

Executive Summary

Report to the Trust Board of Directors

Being Held on 28th March 2023

Subject	A brilliant place to work – Our People Strategy March 2023 – March 2028
Supporting TEG Member	Paula Ward, Organisational Development Director and Mark Gwilliam, Director of Human Resources and Staff Development
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Status¹	D & A

PURPOSE OF THE REPORT

- HR & ODD have worked with stakeholders from across the Trust to develop a new People Strategy to refresh and renew our current People Strategy, 'Making It Personal', which ran until the end of 2022.
- The creation of the new strategy involved many conversations and consultations with staff across the trust as well as –
 - A 'stocktake' of the existing People Strategy workstreams, identifying successes that are 'complete' and do not need rolling into the next strategy, actions that are ongoing that need to be rolled into the new strategy and any gaps or new work that needs to be featured in the new strategy.
 - A review of the results from the last full staff survey in 2021, with a subsequent review of the very recent 2022 staff survey
 - A review of the learning from the recent well led review
 - A search and review of national guidance (such as NHS People Promise, and People Plan) and people strategies from other NHS organisations.
 - Consultation on the content of the new strategy, through existing forums and meetings, including the 'Getting Back on Track' Clinical Management Board (CMB), the PROUD forum. Management Board Briefing (MBB), the People Committee, the Patient First Group, Operations Directors Tactical Support Group, Staff Network Groups, the STH Partnership Forum and many other STH groups. Input also came from an online flyer and dedicated email box.
- The attached document 'A brilliant place to work' is the synthesis of this work and lays out the key strategic initiatives the trust will focus on for its people and deliver over the next five years.

KEY POINTS

- The strategy is structured around three elements –
 - **Attract** – recruit the right staff in the right numbers and with the right skills, values, and behaviours.
 - **Grow** - invest in personal and professional development and create opportunities for everyone to flourish and reach their full potential.
 - **Retain** – create a fair and equitable working environment, an inclusive culture and access to opportunities which mean our staff want to remain at STH and develop their career and skills
- Beneath this the new People Strategy is structured using the headline areas described in the NHS People Promise. The themes and words that make up the People Promise have come from those who work in the NHS, what matters most to them, and what would make the greatest difference in improving their experience. This closely reflects the issues, trends and themes that staff shared with us locally

and makes it an ideal framework for our new strategy. It also maps directly to the categories that are reported in the annual staff survey.

- A governance structure and implementation plan for 2023-24 has been developed, to be agreed through the People Strategy Programme Board with workstream leads and programme metrics.
- Following approval at the Board the strategy will need to be 'launched' in the organisation with a communications plan. Launch of the new strategy is planned to commence in May 2023.
- An Equality Impact Assessment (EIA) has been undertaken on the new strategy and consulted on via the Staff Network Groups. It is attached as an appendix.
- TEG and the People Committee have reviewed the document and supported submission to the Trust Board of Directors for final approval.

IMPLICATIONS²

Aim of the STHFT Corporate Strategy		Tick as appropriate
1	Deliver the Best Clinical Outcomes	✓
2	Provide Patient Centred Services	✓
3	Employ Caring and Cared for Staff	✓
4	Spend Public Money Wisely	✓
5	Create a Sustainable Organisation	✓
6	Deliver Excellent Research, Education and Innovation	✓

RECOMMENDATIONS

The Trust Board of Directors are asked to review and approve the content of the new People Strategy. Next steps will be to launch communications to the organisation in May 2023 with implementation activities and communications through-out the year. Performance will be monitored through the People Strategy Programme Board, TEG and the People Committee.

APPROVAL PROCESS

Meeting	Date	Approved Y/N
TEG	08/03/2023	Y
People Committee	13/03/2023	Y
Board of Directors	28/03/2023	

¹ Status: A = Approval
A* = Approval & Requiring Board Approval
D = Debate
N = Note

² Against the six aims of the STHFT Corporate Strategy 'Making a Difference – The next Chapter 2022-27'

A brilliant place to work

Our People Strategy

March 2023 - March 2028



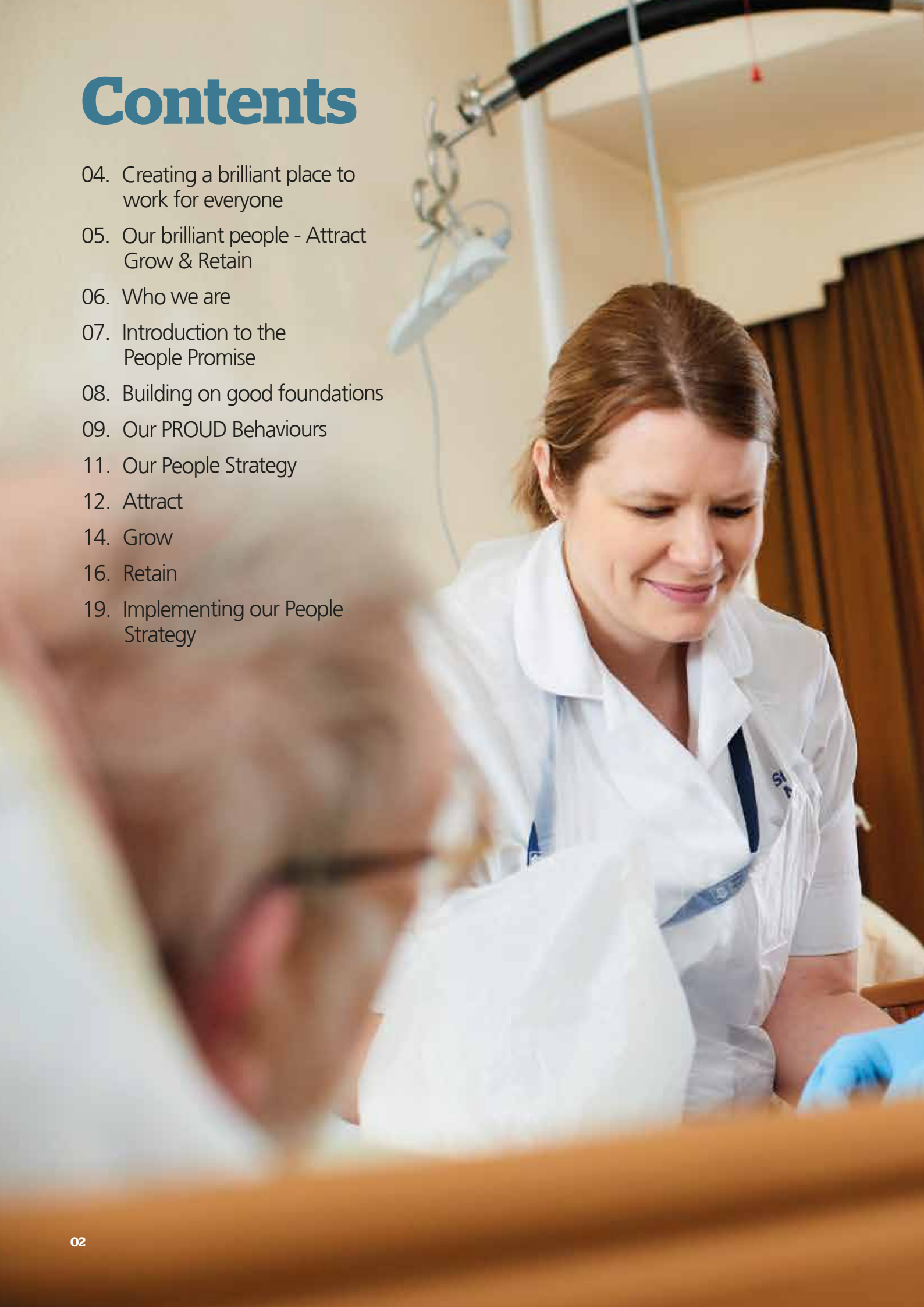
PROUD TO MAKE A DIFFERENCE

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST



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Creating a brilliant place to work for everyone

We want everyone who works across our organisation to have a good work experience, feeling valued and supported to reach their full potential. We want people to feel their ideas and views are important and have the opportunity to contribute to the delivery of safe, good quality patient care in our hospitals and community health services. We want everyone to feel physically and mentally well and when they are not, that there is support to help their recovery.

Developing this strategy is an exciting opportunity to continue our journey to achieve these objectives and our strategic aim to employ happy, caring and cared for colleagues. To do this we need to listen to what is important to you, to hear what will make a difference to you, to enable you to thrive at work and in doing so, provide the best possible care for our patients whose lives we touch often, at difficult or momentous periods in their lives.

The development of this strategy has centred on hearing your voices and weaving this into our plans for how we continue to shape our culture and leadership approach. We have consulted with a wide range of colleagues, we have read

all the comments in recent staff surveys, we have reflected on insight and learning you have shared with us from the pandemic, and have also considered national and societal changes to how people now view their working lives and career progression.

The diagram on the next page gives an overview of the different elements of the strategy which form our vision to be a brilliant place to work:

- **Attract** – recruit the right staff in the right numbers and with the right skills, values and behaviours.
- **Grow** - invest in personal and professional development and create opportunities for everyone to flourish and reach their full potential.
- **Retain** – create a working environment, inclusive culture and access to opportunities which mean our staff want to remain at STH and develop their careers and skills.

Further details about how we will implement this strategy will be published alongside this document but we will also take every opportunity to use feedback from our existing and new colleagues to check we are on the right track and delivering what is needed to create a brilliant place to work which in turn will support the delivery of brilliant patient care.

Did you know?

45% of our staff take the option to work part time



Kirsten Major
Chief Executive

Our Brilliant People - Attract, Grow & Retain

An overview of our People Strategy aims, themes and objectives based on national and local insight and staff feedback received.



Who we are

Sheffield Teaching Hospitals NHS Foundation Trust is one of the UK's biggest providers of integrated hospital and community-based healthcare providing a comprehensive range of local and tertiary services to the residents of Sheffield, South Yorkshire, Mid Yorkshire and North Derbyshire and also some highly specialist services to all parts of England. We deliver this care across our five adult teaching hospitals and 40 community health care hubs. Our hospitals are:

- The Northern General Hospital
- Royal Hallamshire Hospital
- Jessop Wing
- Charles Clifford Dental Hospital
- Weston Park Cancer Centre

We have a history of delivering high quality care, training and developing high calibre multidisciplinary health professionals, clinical excellence and innovation in medical research.

We deliver over 2 million patient contacts every year through our 18,500 staff.

We are a major tertiary centre for South Yorkshire, Bassetlaw and North Derbyshire and beyond including, Major Trauma, Neurosciences, Stereotactic Radiosurgery, Oncology, Cardiothoracic Surgery, Vascular Surgery and Radiology, Spinal Injuries, Burns, Robotic Surgery, Sarcoma, Ocular Oncology, Hepatitis C, and Plastic Surgery.

FIVE HOSPITALS 

OVER **40** COMMUNITY LOCATIONS & CARE IN PEOPLE'S HOMES 

OVER **18,000** MEMBERS OF STAFF 

£1 BILLION BUDGET

Leader IN MEDICAL RESEARCH 

OVER **2 MILLION** PATIENTS PER YEAR 

20,000 ELECTIVE INPATIENT SPELLS 

686,273 COMMUNITY NURSE CONTACTS 

OVER **1 MILLION** Outpatient Attendances 

78,000 NON ELECTIVE INPATIENT SPELLS 

90,000 DAY CASE PATIENTS 

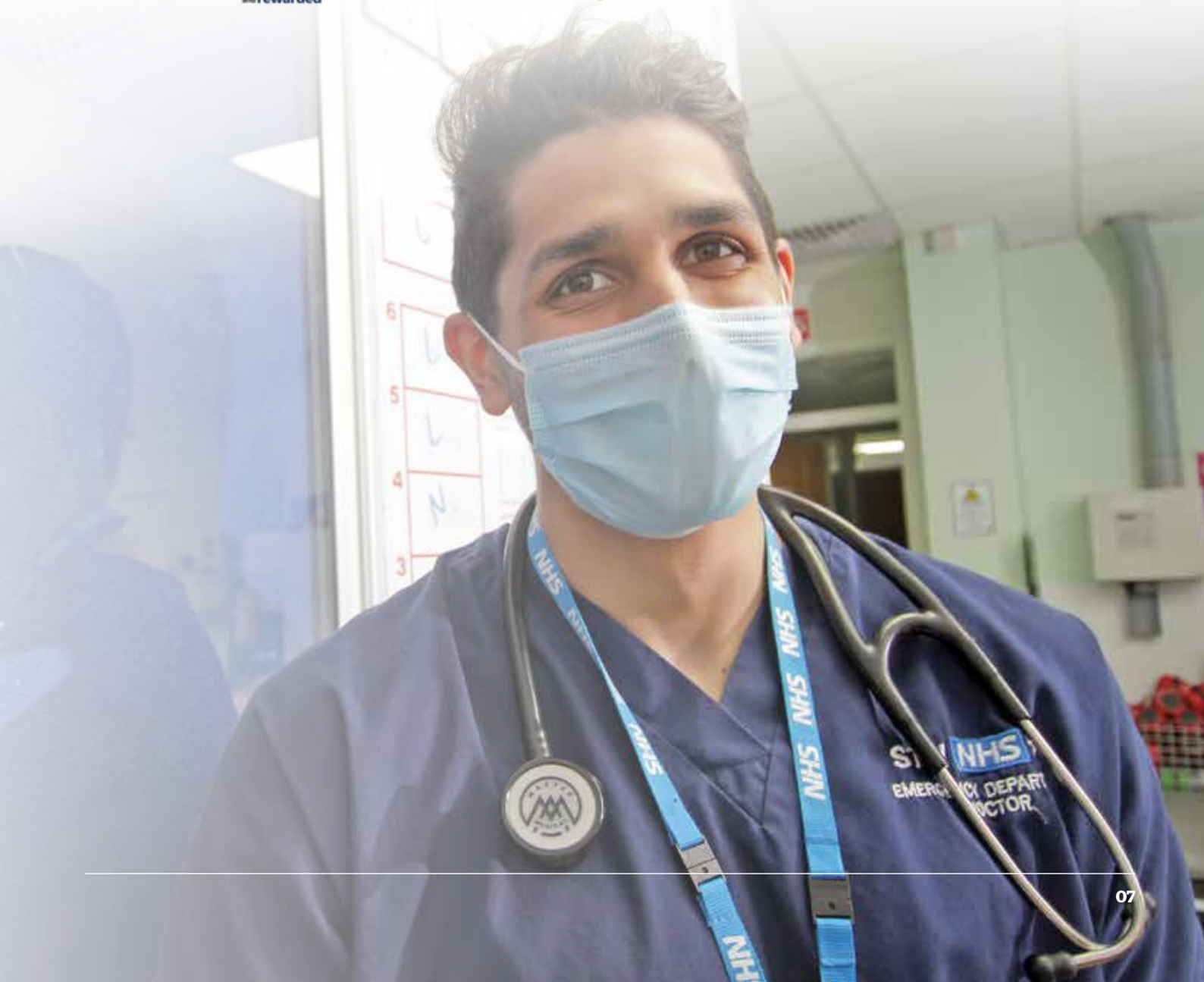
6,300 BIRTHS 

121,000 ACCIDENT AND EMERGENCY ATTENDANCES 

Introduction to the people promise

Following careful consideration of what matters to you, we wanted to make sure that we reflect national best practice in how we support you and decided that the new People Strategy should be structured using the headline areas described in the NHS People Promise and shown on the graphic below. The themes and words that make up the People Promise have come from those who work in the NHS. People in different healthcare roles and organisations have made it clear what matters most to them, and what would make the greatest difference in improving their experience in the workplace. Much of this reflects the issues, trends and themes that you share with us locally and this makes it an ideal framework for our new People Strategy.

People Promise



Building on good foundations

Our vision, mission, aims and values all have our staff as well as patients at the heart of them and this people strategy builds on these firm foundations.

Vision

To be recognised as a brilliant place to work, a provider of inclusive and high-quality health care, clinical research and education in the UK and a strong contributor to the aspiration of Sheffield to be a vibrant, healthy and sustainable city region.

Mission

We are here to improve health and wellbeing, to support people to keep mentally and physically well, to get better when they are ill and when they cannot fully recover, to stay as well as they can to the end of their lives. We aim to work at the limits of science – bringing the highest levels of human knowledge and skill to save lives and improve health. We touch lives at times of basic human need when our care and compassion are what matter most to people.

Strategic Aims



Deliver the best clinical outcomes



Provide patient centred services



Employ caring and cared for staff



Spend public money wisely



Create a sustainable organisation



Deliver excellent research, education & innovation

Our Values

Patient first - Ensure that the people we serve are at the heart of all that we do

Respectful - Be kind, respectful, fair and value diversity

Ownership - Celebrate our successes, learn continuously and ensure we improve

Unity - Work in partnership with others

Deliver - Be efficient, effective and accountable for our actions

Our PROUD Behaviours

Our PROUD values underpin everything we all do and to support those values, colleagues from across the Trust have helped shape a set of behaviours which you all said you wanted to see from each other, from our patients and ourselves. Each individual has a role to play in developing our culture and adopting these PROUD values and behaviours in our everyday interactions will help us to deliver excellent patient care and ensure STH is a brilliant place to work.

PROUD TO MAKE A DIFFERENCE



Patient First: Ensure that the people we serve are at the heart of all that we do

We expect to see	We don't expect to see
Polite staff who introduce themselves and their role and say 'hello' in a friendly manner.	Patients being ignored, feeling like a nuisance, or spoken about as if they are not there.
Patients treated as partners in their care, and staff going the 'extra mile' to help patients.	A lack of communication or explanation to patients, families or carers about what is happening.
Kindness and care with attention paid to individual needs.	Feedback from patients, families or carers not listened to or acted upon.
Patients treated with dignity and their care is discussed with them.	People treated unfairly because of their culture, gender, religion, age, race, sexual orientation or disability.
Compassion shown to patients at all times, through listening and understanding.	Loud, inappropriate and irrelevant conversations within earshot of patients.

Respect: Be kind, respectful to everyone and value diversity

We expect to see	We don't expect to see
Openness, honesty, and saying sorry when needed.	Unnecessary hierarchy, treating each other unfairly because of grade.
People treated fairly and paying attention to individual needs.	Aggressive, bullying behaviour that intimidates.
Listening, encouragement and support shown to others with compassion.	People being rude, unkind, or disrespectful.
People treated with dignity and respect regardless of their culture, religion, age, race, sexual orientation or disability and value everyone's contribution.	A lack of willingness to address poor behaviour.
An inclusive leader who trusts and ensures the whole team are involved.	Undermining behaviour and devaluing the efforts of others.

Ownership: Celebrate our successes, learn continuously and ensure we improve

We expect to see	We don't expect to see
People treat mistakes as an opportunity to learn.	Unwillingness to change or develop.
People getting the basics right such as appearance in line with the dress code policy and displaying an ID badge.	People being quick to apportion blame and judgement on others when things go wrong.
Behaviour that is consistent, even when people are busy.	Ineffective communication with colleagues, patients, families or carers.
Prioritisation of the health and wellbeing of all our people, at all times.	People who don't take responsibility.
Ambitious goals, realistic plans to achieve them and clarity over who will do what.	Problems that are dismissed, ignored or avoided instead of being recognised, assessed and addressed.

Unity: Work in partnership and value the roles of others

We expect to see	We don't expect to see
Trusting and supportive behaviour to colleagues at all times.	A lack of openness and transparency.
Kind and caring behaviour to each other, paying attention to individual needs.	People being self-important, failing to listen and being disinterested in others.
Encouragement for others on the team and working together in the spirit of continuous improvement.	People being left behind if things haven't gone well.
People who ensure others get the support and help needed to do a great job.	Work left for others to do.
People who work to create a healthy and productive working environment.	Gossiping about colleagues.

Deliver: Be efficient, effective and accountable for our actions

We expect to see	We don't expect to see
Leaders who inspire the team and ensure that work is shared out in a fair and even way.	Communication by any method that is ineffective, confusing, unclear or hard to understand.
Staff who go out of their way to help make a difference.	Failure to take reasonable steps to meet patient needs and expectations.
Patient safety as a priority at all times with systems and processes designed to support this with the team.	Cynicism and pessimism.
Staff stepping up to tackle challenging tasks head on, through effective and efficient work and delivering on agreed actions.	Wasteful practice or ineffective use of resources.
People setting clear expectations for individuals and teams and reviewing progress against these.	Lack of attention to the things that matter and make a difference, behaving with apathy and complacency.

Our People Strategy

At its heart – **Our Brilliant People**. STH is the people that work here.

Our mantra – a brilliant place to work means -

We **Attract** the best staff to the exciting roles and careers we have at STH

We **Grow** those staff through learning, development, progression, and teamwork and

We **Retain** our staff. Staff want to stay at STH as we work compassionately and inclusively, give people a say in what happens here and look after our employees, giving them the tools to do their jobs well.



Attract

We are recognised and rewarded

People Promise aim - A simple thank you for our day-to-day work, formal recognition of our dedication, and a fair salary for our contribution.

To deliver on this promise we will

- Our existing reward package is already extensive but we will continue to develop and effectively communicate an outstanding range of employee rewards and benefits including
 - Staff benefit schemes such a salary sacrifice for a broad range of items from cars to holidays
 - Continue to develop the Vivup platform with a broad range of support and discounts
 - Promote active travel to work for staff where possible. Provide secure cycle facilities on all sites as well as subsidised bus fares and a free campus bus service between the main sites. Install EV charging points and we will offer staff access to our limited car parking through a permit application system.
- Ensure we support staff with a widely understood, fair and supportive leave policy covering -
 - Promoting our flexible annual leave policies allowing holiday buy and sell, career breaks, sabbaticals, detailed in our flexible working policies
 - Update the study leave policy and implement awareness raising to ensure equality of opportunity for development and study
 - Ensure review and implementation of our annual leave policy and implementation practice to reflect the needs of our internationally educated colleagues and others with family overseas, recognising the time needed to visit family.
 - Revisit our special leave policy to cover all unexpected critical life events.
 - Work with leaders to promote a supportive approach to flexibility that helps individuals and ensures effective resource to deliver services for our patients.

- Create an inclusive culture through raising awareness and understanding where everyone can bring their whole selves to work and where everyone is treated with fairness and respect.
- Work with community groups and organisations to raise awareness of the job opportunities available within the Trust and support individuals who are currently under-represented to apply.
- Be responsive to current issues affecting colleagues for example developing our range of resources to support with the cost of living such as access to financial education resources, affordable loans and salary advance services, as well as bringing in the expertise to support our staff managing the risks related to pensions and taxation.
- Effectively raise awareness of the value of the NHS pension scheme as part of our overall reward package with information for staff of all ages and roles

We work flexibly

People Promise aim - We do not have to sacrifice our family, our friends, or our interests for work. We have predictable and flexible working patterns – and, if we do need to take time off, we are supported to do so.

To deliver on this promise we will –

- Implement an attraction, recruitment and retention improvement programme including -
 - Create a plan to attract more staff to STH, develop and retain current and new colleagues based on what matters to you, with specific proposals for the short, medium and long term
 - A streamlined process for creating job roles and person specifications
 - Removing bottlenecks and delays surrounding approvals for essential replacement roles
 - Develop and implement a communications strategy to raise the quality of adverts and highlight the significant benefits associated with working for STH, paying attention to diverse attraction and recruitment
 - Build connections with local organisations and offer work experience placements

- Undertake a deep dive to understand the reasons why staff leave and develop plans to address this to ensure we retain our top talent, and communicate our plans and actions to colleagues across the Trust
- Overhaul our flexible working policy, systems and culture including -
 - Revision of the flexible working policy to reflect the needs of our brilliant people balanced with delivering the best possible care to our patients, including support for part time, job shares, compressed hours, and seasonal arrangements, without these being a barrier to career advancement
 - Flexible working built into recruitment process - considering how we use our job adverts to expand the flexible working opportunities available for colleagues, as well as dealing with requests from our colleagues. Support our colleagues with a Disability or long-term condition by implementing the Workplace Reasonable Adjustment Policy and Passport and ensuring workplace adjustments are provided in a timely manner.
 - Support positive cultural change and promote disability equality by becoming a Disability Confident Leader and signing up to the British Sign Language (BSL) Charter
 - Promote retire and return options, with flexible working arrangements
 - Commit to a long term agile remote working policy allowing hybrid on and off-site working dependent on role supporting flexibility and sustainability
 - Develop flexible shift rotas supported by the expansion of e-rostering provision across the trust
 - Provide training and support for leaders to implement these flexible working arrangements
 - Aim to promote a culture which supports flexible working through increasing the number of our senior roles populated by staff with flexible, part time or job share arrangements

Did you know?

20% of our staff are from a B.A.M.E ethnicity compared to 13% in 2017

- Significantly improve our short term and long-term Workforce Planning and redesign processes including –
 - Develop an accurate and accessible workforce data set to enable the annual and 5 and 10-year workforce planning process to be accurate and efficient
 - Use this data to support the region to develop long term training plans, ensuring an effective pipeline of newly trained staff to fill the workforce gaps of the future. Maximise the benefits of workforce investment in key targeted areas so staff feel the impact and have a manageable workload
 - Be creative and flexible in designing new job roles and workforce models to deliver care to our patients. We will listen to staff through the process of workforce redesign, to engage our people in the process of redesigning roles (where needed) and teams with equity and fairness as well as employee and patient experience being at the centre of this work.
 - Support services to define optimal team structures, skill mix and capacity to provide excellent patient care
 - Use the workforce redesign REaCT (Role Evaluation and Competency Tool) framework to provide well defined and structured roles and career frameworks to enable career progression and choices. Standardise roles and responsibilities of our most senior leaders to ensure equity and inclusiveness.
 - Maximise our position as an anchor institution and member of the Shelford Group to lobby for positive changes for our people on pay and workforce planning.
 - Work with partners across the region and the wider NHS to positively influence policies and initiatives to support our brilliant people

Grow

We are always learning

People Promise aim - Opportunities to learn and develop are plentiful, and we are all supported to reach our potential. We have equal access to opportunities. We attract, develop, and retain talented people from all backgrounds.

To deliver on this promise we will –

- Expand the reach and improve access to our (Lead with others, Environment, Awareness, Deliver and improve) development programme as well as the opportunity for development and learning internal and external to the Trust.
 - Through this ensure all our managers are equipped with the skills to effectively manage staff in the organisation, and access ongoing education to support recruitment, induction, development, and retention.
 - Use the LEAD framework and ambitious programme of development to ensure we have compassionate and inclusive leaders. This will include development on active listening, objective setting, compassionate 1-2-1 conversations, building effective teams and creating psychological safety.
 - We will develop a collective understanding across the organisation in terms of what we mean by compassionate and inclusive leadership to help staff understand our aspiration. We will use the research and evidence base developed by Michael West and others to build the programme.
 - Have a clear expectation that leaders lead by example through a visible and approachable senior leadership presence across the organisation. We will enable leaders to operate more autonomously, supported by appropriate support and accountability arrangements
- Support our most senior leaders through, for example, the Reciprocal Mentoring Programme and Board, Equality, Diversity and Inclusion Development Programme, to acquire the knowledge, skills and insight into lived experience to enable them to lead by example and ensure their decision making actively promotes equality, diversity and inclusion
- Work closely with our Staff Network Groups to tackle the issues that specific staff groups face and build their trust and confidence in the Trust to do the right thing
- Develop our training programmes to grow our staff including
 - Our Education Committee will oversee a programme of work to develop streamlined career pathways, promoted widely to all staff through induction, appraisals and events which includes delivery of a widely accessible portfolio of education, learning and staff development.
 - Expand the use of Job Specific Essential Training to ensure staff receive time to do essential training and development. Allow time for training away from the front line. Expand access to a supportive and developmental coaching and mentoring offer, for individuals and teams
 - Review and create a Trust wide action plan to improve the quality of our medical training and education, including an improved induction programme for international medical graduates
 - Significantly expand the number of apprentice opportunities at the Trust
 - Implement a digital skills strategy to upskill our workforce in this key area
 - Support our strategic agenda and promote cultural change through our training programmes, including equality, diversity, inclusion, and sustainability

- Develop a new STH Research and Innovation Strategy. Use as springboard to encourage engagement in research and innovation, to support recruitment, engagement, development, and retention. STH's leaders will be active both locally and across the different regional systems where we are partners always ensuring the best possible patient and staff experience.
- Create many habitual opportunities for staff to share and celebrate learning and success. We will review and build on the existing methods, bringing in other recognition approaches to encourage a culture of appropriate recognition and thank you's. We will use forums and other methods to share good practice, including the Organisational Development Expo, Learning and Development events, Grand Rounds, and other events celebrating research and innovation. We will develop mechanisms to enable staff to confidently and effectively submit applications to win regional and national healthcare related awards.

We are a team

People Promise aim - First, we are one huge, diverse, and growing team, united by a desire to provide the best care. We learn from each other, support each other, and take time to celebrate successes.

To deliver on this promise we will –

- Encourage teams and staff to engage in continuous improvement, to use their voice to enable improvements in patient care. Make sure STH is an organisation where all our people are empowered and take responsibility to improve the services they deliver, to support better patient care.
- We will ensure significant engagement in the Trust's team-based quality improvement programmes, the Sheffield Microsystem Coaching Academy (for department improvement) and the Flow Coaching Academy (for cross department, pathway,

and system improvements). We will continuously improve work processes, through mechanisms such as the patient care recovery programme, improvement meetings and spaces, and the give-it-a-go process.

- Enable STH to be an exemplar organisation and offer all staff the opportunity to learn about continuous quality improvement methodologies and how to use them in everyday work, to build a continuous improvement culture and a learning and growth mindset.
- Deliver a team development offer 'Our Brilliant Teams' as part of our LEAD programme including
 - Supporting our teams with the use of the insights framework to support team relationships and development
 - Implement a programme of development work on team effectiveness and resilience.
- Deliver a programme of Human Factors training for all staff to create a continuously improving safety culture in the organisation.
 - Work closely with teams to encourage and achieve an inclusive culture where diversity is valued and embraced and where everyone has a voice and is heard.

Did you know?

4.5% of our staff have a disability, the highest figure since we began recording this in 2018

Retain

We are compassionate and inclusive

People Promise aim - We are kind and respectful. We all feel the pressure at times, but we care for each other, as we care for our patients. We do not tolerate any form of discrimination, bullying or violence, and call out inappropriate behaviour. We are open and inclusive. We understand, encourage, and celebrate diversity, making STH a place where we all feel we belong.

To deliver on this promise we will -

- Deliver all aspects of the Trust's Equality Diversity and Inclusion Strategy, to improve the experiences of all staff and patients, including those who are under-represented or those who are risk of discrimination and disadvantage. Core to our PROUD values, this includes
 - Monitoring of progress against the metrics and delivery against both our Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) action plans
 - Promotion and effective implementation of our Race Equality Charter that communicates our zero tolerance stance towards any form of racism and racial discrimination
 - Ensure we have representative, diverse and inclusive end to end recruitment processes, from job specification creation through to interview panels, and a leadership that truly represents our workforce and the communities we serve
 - Continue to develop an inclusive culture, actively tackling behaviours from micro-aggressions through to incidents of discrimination and promoting not being a bystander
 - Deliver training for all recruiters on valuing difference, including values-based recruitment and unconscious bias training and support
- Continue to support and empower our Staff Network Groups (SNGs) to provide leadership, advocate for staff and input into the Trust's strategy, interfacing regularly with the Trust Board, Governors, and the Trust Executive Group, as well as highlighting best practice
- Expand our Reciprocal Mentoring Programme so that all people managers can participate
- Ensure we offer all staff reasonable adjustments to support visible and hidden disabilities and roll out our Workplace Reasonable Adjustment Policy and Passport across the Trust
- Provide support for religious identities and spiritual wellbeing through our Chaplaincy team
- Establish STH as an exemplar of best practice in our wider healthcare system, with clear expectations for staff, patients and communities regarding compassionate behaviours and equality, diversity, and inclusion (EDI)
- STH will be known for being a clinically led, values driven organisation, with a focus on 'What Matters to You?.' We will effectively embed our PROUD Behaviours Framework into the organisation through effective communication for both staff and patients. We will use the PROUD behaviours to support the recognition of compassionate and inclusive actions across our workforce, and to empower and support to our teams to challenge inappropriate behaviour from staff and patients with confidence and with a freedom to speak up. Protect our staff from violence, aggression, and discrimination in the workplace
- Embed regular and effective developmental talent and career conversations -
 - Use the scope for growth framework to support our people and improve succession planning.
 - Create wider and clearer visibility of vacancies and opportunities across the Trust.
 - Improve the standard of appraisals through training and implementing the national appraisal system.
 - Develop and implement interventions to further understand and mitigate the gender pay gap

We each have a voice that counts

People Promise aim - We all feel safe and confident to speak up. And we take the time to really listen to understand 'What matters to you' including ideas about making things better for staff, patients, and ourselves. We encourage an open and just culture where it is ok to ask questions and seek support, and we actively encourage colleagues to raise concerns.

To deliver on this promise, we will -

- Use strategies to improve trust response rates to the annual staff survey and regular people pulse surveys.
 - All staff have the opportunity and the means to complete the survey in work time.
 - We will ensure we communicate promptly feedback on the overall trust and departmental results to all staff, with regular updates on the actions that are taking.
 - Partner with the 'best' trusts regarding staff survey results, satisfaction, recruitment, and retention and undertake peer reviews
 - Enhance opportunities to gather staff feedback to support the operational and strategic management of our services and teams
 - Gathering retention information for colleagues at all stages of their careers to inform how we respond and improve retention in response to your feedback.
 - Ensure we maximise the learning captured by a robust exit interview process
- Invest and strengthen our Freedom to Speak Up offer through the appointment of a Lead Guardian, in addition to 10 voluntary Guardians and increasing our network of Champions across the Trust. Reducing barriers to speaking up and promoting engagement with all staff. We will increase awareness of speaking up processes at STH. Develop a listening strategy to give all staff the safety to confidently speak up and be listened to with compassion and understanding. STH will build trust and empowerment so our people can do the right things.

- Learn from our experiences creating restorative open and just culture ensuring all our people are listened to, and concerns can be raised in a supportive environment. Develop further methods, channels, and mechanisms to effectively communicate information in a compassionate and inclusive way to all roles in the organisation from board to ward and from operating theatre to community setting.
- Implement the national Patient Safety Incident Response Framework (PSIRF) ensuring the compassionate engagement and involvement of those affected by patient safety incidents and the application of a range of system-based approaches to learning from patient safety incidents.
- Support our Staff Network Groups to grow and become a voice of our staff, particularly those who are under-represented or marginalised, and encourage them to use this voice to effect positive change across all areas of the Trust

We are safe and healthy

People Promise aim - We look after ourselves and each other. Wellbeing is our business and our priority – and if we are unwell, we are supported to get the help we need. We have what we need to deliver the best possible care – from clean safe spaces to rest in, to the right technology.

To deliver on this promise we will –

Build on our outstanding wellbeing offer that listens to the requirements of our staff such as

- Consider a holistic approach to wellbeing working with Chaplaincy and Equality Diversity and Inclusion colleagues as we continue to develop our wellbeing offer reflecting on all aspects of identity in the context of wellbeing.
- Delivery of vaccinations for our workforce including annual flu vaccinations
- Support services for key conditions for example the Staff Physiotherapy Service and support for Sheffield based colleagues with Long COVID
- Investment in our work environment and the facilities for staff provided on our sites, such as rest spaces, shower facilities

- Ensure that we create inclusive facilities, to ensure that our staff and patients are afforded dignity and respect
- Investment in the better use of outdoor environment to support wellbeing
- Provision of healthy food at our outlets
- Options for fitness and physical wellbeing schemes
- Provide support for health issues that can impact at work or on retention of our colleagues for example during the Menopause.
- Musculo-skeletal (MSK) and psychological support to help recovery, to reduce absence and increase wellbeing
- Offer financial wellbeing support
- Support staff through challenging and traumatic life events, such as bereavement or involvement in serious clinical incidents as a 'second victim,' via our chaplaincy services or staff psychology support services
- Understanding the risks of suicide within our workforce and ensuring colleagues are aware of the support and resources available.
- Use the lessons learned from the pandemic to consider wellbeing in the development, planning and delivery of our services
- Actively support the Trusts Sustainability programme as an important issue for the organisation our colleagues and community. Through collaboration across Corporate Partners we aim to identify opportunities to promote both Sustainability and Health and Wellbeing for example through active travel options. We will incorporate sustainability messages, tools and behaviours in our training for colleagues. We are establishing a network of Sustainability leads to harness the passion and expertise within our workforce to support and drive this important agenda across our services and sites and aim to empower colleagues to make positive sustainable changes for themselves.
- Develop a wellbeing culture, using supportive policies and development programmes such as LEAD, and our Wellbeing Champions to ensure
 - All staff get the access to the basics, including rest breaks, hot food, hydration, a comfortable working temperature, and private dignified changing facilities.
- Leaders model healthy working hours and a safe and healthy culture.
- Staff have access to time and space for reflective practice, including the phased roll out of a programme of Schwartz Rounds
- We aim for all teams across the organisation to have a wellbeing champion
- Ensure our staff have an annual health and wellbeing conversation and high-quality return to work interviews following periods of absence, as well as regular 1-2-1 and team conversations.
- Give our staff a commitment to provide the tools and basics to do their job well and safely, understanding and responding to what colleagues tell us causes stress and stress related absence, including -
 - Invest in a new electronic patient record system (EPR) and other IT system through our Digital Strategy 2022-25 that enable our people to be effective with access to the right technology
 - Use a 'focus on flow' approach to improvement to reduce inefficiencies due to poor flow and enable staff to perform their roles effectively
 - Keep our staff safe through effective infection control measures, manual handling training and management of violence and aggression.
 - Ensure Display Screen Equipment (DSE) assessments are provided, for both onsite and remote working, with appropriate equipment and modifications easily available
 - Provide access to uniforms and other supplies needed for their work
 - Work on removing barriers that prevent our staff doing the best job they can.
 - Review of our stress management policy and how we understand trends and themes so we can respond and support colleagues, preventing and managing common causes of stress.
- Provide a high-quality and easily accessible accredited Occupational Health service to support our staff, developing this service in line with the national Growing Occupational Health and Wellbeing Services agenda.

Implementing our People Strategy

For the next five years we will create an annual implementation plan to focus on key elements of this strategy that we aim to deliver over the next year, to accompany this strategy.

Each of the People Promise theme area described in this strategy will have leads and groups working on the key actions, which will report progress to the quarterly People Strategy Programme Board and subsequently to the Trust Executive Group and the Trust People Committee.

Links for further information

- [Sheffield Teaching Hospitals NHS Foundation Trust Corporate Strategy](#)
- [Our NHS People Promise](#)
- [Sheffield Teaching Hospitals NHS Foundation Trust Website](#)
- [A brilliant place to work – working at Sheffield Teaching Hospitals NHS Foundation Trust](#)
- [Vivup – employee benefits and support website](#)
- [Sheffield Microsystem Coaching Academy website](#)
- [Flow Coaching Academy website](#)
- [Equality, Diversity, and Inclusion \(EDI\) Strategy 2021- 2025](#)
- [Workforce Race Equality Standard and Workforce Disability Equality Action Plans](#)
- [What matters to you? website](#)



EQUALITY IMPACT ASSESSMENT

Business Area:	Employ caring and cared for staff	
Team/Dept:	ODD & HR	
Date:	30/1/2023	
Name of Author(s):	Steve Harrison Robert Jones	

Name of policy/Guidance/Operational activity/Strategy
A brilliant place to work – Our People Strategy March 2023 – March 2028

What are the aims, objectives and projected outcomes?
<p>The People Strategy describes how STH will support and develop our people and workforce for the benefit of our staff, teams, and patients. The strategy will replace the existing people strategy 'Making it Personal' 2017 - 2022.</p> <p>The new people strategy (2023 – 2028) is structured using the seven elements described in the NHS People Promise, which was created by staff for staff and encapsulates what matters most to staff.</p> <p><u>Seven elements</u></p> <ol style="list-style-type: none"> 1. Compassionate and inclusive 2. Recognised and rewarded 3. We each have a voice that counts 4. We are safe and healthy 5. We are always learning 6. We work flexibly 7. We are a team <p>The strategy outlines the actions and the PROUD behaviours staff should expect from their managers and colleagues, as part of improving the experience of working in the Trust for everyone. It includes actions to support transformation, with a focus on fostering “<i>a culture of inclusion and belonging</i>”, as well as actions to increase and train the workforce, and deliver care in different ways. This means improving the experience of Black, disabled and LGBTQ+ staff working at STH. The strategy also focuses on improving the health, safety, and wellbeing of staff, ensuring effective Infection Prevention Control measures, access to appropriate Personal Protective Equipment and risk assessments for vulnerable staff. Staff need proper rest and a work environment free from bullying, harassment, abuse, and violence.</p>

1. EQUALITY INFORMATION

1.1 What relevant quantitative and qualitative information (data) do you have? This may include national research, surveys, reports or research

The People Strategy (2023- 2028) follows on from the success of 'Making it Personal' (2017 – 2022 strategy).

Many of the initiatives launched under 'making it personal' were achieving excellent results, so these have been brought forward to our new strategy.

Both strategies were developed in partnership with our staff in conjunction with data from our NHS Staff Survey, staff wellbeing surveys, Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap, and Model Employer targets.

To understand what matters most to the people who work for us we wanted to go beyond the headlines, statistics, and figures. We wanted this strategy to reflect the voice of our people, so we launched a series of listening and engagement events to ensure we captured lived experiences and understood the day-to-day challenges faced so we can learn and develop best practice in supporting our staff.

1.2 How we engaged with staff

The refresh of the people strategy was undertaken by the team of staff working on the existing people strategy workstreams. Due to the high number of demands on staff time it was agreed with the executive sponsors that the engagement approach would involve using existing sources of information and existing forums.

The team engaged with a wide range of staff by –

- Undertaking a 'stocktake' of the existing people strategy workstreams, identifying successes that are 'complete' and do not need rolling into the next strategy, actions that are ongoing that need to be rolled into the new strategy and any gaps or new work that needs to be featured in the new strategy. This stocktake involved the various staff groups and forums that engage with the current people strategy, such as the PROUD forum, PSPB and the staff network groups.
- The team have undertaken a full review of the results from the last staff survey completed by 6,569 (38%) of the total staff at the trust. The feedback and themes formed the basis for the topic areas to be addressed in the new people strategy.

- The team delivered a planned consultation on the content new strategy, through existing forums and meetings. This approach was adopted to be mindful of survey / consultation fatigue in the organisation, with frequent asks already being placed on staff in relation to the people pulse, consultation on PROUD behaviours, the CQC and recovery plans and the upcoming 2022 national staff survey. Communications materials, interactive exercises, an online survey, and a dedicated email box collected feedback. Dedicated sessions on the new strategy were held at a 'Getting Back on Track' CMB meeting, the PROUD forum, Lead Reference Group, staff network groups, the staff partnership forum, the patient first group and at three visits to MBB. Feedback from other groups working on EDI, workforce redesign and staff wellbeing has also been woven into the topics.

The strategy is designed to make a positive difference across all staff groups, advance equality of opportunity, eliminate unlawful discrimination and foster good relationships.

	Positive Impact (will actively promote or improve equality of opportunity)	Negative Impact (negative or adverse impact causes disadvantage or exclusion)	Advance equality of opportunity	Eliminate unlawful discrimination	Foster good relations between people
Age	√		√	√	√
Disability	√		√	√	√
Gender	√		√	√	√
Gender Reassignment	√		√	√	√
Marriage and Civil Partnership	√		√	√	√
Pregnancy and Maternity	√		√	√	√
Race	√		√	√	√
Religion / Belief and Non Belief	√		√	√	√
Sexual Orientation	√		√	√	√
Human Rights	√		√	√	√
Carers	√		√	√	√
Other groups e.g. Gypsy, Roma and Travellers	√		√	√	√

1.3 List the specific equality issues and information gaps that may need to be addressed through engagement and/or further research.

We need to monitor the roll out of work captured within the people strategy to ensure the benefits across all staff groups.

2. ANALYSING THE EQUALITY INFORMATION

In this section record your assessment and analysis of the evidence. This is a key element of the EIA process as it explains how you reached your conclusions, decided on priorities, identified actions and any necessary mitigation.

3.1 Analysis of the effects and outcomes

The data we looked at: -

- Staff survey
- Workplace Race Equality Standards
- Workplace Disability Equality Standards
- Health and Wellbeing reports

Along with feedback from members of staff network groups, these reports painted a depressing picture in relation to the negative experiences of our staff, particularly for Black, Asian, and Minority Ethnic staff, staff with disabilities and those who identify as being LGBTQ+

We are however starting to hear about positive shoots emerging out of our previous strategy and believe that a revised people strategy will help accelerate the organisational and attitudinal changes and will have a positive impact across all the protected characteristic areas listed below.

The strategy is underpinned by our PROUD Behaviours developed to standardised positive ways of working, address poor and inappropriate behaviours, improve the experiences of staff and patients, improve patient outcomes and become more inclusive.

Launched and rolled out in 2022, the behaviours include: -

Patient First – ensuring that the people we serve are at the heart of all that we do.

Respect – for staff to be kind, respectful to everyone and value diversity

Ownership – Where we celebrate our successes, learn continuously, and ensure we improve

Unity – Where we work in partnership and value the role of others

Delivery – where we are efficient, effective, and accountable for our actions

Age

Specific benefits in relation to age; are to promote retire and return options, with flexible working arrangements, a commitment to a long term agile remote working and developing flexible shift rotas supported by the expansion of e-rostering provision across the Trust. We also aim to significantly expand the number of apprenticeships and build connections with schools and colleges providing careers advice and T Level placements.

Disability

Specific benefits in relation to disability: - We will revise the flexible working policy, creating more opportunities for part time working which includes job shares, compressed hours, and seasonal arrangements. Provide a high-quality accredited Occupational Health service to support our staff and invest in our work environment and the facilities for staff provided on our sites, such as rest spaces and shower facilities.

In addition, we will deliver training for all recruiters on valuing difference, values-based recruitment, and unconscious bias and continue our work in support of STHABILITY, the staff network group for people with disabilities. Our reciprocal mentoring programme will continue to benefit staff with disabilities and the introduction of the workplace adjustments policy, along with individualised passports, dyslexia assessments, BSL and deaf awareness training will enhance the opportunities for all. Provide our educators with knowledge and skills to support learners who require reasonable adjustments.

Gender

Specific benefits in relation to gender; we will Implement a recruitment and retention improvement programme including a streamlined process for creating job roles and person specifications and remove the bureaucracy surrounding approvals for essential replacement roles. We will use a communications strategy to raise the quality of adverts and highlight the significant benefits associated with working for STH, and we will continue to promote and develop our Women's Staff Network Group.

We will overhaul our flexible working policy, systems and culture including support for part time, job shares, compressed hours, and seasonal arrangements. 25% of job adverts will include flexible working as an offer and we will commit to a long term agile remote working policy allowing hybrid on and off-site working dependent on role. Develop flexible shift rotas supported by the expansion of e-rostering provision across the trust and provide training and support for leaders to implement flexible working arrangements and ensure staff are supported through challenging and traumatic life events. All staff will have an annual health and wellbeing conversation and high-quality return to work interviews following periods of absence.

Gender Reassignment

Specific benefits in relation to gender reassignment include the rollout of gender reassignment policy, provide training for staff, and continue the work aimed at improving our standing within Stonewalls workforce equality index and continue to develop awareness campaigns along with our PROUDER Staff Network Group.

Marriage and Civil Partnership -

Specific benefits in relation to marriage and civil partnerships; - We will support staff to manage the risks related to pensions and taxation ensuring that our pension schemes reflect civil partnership status, ensure that our patient and staff data systems captures different living arrangements for people

Pregnancy and Maternity

Specific benefits in relation to pregnancy and maternity; we will revisit our special leave policy to cover all unexpected critical life events such as paid leave for baby loss or pre-term birth and will ensure that all staff have an annual health and wellbeing conversation and high-quality return to work interviews following periods of absence.

Race / Ethnicity

Specific benefits in relation to Race / Ethnicity; - We will introduce the 'See ME First' initiative, alongside the Race Equality Charter to underline the organisation's commitment to treating all minority ethnic staff with dignity and respect. Deliver training for all recruiters on valuing difference, values-based recruitment, and unconscious bias. Tailor leave policies for our international staff allowing extended time to visit family, and access to money transfer schemes. Continue to support REIN, our Race Equality and Inclusion staff Network. Expand our reciprocal mentoring programme and ensure that there is diversity amongst our disciplinary panel members, and we will build on the work of the representative recruitment panels, ensuring that representation is available for all posts.

Religion/Beliefs

Specific benefits in relation to religion / beliefs; - We will improve prayer facilities across our sites. Provide support for religious identities and tailor leave policies for our international staff allowing extended time to visit family and promote our flexible Annual Leave policy allowing holiday buy and sell, career breaks, sabbaticals, and pilgrimage. We will deliver training for all recruiters on valuing difference, values-based recruitment, and unconscious bias.

Sexual Orientation

Specific benefits in relation to Sexual Orientation; - we will implement recommendations from the Stonewall Workplace Equality Index to improve staff experience for the LGBT+ community and continue to work with PROUDER, our staff network for staff identifying as LGBTQ+. Deliver training for all recruiters on valuing difference, values-based recruitment, and unconscious bias.

Human Rights

We will ensure that our programme of work supports the basic human rights of staff and patients. The right to health without discrimination on the grounds of race, age, ethnicity, or any other factor. The right to a fair trial and presumption of innocence; freedom of thought, conscience, and religion; freedom of opinion and expression; peaceful assembly; freedom of association; participation in public affairs and elections; and the rights to family life, and communication.

Carers

Specific benefits in relation to Carers; - we will continue to run the Carers Forum to support working carers and promote our flexible Annual Leave policy allowing holiday buy, career breaks, and sabbaticals. Ensure that our wellbeing offers are extended and promoted to all staff, fast track physical or psychological support to help recovery, reduce absence and increase wellbeing

Other Groups

Specific benefits in relation to ‘other’ staff groups; - We will tailor leave policies for our international staff allowing extended time to visit family, and access to money transfer schemes. Develop a listening strategy to give all staff the safety to confidently speak up and be listened to, build active listening and effective 1-2-1 conversations into our LEAD Leadership development programmes creating an open and just culture ensuring all of our people are heard and concerns are raised in a supportive environment. We will undertake a deep dive to understand the reasons why staff leave and develop plans to address this to ensure we retain our top talent our short term and long-term Workforce Planning process

3. OUTCOME(S) OF EQUALITY IMPACT ASSESSMENT

No major change needed Adjust the policy/proposal Adverse impact but continue Stop and remove the policy/proposal

4. ACTION PLAN

Give details of actions required to remedy any negative impact(s) identified above

Issues/Action to address negative impact	By whom	By when	Resource implication
Address section 1.2 – detailing staff engagement	S. Harrison	3/3/23	
Confirm the list of benefits for the protected groups	S. Harrison	3/3/23	
Share EIA and Strategy with SNG’s	R. Jones	3/3/23	

5. MONITORING, REVIEW AND PUBLICATION

NAME OF LEAD MANAGER:	DATE OF NEXT REVIEW:
Approved by (Name of Committee): Trust Executive Group	Date sent to EDI Team
Signed: Steve Harrison 8 3 23	Date published:

Date: 8/3/2023

Section 6: QUALITY CONTROL (For completion by the EDI Team)

The REIA has been graded as:	tick	The assessor has found that;	What this means
Excellent	√	The EIA is approved and graded as 'green'.	

Actions required to improve the REIA

- Ensure that demographic data is collected and maintained for staff and for people benefitting from the strategy
- Ensure that the actions identified in this EI are adopted within the strategy
- Ensure that the strategy is monitored

Graded by: **(Name and Job Title):**

Signed: Robert Jones EDI Manager

Date: 30/1/2023