identify and proactively manage the risks to staff health safety and wellbeing**, providing managers and staff with skills and access to high quality care, and expertise to prevent harm and promote long term health.
- **Build in staff wellbeing considerations into all planning processes,** recognising its importance in developing a Healthy Workplace for all our People.
- **Commit to the Workplace Wellbeing Charter and Workplace Health needs Asessment**
- **Identify the things that show staff we care for them personally** and develop and prioritise facilities and services to help staff manage work and home more easily.
- **Work with our Occupational Health Practitioners** who are expert at developing health education in our organisation, where lifestyle changes improve the lives of our staff

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Give me time to give blood.
Give me a break in times of need.
Give my manager training in how to handle staff with mental health issues.

HR, Service Improvement, Nurses, Directors, Hotel Services team

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Having management who are trained in basic psychology to enable them to contribute to the wellbeing of their staff i.e. taking responsibility for the psychological wellbeing of oneself and everyone else.

Assistant Psychologist

"Respect Body and Mind"
"FIT to work; to work for health"
"Roots to grow and wings to fly"
"I can care for my family so I can care for you"

Ideas from People Strategy Workshop, "Read all about it" session

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PT & OT are well placed to contribute to staff wellbeing, highlighting the importance of physical activity, healthy meetings, chair based activity etc. Fitness for work. Physical activity is key for good health; it helps prevent disease, maintains healthy weight and promotes mental health and wellbeing. "Work out at work" initiatives are being implemented nationally by physiotherapists.

Professional Heads of OT and PT

B. Attraction, Recruitment, Retention

Vision

We want all colleagues to feel happy and proud to work for STHFT and we want all potential colleagues to see STH as their preferred employer .

Strategic Objectives

- Be recognised as an innovative Employer of Choice **with exemplar recruitment and retention strategies,** that embed our PROUD values and support our aspiration of being the happiest and best place to work.

- **Develop a recruitment strategy** that utilises technology and grows a workforce reflective of our community.

- **Create an agile and flexible attraction and recruitment framework that sets ourselves apart** to help deliver an excellent candidate experience at every stage of the attraction, selection and onboarding process.

- **Develop tailored, innovative strategies** to how we attract, recruit and retain "hard to recruit" roles.

- **Build the strongest relationship with our local education providers** to attract the pipeline of talent proactively for the future and understanding the next generation's aspirations and expectations, so we can communicate in a way that is meaningful to all candidates.

- **Assess the impact of Brexit** on our workforce and consider our strategic approach to wider labour markets.

- **Develop a collective cross-city agreement with Sheffield partners** to develop more attractive developmental offers and enhance our employer reputation.

- **Actively promote trailblazing schemes** to accommodate growing aspirations for portfolio careers.

- Develop a more strategic focus on getting the **right people in the right place at the right time** as our services flex and change.

- Identify innovative alternatives that exist to resolve some of the **parking challenges** that especially for those that work shifts.

- Continue to develop a **resilient workforce** and **adapt policies** to incorporate the changing personal responsibilities that colleagues face.

> **Nurse Specialists in this area were trained up internally in 2000 which was a cohort in house recruited at AfC Band 6. Then eventually finances meant that those specialist nurses were offered Band 8A roles in surrounding units. There is a nurse on Band 5 at STHFT who will move to Aintree to be part of a career structure leading to Band 8A and also getting specified career development.**
>
> *'Hard to Recruit' interviews – Nurse Specialist*

> **The group of staff retiring (either medical or other groups) on grounds of pension issues who don't really want to go yet… it seems clear that keeping this group within the workforce on suitable terms is crucial. I am aware that some Trusts are taking a different line on this. We need to recognise that people nearing retirement want to work differently.**
>
> *CDs consultation*

> **No efforts to recruit speciality in a "pazzazz" way. We are a teaching hospital and still resting on our laurels somewhat rather than re-inventing ourselves and being more dynamic.**
>
> *'Hard to Recruit' – Endoscopy Nurses*

> **Due to diversity of highly specialised areas of healthcare science at a large complex Trust like STH, bespoke recruitment and retention is required. Is there a better and more effective way of 'head hunting' specialist staff and retaining them?**
>
> *View from Professional Groups, Healthcare Science leadership team*

C. Helping me do my job productively

Sheffield Teaching Hospitals NHS
NHS Foundation Trust

Vision

We aim to improve job satisfaction and productivity by getting the basics right on IT and through developing data transparency, top quality people management processes and by focusing on reducing variation.

Strategic Objectives

- **Get the basics right by ensuring all of our staff have the right tools and equipment and improve all our hospital IT systems** to improve the productivity and satisfaction of all our staff in order to help them deliver the best for patients and the populations we serve.
- **Help teams understand the work of their multi-discplinary colleagues** and redesign teams where necessary to deliver the most effective and efficient service
- **Get rid of the bureaucracy and empower individuals to make decisions locally and more autonomously**
- Develop a clear strategy for improving performance against the **Lord Carter Operational Productivity Model Hospital** staffing benchmarks.
- **Embrace technology to help streamline processes and clinical pathways and automate support services** where possible to improve quality and productivity, enabler smarter working and reduce waste.
- **Develop a culture of continuous improvement** to help overcome barriers and duplication and to improve patient and staff satisfaction and improve the transparency of data relating to value and variation.
- **Embrace apps and other technology** to enable productive working and connections between and within staffing groups.
- **Embrace and utilise the excellent expertise and skills** within our organisation, to design, select, evaluate and pilot new technology
- **Consider more innovative contractual arrangements** that embed a culture of productivity.
- Work with **partners across the Accountable Care Partnership and System** to consider more productive, networked models of clinical and corporate services, learning from good practice.
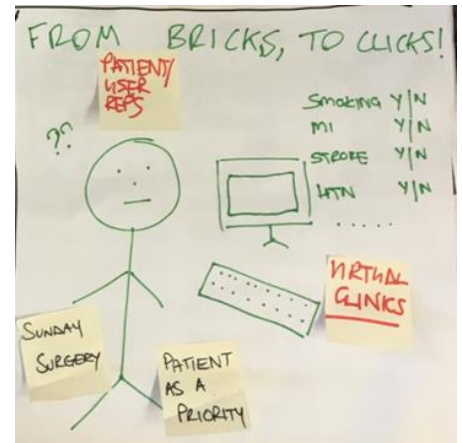
Greater emphasis on genuine bottom up service design where patient care shapes a service rather than the regular latest top down restructuring and somewhat arbitrary targets being set which you're then held responsible for meeting.

Psychological Services

It is frustrating when our systems do not connect data with one another and if we record information on ESR we have to check it is the same for e-Roster. It is very inefficient.

Workforce Information Analyst (HR)

"Cut red tape"
"Improve stock replenishing system, especially for the basic equipment requirements"
"Apps for all activities – get rid of paper"
"Shorter working weeks to energise staff, like in Sweden"

Ideas from People Strategy Workshop, "Read all about it" session

Improve quality of computers and stop bringing in one IT system after another, all of which slow down speed of seeing patients in clinic and make it much slower to do admin. Too many systems, some very complex and slow, which don't all interconnect but with overlapping functions. ICE is an excellent system, but others are not.

Dermatology Consultant, 'Hard to Recruit' focus group

D. Reward and Recognition

Vision

For all colleagues to be highly motivated to achieve outstanding results as they feel valued and rewarded for doing an outstanding job individually and collectively.

Strategic Objectives

- **Reward and recognise individual and team contributions** via our People Awards which support the Trust's PROUD values and help deliver our corporate objectives and the best experience for patients.
- **Develop a clear and flexible approach** to alternative working patterns to accommodate the changing needs of our people.
- **Develop** approaches that are flexible and attempt to work with people to balance work and home demands at different times in their lives
- **Achieve a top employer listing** in the Sunday Times Top 25 Best Organisations to Work in and be recognised as an exemplar across the NHS, by aiming for HSJ Best Employer Awards .
- Consider how we invest in **rewarding excellence** at individual and team level, recognising the key theme from the cultural diagnostic that recognition and support could be improved.
- **Review how we award Clinical Excellence Awards** to ensure they reward excellence in line with our strategic aims
- **Promote and market** the full package and reward statement of NHS employment
- **Develop managers** and staff (for peer support) to celebrate differences and successes so colleagues feel valued in the organisation
- **Demonstate and recognise PROUD values always,** ensure communications in all directions is effective and that staff feel valued by their manager and peers
- **Reward the contribution of individuals** with better recognition and improved career development opportunities and ensure poor performance is managed effectively.

List and advertise benefits on to all parts of NHS/Emergency Services and promote staff discount deals more (on all websites, not just STH)

Administrative Assistant, staff meeting

I wish we could buy more things through Salary Sacrifice as nurses especially would like to purchase cars and car parking.

Nurse, new starter

Extremely rewarding work and never tire of this but we have to invest in teamwork as we are lucky that we have a supportive one and a good bunch of colleagues to work with.

Cardiology Nurses and Matrons

Admin and Clerical staff are one of our largest staff groups in STH and they play a pivotal role in delivering a high quality service to our patients. They are often the first point of contact patients have with our organisation. We need to lift the profile and celebrate the contribution of A&C staff.

Administrative Professionalism Project Team

E. Promoting and Valuing Difference

Sheffield Teaching Hospitals NHS
NHS Foundation Trust

Create a diverse and inclusive workforce that attracts and engages talented individuals from all backgrounds and builds on the amazing diversity of our people to maximise the creativity, character, potential and culture of our organisation.

Strategic Objectives

- **Develop an organisational culture that makes the most of our amazing and rich diversity** in order to embrace, realise and build positively on the talents and potential of our staff and wider population to deliver the best experience for our people and our patients.
- **Achieve a workforce representative of our population from board to ward**, in respect of all protected characteristics and increase the transparency and profile of our metrics on this agenda.[1]
- **Improve individual awareness of cultural difference**, including unconscious bias and embrace transformational ideas to improve diversity in attraction, recruitment and development processes.
- **Work positively with staff from diverse groups** to enable them to achieve their potential and ensure tailored development plans are created.
- **Support all our people in undertaking their roles**
  - To work without fear of discrimination from patients or staff of any form and to be confident that discrimination will be tackled.
  - To be supported when discrimination happens.
  - And develop a culture where all staff feel able to call out discrimation
- staff from all backgrounds to have **a stronger voice** in the organisation.
- **Be recognised as an organisation that embraces diversity and inclusion.**
- **Develop and promote role models from diverse backgrounds**
- **Learn from other organisations by improving connections and trialling activities such as Reverse Mentoring**
- **Build on our excellent, trailblazing work with Athena Swan, SWIM & Stonewall.**

> **I have stopped applying for promotion now as I never get past the first stage.**
>
> *BME Nurse*

> **I perceive a lack of support when patients refuse to be cared for by BME staff.**
>
> *Nurse*

> **"Make it easier for people with disabilities"**
> **"Promote Shared Parental leave more"**
> **"Better appreciation of diversity"**
>
> *Ideas from People Strategy Workshop, "Read all about it"*

> **Good to see the Board and CEO listening to the metrics with commitment to promote the inclusion agenda. How long will it take to get this agenda moving?**
>
> *Consultant.*

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[1] The 2010 Equality Act brought together the personal characteristics that are protected by law and outlines behaviours that are unlawful in relation to them. The "protected characteristics" are: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex; sexual orientation

F. Workforce Redesign, Innovation & Planning

Vision

Develop innovative approaches to role and team redesign in the context of changing service models & recruitment challenges. Share, spread and scale up local innovative solutions and build learning into long term plans.

Strategic Objectives

- **Enable new service models**, through workforce redesign in light of changes in patient needs and technology **and be innovative** around changing tasks and responsibilities.
- **Promote** a culture of service redesign, developing workforce models that are fit for the future, working across directorate and organisational boundaries.
- **Build internal capacity and capability** to engage teams to redesign their workforce and plan for the future.
- **Foster local experimentation, supported by bold Trust wide decisions** to spread and scale up.
- **Ensure new and extended roles are developed in a culture that enables them to flourish** and with strategic recruitment, training and development.
- **Further strengthen partnerships** with Sheffield Hallam University, University of Sheffield and other educational providers (including internationally) to market our roles and ensure the pipeline of new workers (e.g. Physicians' Associates) meets our requirements.
- Help staff increase their **knowledge and understanding of different roles and teams** across the Trust.
- **Work with partners** to develop redesigned roles and opportunities across the system.
- **Plan our long term workforce planning needs proactively,** cognisant of: changing service models; growing digitalisation; and, changing workforce profiles, working across the system where required.
- **Develop team, organisational and system level planning tools** to help plan our workforce needs, learning from external good practice and in the wider regional context.

> **There is significant potential for the extension of advanced pharmacy roles (e.g. prescribing) and development of new roles to target the gaps where we have medical vacancies… but it will require investment.**
>
> *Pharmacy Leadership Team*

> **Experience of the service you're working in is crucial. Rapport and relationships also vital. The idea spreads like wildfire when people get used to the role and have confidence. Working to the same standards and measuring outcomes.**
>
> *Group of ANPs on what helps get new roles established*

> **"Headless delivery – move over Google, the NHS is free thinking!"**
> **"Amazing, autonomous teams. Self-directed, understanding roles and work, broader skill sets"**
> **"Self-directed Mr Fix-it! Multi-skilled technicians"**
> **"From Bricks to Clicks" service change around the patient.**
>
> *Ideas from People Strategy Workshop, "Death of hierarchy: Read all About it" session.*

> **There is perhaps opportunity to develop more autonomy – in the USA I used to have more autonomy on ward rounds, making plans for patients and then discussing with consultants. Here we always do ward rounds together.**
>
> *Physicians Associate*

G. Training for the Future

Vision

Create the capability for future success through fantastic training that meets the needs of our people, services and patients and helps us create the most skilled, developed and happiest workforce in the NHS.

Strategic Objectives

- Develop a **training and educational plan,** to match our service and workforce planning, that is responsive to appraisal themes, ensure all staff has the essential skills to do their job well and is cognisant of the national training developments for different professional groups

- **Develop highly effective e-appraisal** throughout the organisation, embedding reflective practice and 360 feedback within our appraisals as standard to give a rounded picture of skills, performance and potential.

- **Acknowledge the national and local service and training tensions for medical staff** and co-produce innovation solutioons to engage, train and support individuals working in hard pressed services.

- **Continue to develop innovative and broader entry routes** into nursing.

- With system partners **lead the delivery of the South Yorkshire Excellence Centre,** maximising the training opportunities for hard to recruit to groups and helping to deliver its 5 strategic aims.

- Influence the development of the **South Yorkshire and Bassetlaw Advanced Clinical Practice faculty** as part of the South Yorkshire Excellence Centre.

- **Maximise collaboration and partnership** working with other organisations and staff development experts, especially across Sheffield and the region to ensure that our organisation is seen as the Employer of Choice for all school, college and university leavers.

- **Capitalise and extend the future workforce initiatives and varied entry routes**, to showcase the wide range of opportunities and job roles in the NHS that all peoplefrom all backgrounds may be attracted to.

- **Build on our strategic partnerships with educational bodies** to attract newly qualified individuals to STHFT to mitigate the risk of losing local course graduates to other institutions.

- **Develop and raise the profile of the administrative profession,** aiming to deliver a role based competency assessed training approach, underpinned by strong professional leadership and more standard processes.

- **Develop service improvement capability** throughout the organisation building on the great work of the Microsystems Coaching Academy.

- **Design and develop an Internal Development Framework** for all staff so Career ladders are easily identifiable for all staff groups

In the future, I would like more information about career progression and how to prepare for a management post if that is something I become interest in. If there are complementary degrees or courses that may be required, then I would like to know sooner.
Consultant Anaesthetist – 'Hard to Recruit' session

I will be looking for support and a good mentor is important. You take on a lot as a newly qualified nurse and you need to be strong.
Student Nurse – 'Hard to Recruit' session

"Top doc has domestic as one of his appraisal reviewers"
"300 staff perform surgery through goggles…hundreds of other NHS organisations and healthcare around the world are desperate to join in"
"Sufficient time for individuals to do training"
"Personal development as important as taught courses"
Ideas from People Strategy Workshop, "Read all about it" session

There have been difficulties experienced with the availability of training for supervisory level staff in Domestic and Catering Services. Changes nationally to how funding is accessed have impacted on services and the removal of the NVQ and the requirement to undertake an apprenticeship to gain the equivalent qualification has been difficult for the staff and challenging for departments to manage. Consideration for the adoption of equivalent in-house training such as the British Institute of Cleaning Science (BICS) for domestics should be considered as an alternative.   *Hotel Services Leadership Team: views from the larger Professional*

H. Talent Management and Development

Vision

We want to be the best in the NHS at attracting talent from the strongest talent pools in order to achieve our   goals and help all of our people realise their dreams and potential.

Strategic Objectives

- **Develop a comprehensive talent and succession strategy**, **charter and talent hub** for STHFT that operates at every stage of the employee journey and grows a leadership team **reflective of our community.**
- **Create an agile and flexible talent attraction framework** to help all professional recruiters deliver an excellent candidate experience at every stage of the attraction, selection and engagement process.
- **Use strategic organisational partnerships** in Sheffield to enhance our talent offer.
- **Enhance, market and celebrate our employer brand,** delivering tailored marketing to different audiences.
- **Ensure STHFT has a talent pipeline** for the future that maximises the potential of new and existing staff.
- **Over time integrate our talent management approach** into the wider Accountable Care System, working with partners and ensuring connected leadership communities.
- **Ensure that all staff with potential are given opportunities to enhance their development at any stage of their colleague lifecycle at STHFT.**
- **Ensure that all staff who wish to move roles** are given the correct development to succeed.
- **Ensure the appraisal, with 360 feedback as its heart, offers all staff an exceptional opportunity to feel that they are valued** for making a contribution and a key foundation of talent management and development

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Individuals considering operational management roles need to understand more clearly what it would take in terms of the skills and experience they need to acquire from different roles. Thiss needs to be supported by an internal training scheme that identifies development needs through appraisal and identifies structured development pathways matched to career aspirations and potential. This is in addition to the recently launched STH Graduate Management Training Scheme.

View from General Management Leadership Team – view from the Larger Professional Groups

What will keep you working at STH in 5 years' time?

"Sustained investment in training and development in post to develop and progress"
"Someone paying personal attention to mentor me"
"Role variety, *d***evelopment opportunities/ways to progress through bands when not a clinical member of staff"**

Service Improvement Team Meeting

"Talent Charter wins National award!"
"Talent Champion Network promoting opportunities"
"Talent hub expands access to opportunities and information"
"Talent academy match individuals with needs to accelerate progression"

Ideas from People Strategy Workshop, "Sheffield's Got Talent"

"Rotation to new department"
"Department Open Days"
"Staff Transfer window"
"Job swaps"
"Start early – target schools"
"Apprenticeships – e.g. health science practitioners"
"Mentor/champion for each role"
"Encouragement and opportunity of development"
Ideas from People Strategy Workshop, "Sheffield's Got Talent"

I. Team Work and Leadership for Excellence

Vision

We want to grow a community of leaders and managers across Sheffield with the capability, confidence and values to create a high engagement, performance and continuously improving culture and to embed high quality multidisciplinary teamwork across the organisation and system.

Strategic Objectives

- **To develop a culture of more consistent, high quality inter-disciplinary team work for innovation and high performance** throughout the organisation and the system, with a focus on team and individual development. To develop the skills for all to participate effectively in agile and quickly-forming teams that flex across boundaries.
- **To develop "shared, distributed and adaptive" leadership** across the organisation, by promoting the practice of collective, compassionate leadership.
- To build on our PROUD values, working to deliver consistent **PROUD behaviours** at all levels to help enable a culture of high engagement, performance and continuous improvement.
- Use learning from our cultural diagnostic to develop a **more visionary, creative, radical thinking and challenging** leadership culture whilst preserving the strengths identified.
- **To develop leaders and managers** to maximise diversity of perspective where all team members understand and develop skills that improve team work and performance, to develop a culture of high performing, highly empowered team-work.
- **Develop a strategy to develop a diverse, engaging and visible leadership community** that reflects our community and maximises the amazing diversity and rich talents of all our staff.
- To develop consistently **high quality, visible line management** as a key determinant of staff wellbeing, morale and retention, and a foundation of the culture we wish to achieve.
- **To develop a culture of collaboration and collegiality** through refreshing the Leadership Forum to aid self-development, support and networking throughout the organisation and across the system. Use technology, master classes and other means to take networking and buddying to a new level.

Coaching and mentoring are valuable but a lack of time and space to engage in providing and receiving it is a barrier.

Psychological Services

Training in managerial strategies – we are expected to be able to manage people with very little in the way of training.
Consultant Anaesthetist – 'Hard to Recruit' session

There is a shared, consistent belief, at all levels that team working could be improved.

There is an opportunity to improve people management, communication and inclusivity.

Cultural Diagnostic, 8000 staff

Good management and leadership can make an enormous difference to services and patient care but we are extremely poor at describing or celebrating this. We need to develop a piece of work with the Communications Team to develop these stories and a campaign that can be used in recruitment.

View from General Management Leadership Team – view from the Larger Professional Groups

"Volunteers top the table on diversity"
"MSK team produce new chocolate whilst on an away day"
"Facing the future: STH provide all staff with IT devices to ensure "buddying" is taken to a new level – FaceTime, Skype"
"All for one and one for All – patient and multidisciplinary approach to team working"

Ideas from People Strategy Workshop, "Sheffield's Got Talent"

15

J. Culture, Improvement, Engagement

Vision

We will develop a culture of learning, high engagement and continuous improvement and high performance that builds on our PROUD values and enables and realises the potential of our people.

Strategic Objectives

- **Learning from the organisational diagnostic, build on our good foundations (Microsystems Coaching Academy, Listening Into Action, Staff Engagement work etc) a**nd embed a culture of high engagement, continuous improvement and high performance "that supports experimentation and change" (Nuffield Trust, 2016) and enables improvement.

- Develop a cutting edge organisational development approach to promote **a culture of high quality, compassionate and sustainable care,** underpinned by sustainable Organisational Development capacity and capability and based on the experience of staff and patients.

- **Address the perceived disconnection of priorities at different levels of the organisation,** and across different staff groups. Find ways to improve how we discuss and explore shared purpose, and address the perceived tensions between targets, finance and patient care.

- Develop **tailored strategies** for specific groups where required (i.e. our junior doctors as an early priority)

- **Promote collective leadership and develop consistent, highly functional teamwork** to help us thrive and deliver effective and efficient care in an increasingly challenging environment.

- **Work with partners to develop collective models of leadership, cultural development, empowered teams and a networked approach to continuous improvement** across organisational boundaries in an increasingly system based context.

- Develop **the learning and coaching culture** we aspire to with cultural norms including:
  - Frequent 2-way feedback at all levels to develop a culture of openness, self-awareness, reflection and improvement.
  - Time for individual reflection and development and creative spaces for teams to grow
  - An acceptance of a long commitment to training and development
  - The giving and receiving of coaching and mentoring, mixing up staff from different backgrounds and different staff groups as a feature of our leadership programmes
  - An open culture where all feel able to challenge behaviours not in line with PROUD values.

Need to be realistic about where we are at. Culture might be nodded at in big meetings but on the ground, PROUD values etc are not represented consistently.

Participant – CCG/STH Joint Management Briefing Board on Accountable Care Partnerships

We need better connected engagement between MDTs. Integrated clinical and managerial teams. Find ways of bringing frontline and support staff together. The STH Way and the STH Team.

Listening into Action, Phase 3 conversation

There is a disconnect between a target driven culture (perception this is TEG priority) and clinical care provision (perception this is clinical staff priority).

Conclusion from collective leadership diagnostic, comprising thousands of our people's feedback

I was contacted by a member of another team who had heard about our idea through Give it a Go – it is great that sharing information makes links between teams.

Staff feedback form from Give it a Go Week 2017

4. Measuring Success and Outcomes

We will focus on three over-riding indicators

- **Staff advocacy** for STHFT as a place to work and be treated (Friends and Family Test)
- **Staff engagement** (Staff Survey)
- **Staff motivation** (Staff survey)

We know from the research that making progress on these metrics will help us achieve a high performing culture and help deliver the Making a Difference strategy and its five strategic aims. These three indicators will be underpinned by a set of specific measures comprising Our People scorecard and outlined below.

Our People scorecard must inform a refresh of people metrics in the Integrated Performance Report and be discussed in directorate performance reviews. This will ensure Our People metrics are of equal importance to the metrics associated with the other strategic objectives (such as delivering top quality outcomes, key performance targets and financial balance).

Health and Wellbeing	- Improved attendance - Reduced AIR (Accident & Incident Rate) and Lost Time due to Work related Ill Health and Reduced harmful injuries from violent incidents - Improvement in staff health outcomes over long term (measured by reduced long term sickness)
Recognition	- Investors in People status - Times Best Employer status - Testimonials - Exemplar on inclusion - Outstanding "Well Led" CQC rating
Diversity	- Improvement in all data on protected characteristics - Workforce more representative of the community we serve
Productivity	- Reduced agency and bank spend - Improved performance against Lord Carter's benchmarks from the *Operational Productivity and Performance: Unwarranted Variation* report - Improved SLR position
Employer of Choice	- Reduction in vacancies - Improved retention - Greater proportion of medical & nursing students choosing STH - Reduction in turnover - Progress on hotspot areas - Increase in number of advanced practitioners
Development	- Improved management skills (as measured through 360 appraisals, performance against manager/ leader audits) - Increasing rate of high quality appraisals that use 360 feedback - Increases in staff training - Consistently high and improving qualitative and quantitative feedback on courses - Increase in educational visits for future workforce - Improved talent management (measured by internal promotion, linked to 9 box grid appraisal) - Improved team working and leadership as measured by team diagnostic tools and high level staff survey metrics - Increases in staff undertaking quality improvement training - Increasing number of staff accessing coaching, mentoring and team development

5. Priorities for Action and Approach to Delivery

Our strategy outlines an ambitious and transformational programme and will require a fully resourced approach. There are a number of quick wins which we can take forward to better market and promote our current offers. To make progress on the transformational ambitions of this strategy, we will pursue all 10 themes, with groups prioritising initiatives within the outlined strategy. Our over-riding indicators of whether we are delivering our strategy will be staff advocacy (FFT) staff engagement, especially staff motivation (annual survey) underpinned by the myriad of indicators listed in this strategy. We want to be the best in the NHS on these indicators.

Approach to Delivery

Our delivery approach will follow the principles set out in the introduction. We will combine strategic core themes with frontline innovation, testing and redesign. The relationship will be two-way between the frontline and the strategic cross-Trust work – scaling up innovations that work and bringing Trust wide intelligence and strategic workforce context to all colleagues in the organisation.

Our delivery framework will comprise 4 main levels of work:

We have established a vibrant community of interest and will hold progress workshops, building on the success of the August 2017 workshop and the collaborative process through which this strategy has been developed. Acknowledging the key theme of increasing recognition, we will celebrate the work of individuals, teams and leaders in the context of this strategy through additional recognition strategies, to complement and build on existing recognition strategies, such as Give a Little Thanks and The Thank You Awards.