

People Strategy 2023 - 2025



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1. Foreword

The Trust's guiding vision is to ***bring tomorrow's treatments to today's patients***. In order to so achieve this vision, we need a highly engaged and innovative workforce who have the expertise and the working environment in which to thrive.

The Trust's Five Year Strategy (2020-2025) sets out the strategic workforce objective to:

... offer the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work life balance, and feel engaged in their work.

The last three years, with the relocation of the hospital followed by COVID-19, been the most difficult in the history of the hospital. This has had a deep impact on all staff and we now face a period where we need to address the backlogs in the delivery of care and the long-term impacts of the pandemic on not just the public but also our people .

This Workforce Strategy therefore focuses on how we must all continue to look after each other and foster a culture of inclusion and belonging, as well as action to grow our workforce, train our people, and work together differently to deliver outstanding patient care. It provides the route map for how we will deliver on the strategic workforce objective in the Trust's Five Year Strategy and builds on all that we have achieved through the Compassionate and Collective Leadership Programme.

It is well evidenced that satisfied and committed staff deliver improved patient experience and outcomes; therefore, the delivery

of this strategy is fundamental to the Trust's ability to deliver outstanding care across all of our services.

We are an ambitious and visionary organisation and this strategy seeks to mirror that. Our strategy will support a culture of 'can do' and 'continuous improvement' that enables engaged and competent staff to deliver outstanding patient care. This strategy will also deliver the staff rights and pledges detailed in the NHS Constitution and the Core Offer detailed in the NHS People Plan and the People Promise (links). It aligns and supports the delivery of the Cambridge and Peterborough Integrated Care Board Workforce Priorities (Appendix xx)

This Workforce Strategy is based around 6 key themes:

- 1. Compassionate and collective culture – creating a positive, engaging working environment, developing skilled and compassionate leaders and keeping colleagues safe, healthy and well***
- 2. Belonging and inclusion for all - ensuring we are an organisation where everyone is welcome, everyone is respected, everyone can grow and everyone feels their voices are heard.***
- 3. Developing the Workforce - helping people to realise their true potential for the benefits of our patients, protecting us from national skill shortages and helping us be more effective and efficient than ever before***
- 4. Growing the Workforce - being a place where people want to work, where they can develop and expand their roles and careers, developing new innovative roles***
- 5. Efficient and effective workforce processes – ensuring that guidance and support for colleagues and line***

managers is accessible and high quality, and that our policies, processes and practices align with our values and the principles of a just culture.

- 6. Working with partners – collaborating and learning from partner organisations both in our system but also regionally and nationally.**

Oonagh Monkhouse
Director of Workforce and Organisational Development

2. Background to the Trust

Royal Papworth Hospital NHS Foundation Trust (“the Trust”) is committed to providing an excellent patient experience, achieving some of the best outcomes in the world for its patients.

Royal Papworth Hospital is the UK’s largest specialist cardiothoracic hospital and the country’s main heart and lung transplant centre, treating over 22,400 inpatient and day cases and 48,400 outpatients each year from across the UK. This is achieved via the Trust’s c. 2,100 staff along with temporary staffing workers, students and volunteers.

Since carrying out the UK’s first successful heart transplant in 1979, the hospital has established an international reputation for excellence in research and innovation. Ninety-seven per cent of inpatients say they would recommend Royal Papworth Hospital to their friends and family.

As well as performing more heart and lung transplants than any other UK centre, Royal Papworth Hospital has the UK’s largest Respiratory Support and Sleep Centre (“RSSC”). It is also the only centre in the UK for a number of specialist services including Pulmonary Thromboendarterectomy (“PTE”) and Balloon Pulmonary Angioplasty (“BPA”).

The Trust’s services are commissioned by several NHS Clinical Commissioning Groups (“CCGs”) for local and regional services, whilst the most specialist services are commissioned by NHS England (“NHSE”).

The Trust is a founder member of Cambridge University Health Partners (“CUHP”), a partnership between Cambridge University and Anglia Ruskin University and three local NHS Foundation

Trusts. CUHP aims to improve patient care, patient outcomes and population health through innovation and by integrating service delivery, research and education across Cambridgeshire and beyond.

The Trust is ranked as one of the top research recruiting sites in the UK, enrolling 2,715 patients across a balanced portfolio of 54 studies that were open to recruitment during 2021/22. In addition to this recruitment activity, we managed the follow up visits for over 100 ongoing studies. The fantastic recruitment figures show how well the Trust has recovered the recruitment of non-COVID studies following the pandemic. Most of the Trust’s research focuses on testing new therapies and treatments or translational research. In Spring 2022 the Heart Lung Research Institute (HLRI) opened. This is a £65m project in conjunction with the University of Cambridge to create a hub for world class heart and lung research. The HLRI also contains training facilities. This amazing facility has the potential to be a major lever for recruiting, retaining and developing staff both locally, nationally and international.

Whilst the NHS has seen an unprecedented increase in funding and headcount over the last two years, these increases have yet to realise an increase in output from the service. Whilst this is due to a complex set of factors, regaining this productivity will be fundamental to the sustainability of the NHS into the medium term. That is why the focus of the trust is on training, development and research to give teams the skills, knowledge and development time to refocus on the teamwork and dynamics that delivered for our patients pre pandemic.

Having relocated to the new purpose designed Royal Papworth Hospital during 2019 and supported the whole region by standing up the largest Critical Care facility and providing support and clinical leadership through the Clinical Decision Cell we are impatient to realise the benefits of our location on the Cambridge Biomedical Campus, the HLRI and system working.

3. Purpose of a Workforce Strategy

3.1 Description of a Workforce Strategy

A well-thought-out workforce strategy is essential to ensuring that the Trust has a sustainable workforce with the necessary skills and motivation. Having the right people, with the right skills at the right time is the foundation for the delivery of the Trust's Strategy.

Our 2020-25 Trust Strategy sets out a commitment to offering the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work life balance, and feel engaged in their work. The purpose of this Workforce Strategy is to set out the actions we will take in order to deliver this objective.

This Workforce Strategy builds on our strong foundations as a good employer and on the Compassionate and Collective Leadership Programme (CCLP). Successful change is most often achieved by focussing on "how we do things" (culture), rather than through just focussing on strategic or operational targets. Now, more than ever, Royal Papworth needs to continue to focus on developing a compassionate and collective culture and developing great leaders who understand that how they behave is as important as what they

do operationally and for whom values driven behaviours are embedded within their day to day practice. Some excellent role modelling already exists and we need to continue on our journey towards being a values driven organisation.

The Workforce Strategy will be delivered through six programmes of work which directly support the NHS People Plan ambitions. It also supports the Trust in being able to sustain and improve upon our Care Quality Commission Outstanding rating achieved in June 2019.

3.2 Status of this Document

Since 2020 the predominant drivers within Workforce have related to COVID -19 response, including ECMO surge, vaccinations, and recovery. Prior to this the drivers related to relocating the workforce to the new hospital. As a result, during the period from 2018 to 2022 the implementation of strategic workforce improvement initiatives such as aspects of the CCLP have been slowed down.

This Strategy is to cover the period 2023-2025, in alignment with the Trust's revised strategy for the same end date.

For ease of reference, this document presents the strategy via answering three key questions:

1. Where are we now?
2. Where do we want to be?
3. How do we get there?

The answer to these questions will show how we will provide and develop the staff within the Trust to make Royal Papworth an employer of choice within the NHS.

4. Strategic Context

4.1 The Trust's Vision, Mission, Values and behaviours

The Trust's vision, mission, values and behaviours set the context within which overall strategy is developed. They are summarised as:

Our vision and Mission	Our values	Behaviours
<p>Our vision To bring tomorrow's treatments to today's patients</p> <p>Our mission To provide excellent, specialist care to patients suffering from heart and lung disease</p>	<ul style="list-style-type: none"> • Compassion We recognise and respond to the needs of patients and colleagues • Excellence We make a difference with each small improvement and by being open to new ways of working • Collaboration We achieve more together 	<ul style="list-style-type: none"> • Listen • Care • Support • Innovate • Learn • Deliver • Communicate • Respect • Courage

4.2 The Trust's Strategic Direction of Travel

A strategic direction of travel has been agreed for the Trust, which articulates the way in which the organisation is to develop and grow as a valuable and valued contributor to the systems in which it works:

- **Collaboration**

A commitment to a “collaborative” rather than a “competitive” mindset: the Trust will seek to play a role in all systems that is both valuable and valued by its partners, and in particular will seek to be a respected collaborator and partner on the Cambridge Biomedical Campus.

- **Innovation and excellence**

A commitment to innovation and excellence, seeking to be at the forefront and leading development in the Trust's areas of expertise and ensuring that all service areas live-up to the reputation set by the best.

- **Adding value through expertise**

A focus on those areas where the Trust has particular strengths and expertise and recognising that value will be added not just by what the Trust directly provides within Royal Papworth Hospital but also by outreaching with advice, support and leadership to the wider network and patient pathway.

- **Holistic pathways**

A recognition that the Trust will think differently about how it provides services; around diagnoses and specialisms rather than around procedures and viewing patients from a holistic pathway perspective rather than mode of treatment upon referral.

- **Strategic research and education**

A shift towards a more strategic and disciplined approach to prioritising research and education activities, based on clear criteria and governance including the establishment of an innovation fund and recognising the importance of the Trust's educational role for the system.

- **Income: international and industry**

A more structured approach to attracting income through international and private income partnerships with industry.

4.2 The Trust's Strategic Goals

In accordance with the overall strategic context in which it operates and the established strategic direction of travel, the Trust has defined six strategic goals that will underpin its work over the period 2020 – 2025:



Strategic Goal		What the Strategic Goal will mean	
DELIVERING CLINICAL EXCELLENCE	<i>We will build on our world-leading outcomes, investing effort and resources in developing and implementing innovative services and models of care, growing expertise and extending the frontiers of clinical practice</i>	For patients:	<ul style="list-style-type: none"> • Your treatment will be at the cutting edge of clinical practice • Improved experience from being seen by the right health professional at the right time during the course of your treatment.
		For staff:	<ul style="list-style-type: none"> • You will be working as part of a world class team
		For partners:	<ul style="list-style-type: none"> • We will share our expertise for the benefit of all our patients
GROW PATHWAYS WITH PARTNERS	<i>We will seek to develop services with partners and patients in local, regional, national and international networks so that our specialist expertise is available more readily and appropriately in the patient pathway</i>	For patients:	<ul style="list-style-type: none"> • As much as possible, your treatment will be more local to home and we will only ask you to come to the hospital when you need to • You may receive specialist interventions from our teams outside of the hospital eg in neighbouring hospitals or in your home • You are seen by the right clinician that best suits your clinical need.
		For staff:	<ul style="list-style-type: none"> • An ability to be part of developing new ideas, technologies and procedures that not only improve learning and skills but benefit patients at the same time
		For partners:	<ul style="list-style-type: none"> • We are keen to work closely with clinical teams outside of the hospital to provide better care for our cardiothoracic patients
RESEARCH AND INNOVATE	<i>We will continue to develop the Trust as a centre for research and development, fully nurturing our</i>	For patients:	<ul style="list-style-type: none"> • You will have early access to new treatments developed by our staff, specifically suited to your needs

Strategic Goal		What the Strategic Goal will mean	
	<i>expertise and creativity in a structured way for the benefit of patients</i>	For staff:	<ul style="list-style-type: none"> Feel more supported in development of ideas, innovations and research Your research and innovation work is valued Access to research activities for more staff.
		For partners:	<ul style="list-style-type: none"> We are an organisation that values and actively supports research and development
SHARE AND EDUCATE	<i>We will establish a Royal Papworth School, enabling us to grow and develop not only our own staff but also share our expertise and learning for the benefit of national and international networks as well as our local stakeholders</i>	For patients:	<ul style="list-style-type: none"> Be confident that our staff are highly skilled in the latest practices You will receive evidence based, outstanding care.
		For staff:	<ul style="list-style-type: none"> You are able to access local opportunities for personal, career and academic development You will be able to demonstrate your knowledge, skills and expertise Pride in being associated with a national centre of cardiothoracic skills development.
		For partners:	<ul style="list-style-type: none"> We will share our expertise and knowledge to spread the benefits to local, national and international healthcare organisations and patients
ACHIEVE SUSTAINABILITY	<i>We will establish a sustainable operational and financial position to ensure that we are making the most of Royal Papworth Hospital and applying all resources in the most effective and efficient manner</i>	For patients:	<ul style="list-style-type: none"> You will be seen in a timely manner for your outpatient appointment or operation Less time spent in hospital and better discharge home experience.
		For staff:	<ul style="list-style-type: none"> Working differently to ensure that our resources are used economically Opportunities to make changes and improvements to how you work for the benefit of our patients

Strategic Goal		What the Strategic Goal will mean	
			<ul style="list-style-type: none"> • Systems / processes will be streamlined together with exploiting digital opportunities so as to give you more time to care for your patients.
		For partners:	<ul style="list-style-type: none"> • Credible and secure organisation that is attractive to work with • Being more open and receptive to partnerships.
OFFER POSITIVE STAFF EXPERIENCE	<i>We will seek to offer the best staff experience in the NHS, enabling staff to fulfil their potential by providing a working environment where they can feel valued for what they bring to the Trust, achieve a work-life balance and feel engaged in their work</i>	For patients:	<ul style="list-style-type: none"> • Engaged and valued staff provide better care to our patients
		For staff:	<ul style="list-style-type: none"> • Your contribution to the organisation and patients is valued • You feel confident and safe to speak up when you have a concern, in the knowledge that you will be taken seriously and your concerns addressed • You work in an environment where diversity is valued and there is equality of opportunity and an inclusive culture • You have access to development opportunities that support you in developing your career.
		For partners:	<ul style="list-style-type: none"> • Working together means that we can tackle workforce issues for the benefit of all partners

4.3 Our people

We have approximately 2000 substantive and fixed term staff members delivering and supporting our clinical services, alongside hundreds of temporary staffing workers and students. Having the right people, with the right skills at the right time is the foundation for the delivery of the Trust's strategy. Due to the specialist nature of our services, we employ a large number of specialised staff and are a leading training provider. We benefit from having a very diverse workforce with 63 nationalities represented in our workforce. Appendix 3 provides an overview of our workforce.

The Trust's relocation to the Biomedical Campus involved major organisational change affecting every single member of staff. Prior to the move we experienced a long period of high turnover, primarily as a result of staff making the difficult decision that the increased travel time was not possible for them. During and immediately following the pandemic turnover reduced and recruitment improved. However during 2022/23 we have seen turnover and vacancy rates once again rise; as have the NHS as a whole. Socio- economic factors are to a large extent the drivers for this with increased competition for a shrinking labour market and significant discontent within the healthcare workforce at levels of pay and workload. Our staff tell us through a variety of feedback routes that they are still experiencing the psychological and physical aftereffects of the impact of the pandemic. The increasing turnover and vacancy rates place additional pressure on staff as we seek to maintain safe staffing levels whilst addressing the very significant backlog of patients needing our specialist services.

Over the last two years we have acknowledged that some staff have a significantly less positive experience of working in the Trust,

particularly those staff from a Black, Asian and Minority Ethnic (BAME) background and also staff with a disability. This is an intolerable position and a source of extreme concern for the Trust Board. We have a very diverse workforce and it is unacceptable that many staff from a BAME background report experiencing discrimination and racism both from colleagues and patients. We have focused on addressing this through the Compassionate and Collective Leadership Programme but it is going to take continued focus and commitment to achieve the equity and inclusion our staff deserve.

Our staff are our greatest asset – it is their skills, expertise, compassion and commitment that enables the delivery of the excellent, high-quality care we are known for. During the pandemic, all of our staff rose to the challenge and demonstrated flexibility and commitment to patient care during a very stressful and demanding period. Many staff members were redeployed to areas and jobs outside of their usual roles and some stayed away from home to provide services to patients and shield family members at the same time.

COVID-19 highlighted the need to focus absolutely on the safety of our people and to understand the risks faced by all staff whilst at work, particularly our Black, Asian and Minority Ethnic background staff. Significant improvements have been made over the last two years to the support provided to staff with regards their mental, physical and financial health. This is going to continue to need to be a priority over the next three years as we support staff with the after effect of the pandemic and the cost of living pressures being experienced.

4.4 The National People Plan

The NHS People Plan sets out an aspiration for the NHS to be the best place for staff to work and the best place for patients to receive care.

The People Plan acknowledges all NHS people have been under increasing pressure since the response to COVID-19 began, and there will be further challenges ahead. Workload remains a pressing concern and we are continuously reminded of how critical it is to look after our people..

The People Plan indicates that in order to address this now, and for the future, the NHS needs **more people, working differently, in a compassionate and inclusive culture:**

- **more people** in training and education, and being recruited to ensure that our services are appropriately staffed
- **working differently** embracing new ways of working in teams, across organisations and sectors, and supported by technology
- **in a compassionate and inclusive culture** building on the motivation at the heart of our NHS to look after and value our people, create a sense of belonging and promote a more inclusive service and workplace so that our people will want to stay.

The plan sets out practical actions that employers and systems should take, as well as the actions that NHS England and NHS Improvement and Health Education England will take. It focuses on:

- **Looking after our people** particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
- **Belonging in the NHS** highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- **New ways of working and delivering care** emphasising that we need to make effective use of the full range of our people’s skills and experience to deliver the best possible patient care.
- **Growing for the future** particularly the need to build on renewed interest in NHS careers, to expand and develop our workforce, as well as taking steps to retain colleagues for longer.

5. The Workforce Strategy 2023 - 2025

5.1 Workforce Strategy Question 1: “Where are we now?”

5.1.1 The Trust’s Current Workforce

At the end of 22/23 the Trust’s budgeted establishment is approximately 2,240 staff as well as volunteers, students and honorary staff.

Throughout 2022/23 we have experienced a steady increase in vacancy rates up to a peak of 14.3%, and we were over our KPI of 5% throughout the year. Turnover increased in the first half of the year before reducing in the second half of the year. The annual turnover for the year (as at February 2023) was 15.4% which was above our KPI of 14%. Absence rates have also been above the 3.3% target throughout 2022/23. The impact of this higher than planned vacancies, turnover and absence rates has been felt across all departments and staff groups (with the exception of medical staff).

5.1.2 Compassionate and Collective Leadership Programme

The first phase of the Compassionate and Collective Leadership Programme was completed in January 2020. With the pandemic starting in March 2020 the project was then paused until 2021. The first phase enabled us to collect views of staff via interviews, focus groups, questionnaires and patient stories. This enabled a model to be developed of what areas staff wanted to see improvement in. (See Appendix 1)

The values and behaviours were the core area that needed to be developed prior to full focus on the other areas and these new values and behaviours were completed in 2021.

The highlighted priorities are:

- Values and behaviours (completed)
- Health and Wellbeing
- Teamwork
- Developing and supporting line managers
- Professional and personal development
- Valuing difference
- Personal responsibility and empowerment
- Compassion

The second and third phases of this programme are being delivered through nine workstreams:

- Recruitment practices
- Induction
- Line management and leadership development
- Staff development
- Performance review and feedback
- Policy framework
- Health and Wellbeing
- Reward and recognition
- Equality Diversity and Inclusion

The programme is lead through the Compassionate and Collective Leadership Programme Board. In 2022 we launched the Line Managers Compassionate and Collective Development Programme and a revised Appraisal Policy and Processes.

5.1.3 Improving the working experience for staff with a protected characteristic

We have four well established Staff Networks (the BAME Network, Disability and Working Carers Network, LGBT+ Network and the Women’s Network) who play a key role in developing our Workforce Race Equality Scheme (WRES) and Workforce Disability Equality Scheme (WDES) plans and our overarching EDI plans. The Transformational Reciprocal Mentoring Programme finally commenced in summer 2022 after significant delays. This is considered a very significant developmental and improvement programme which we hope will be a real catalyst for change and improvement in the culture of the Trust and improving the experience of staff from a minority background.

5.1.4 The Royal Papworth School and Education

The Royal Papworth Hospital Strategy for 2020 – 2025 includes a goal to build on the Trust’s existing strengths in education and training to develop a “Royal Papworth School”

The “Share and Educate” Goal in the Royal Papworth Hospital Strategy states: “We will establish a Royal Papworth School, enabling us to grow and develop not only our own staff but also share our expertise and learning for the benefit of national and international networks, as well as our local stakeholders.”

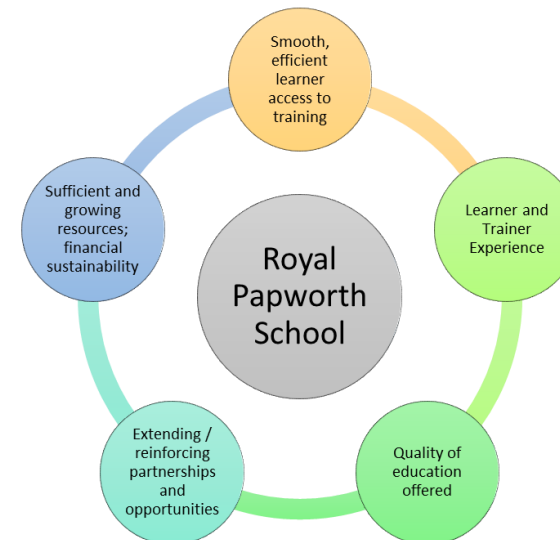
Workforce will contribute to the development of the school and develop the training and education programme for all staff to use the facility to the maximum benefit.

A School Management Group (SMG), including terms of reference for the group, has been formed that is responsible for the management of Royal Papworth School. This Group has clinical

and non-clinical representatives and will also have the heads of each of the staff groups such as AHPs, digital, doctors, healthcare scientists, nursing, pharmacy and workforce (as examples). Additional engagement work throughout 2022 using a ‘hopes and fears’ approach to assure the SMG the School addresses the correct Trust focus has been a valuable exercise in setting the right goals.

The SMG will be responsible for developing and leading the school strategy. The goals of which can be seen in diagram 1 below.

Diagram 1



For each goal, we have articulated why it is important. This is important to help maintain focus on its aim and purpose as the strategy progresses. We have also identified specific key actions that will be taken to deliver it. Finally, we have set out a number of success measures that we will use to monitor our progress over the

strategic period. Progress against actions will be monitored through the SMB and the workforce committee.

5.1.5 Resourcing and retention

Recruitment, over the last 18 months, has become more challenging across all staff groups with the exception of medical roles where we continue to be able to attract talent nationally and internationally. In 2022/23 we focused on the Healthcare Support worker role as vacancy rates were particularly high. The approach taken has had a positive impact with vacancy rates almost halving and we will want to build on the successful strategies used. We increased significantly our overseas nurse recruitment and the pastoral and educational support provided to these staff is ensuring a high success rate with the OSCE process.

In common with other NHS organisations, we have also experienced an increase in turnover following the pandemic. The focus in relation to retention has been on supporting staff with the cost of living and with their mental and physical health. As important is staff having supportive line managers who ensure an environment where they develop and progress in line with their aspirations.

The BAF risks for turnover and vacancy rates are currently rated as extreme risks given the steady rise in both over the last 18 months. The socio-economic context and current period of industrial unrest mean that resourcing and retention will continue to remain difficult throughout 2023. In order to address these risks and mitigate the impact on our ability to maintain safe staffing levels and improve productivity we instigated a Resourcing and Retention Improvement Programme. The aim of the Programme is to:

- To enhance resourcing & retention of staff, delivering our strategic objectives by having a systematic and coherent approach
- To identify, realise & deliver opportunities to think & work differently
- To utilise local, regional & national initiatives

Following an initiation workshop in October 2022 a diagnostic review of existing staff survey data, workforce data and related material, was commissioned. This was to ensure that the Programme was focusing on making improvements and/or develop new work processes/interventions on those things or staff groups which were most likely to have a positive impact on turnover and recruitment. The programme is built on the following principles:

- Collaborative & supportive
- Systematic
- Realistic
- Joined up
- Improvement methodology
- Encouraging partnership working across Divisions/Directorates and with Workforce Directorate

The Programme Board is co-chaired by the Director of Workforce and OD and the Chief Nurse. The Programme Board's role is to provide the governance for the collective ownership and oversight of the following workstreams:

- Workforce Planning
- Resourcing including attracting staff, onboarding, preceptorship, temporary staffing
- Recruitment
- Employee Development and progression
- Pay and reward

5.1.6 Working with Integrated Care System (ICS) partners

Over the last 12 months the ICS People Function has been developing and identifying the system workforce priorities and plans. We have played a proactive role in this through leading a number of workstreams and participation in others. The system have identified the following three workforce priorities:

- Recruitment and retention
- Equality, Diversity and Inclusion
- Leadership Development and Culture

5.1.7 Efficient and effective processes

During the pandemic the Workforce Directorate was required to implement, at very short notice, a range of new services and processes to support staff and the delivery of services. This inevitably resulted in a reduction in the resources available in some areas and backlogs in areas such as policy review and updating and employee relations processes being elongated. Some of the measures taken during the pandemic have been retained as they proved very efficient for example the way the Trust corporate induction in run and the online delivery of the majority of mandatory training. One area of particular difficulty has been changes to the national electronic recruitment system which significantly reduced the efficiency and speed of the recruitment process. Reducing the time to hire is of critical importance.

5.1.8 Comparison with Peer Organisations

The employee survey provides a way to benchmark with other Trusts as well as to view changes in staff experiences, perceptions and morale each year.

In 2022 we saw a deterioration in our staff survey results in comparison to 2021 both against our own results and those of our specialist hospital peers. There was a significant reduction in the number of staff who would recommend us an employer and the theme of staff shortages and workload pressures was evident in the responses across a number of themes. Very concerningly we continue to see very high rates of bullying and discrimination being reported particularly by our colleagues from a Black, Asian and Minority Ethnic background.

Appendix 2 is a summary of 2022 Staff Survey results benchmarked against our peer group of acute specialist hospitals.

5.2 Workforce Strategy Question 2: “Where do we want to be?”

5.2.1 Future Workforce Requirements

The purpose of the Workforce Strategy is to articulate how the Trust will ensure that it has a skilled and motivated workforce that is guided and driven by our values to enable the delivery of high-quality services to patients and to lead at a system, regional and national level the development of new clinical interventions in cardio-thoracic medicine.

The Trust Strategy 2022 – 2025 sets out the strategic direction of travel for the Trust and establishes six strategic goals. These are key to establishing the Trust’s future workforce requirements and our workforce plan. They set the framework for developing not just the type of skills/roles and the numbers of staff we will require but also make it clear that how we deliver services is equally important. A workforce that is compassionate in its interactions with our patients and their families/carers and with each other is of utmost priority.

Cambridge is a high cost area with low unemployment rates and a very competitive labour market where workers have got a large range of employment options. Attracting and retaining staff has always been challenging but the current economic and labour market conditions mean that it is particularly difficult to retain and attract staff particularly in the lower paid roles. We will need to, in conjunction with system partners, develop and promote the opportunities to build rewarding careers within the health service and ensure that the reward and support packages we offer are maximised.

5.2.2 Where we want to be

Given the current socio-economic and employee relations context, recruitment and retention of the skilled staff we need are the biggest risks to the Trusts ability to fulfil its strategic objectives. Focusing on our culture and our leadership capability will help Royal Papworth to be seen as a ‘great place to work’ ensuring we are attractive to new and existing colleagues. High vacancy levels have a significant detrimental impact on the working experience of staff. The 2022 staff survey has made clear the impact it has on staff wellbeing and their sense of satisfaction in their work.

Our strategic response to this recruitment and retention risk is to ensure that the values and behaviours developed in 2021 are fully embedded into all the processes and ways of working across the Trust. Vitally important is that all those with line management responsibilities have the capacity and capability to be excellent, compassionate line managers as this is the key to building high levels of staff engagement and high performing teams.

Our aim is to go so much further than the basic commitments of the People Plan. We will develop a range of innovative workforce solutions to address workforce shortages and turnover, make a significant impact in supporting Health and Wellbeing and Equality, Diversity and Inclusion, become a centre of excellence for our education and development and be recognised as a trust with exceptional leadership at all levels.

We are proud of our diverse Trust workforce and we are clear that our sustainability and future success is dependent on all our staff having equality of opportunity to fulfil their potential and the right to have a positive working experience. We need to utilise all the talent

within our workforce. We acknowledge that the treatment of our colleagues from minority groups falls short far too often. Not addressing this limits our collective potential. It prevents us from identifying and using our best talent and closing the gap on health inequalities. We are committed to taking action and create an organisational culture where everyone feels they belong – in particular to improve the experience of our people from black, Asian and minority ethnic (BAME) backgrounds. Through our values and behaviour framework we will seek to embed a culture of belonging and trust where we encourage and celebrate diversity in all its forms and where discrimination, violence and bullying have no place

We want our workforce to feel safe and confident when expressing their views. If staff have concerns or feel that there is a better way of doing things, then they should feel able to speak up. We want staff to use their voices to shape their roles and their workplaces. Speaking up helps us to deliver safe services and to continuously improve.

Effective, integrated workforce planning is essential to ensuring that we know what numbers and skills and expertise we need to deliver our clinical plans. We need to have a clear workforce plan so that we know the numbers of staff we need to recruit and the levels of skills and expertise we need to develop across the workforce. We will need to be bold and imaginative in our approach to developing attractive roles and career pathways and promoting Royal Papworth and the NHS as a place in which to build rewarding careers.

We want to maximise the power of collaboration with local partners. The Cambridge and Peterborough Integrated Care System (ICS)

offers numerous opportunities for us to work differently as a cohesive system that delivers as one. Being a part of an integrated and collaborative system will enable us to benefit from services that are best and/or most efficiently delivered at scale for example mental health services for staff with moderate to severe mental health illness.

Through the delivery of this strategy, we will enable our current and future staff to be skilled, safe, engaged and effective and be able to continuously improve. This strategy will directly support the Trusts approach to service redesign and continuous improvement and our quality ambitions by ensuring that our staff experiences are the best they can be. It is well evidenced that engaged and committed staff deliver improved patient experience and outcomes; therefore, the delivery of this strategy is fundamental to the Trust's ability to deliver outstanding care across all of our services.

5.3 Workforce Strategy Question 3: “How do we get there?”

5.3.1 Workforce Development Plan

Having identified “where do we want to be?” the next step is to plot a strategic course to reach there. That is to be undertaken by creation and implementation of a Workforce Development Plan.

5.3.2 The Key Strands of the Development Plan

The development plan consists of the following strands:

Strand 1: <i>Compassionate and collective culture – creating a positive, engaging working environment, developing skilled and compassionate leaders and keeping colleagues safe, healthy and well</i>
Why is this Goal relevant/important? There is a strong evidence base that a compassionate and collective culture underpins the delivery of high quality care. The overall Trust Strategy is committed to ensuring there is a compassionate and inclusive culture.
How does this link to the Trust Strategy and to the National People plan?
The Trust strategy: <ul style="list-style-type: none">• A compassionate and inclusive leadership• An employer of choice• Offer positive staff experience
The People Plan: <ul style="list-style-type: none">• A compassionate and inclusive culture• Ensuring everyone feels as though they belong• Looking after our people both physically and emotionally
What will we do to achieve this goal? <ul style="list-style-type: none">• We will continue to develop and implement the Compassionate and Collective Leadership Programme through an evolving workplan that spans the areas of:<ul style="list-style-type: none">○ Embedding the values and behaviours into workforce policies, procedures and processes:○ Health and Wellbeing

- Leadership development
- Team development

The following are areas that we will focus on:

- We will develop a set of leadership behaviours to support the trust's values and behaviour framework.
- We will embed devolved decision making and accountability so that service development and improvement is driven by our clinicians, practitioners and leaders.
- We will continue to develop our Compassionate and Collective Line Managers Development Programme which ensures a systematic approach to building the skills and confidence of our line managers.
- We will develop and implement further leadership development programmes and tools and techniques to support the development of capable, confident and compassionate leaders at all levels in the organisation.
- We will implement a systematic talent management and succession planning approach across all services.
- We will ensure staff are allowed the time to attend health and well-being initiatives.
- We will ensure that health and wellbeing will be discussed and prominent in every aspect of Trust communication and forums.
- We will take actions to help improve the health and wellbeing of our workforce and reduce absence and work related stress through a range of interventions overseen by our Health and Wellbeing Collaborative.
- We will develop the skills and competencies of our leaders to enable them to be able to manage and support their people well, paying particular attention to the people skills required for compassionate and inclusive leadership.
- We will support and develop the role of Health and Wellbeing Facilitators ensuring that all areas of the Trust benefit from this role. and Wellbeing Champions.
- We will review our model of Occupational Health delivery to ensure our staff and managers have access to timely and responsive services to improve the health and wellbeing of staff.
- We will improve line manager's capability in managing and leading the health and well-being local agenda with support from HR Business Partners.
- We will ensure that the health and safety of our staff in the workplace is seen as a priority and that we have in place safe systems of work and good governance arrangements.
- We will, guided by our values and behaviours framework, the principles of "Just Culture" and "Civility Saves Lives", develop interventions and approaches to addressing the reported high levels of bullying and harassment.

Strand 2:

Belonging and inclusion for all - ensuring we are an organisation where everyone is welcome, everyone is respected, everyone can grow and everyone feels their voices are heard

Why is this Goal relevant/important?

A diverse and inclusive workforce is essential to the delivery of high quality and individual care to our patient population thereby reducing inequalities.

How does this link to the Trust Strategy and to the National People plan?

The Trust strategy:

- Highlighted the need to concentrate on safety of staff particularly our Black, Asian and Minority Ethnic background staff and disabled staff
- Offer positive staff experience

The People Plan:

- A compassionate and inclusive culture
- Ensuring everyone feels as though they belong
- Looking after our people both physically and emotionally

What will we do to achieve this goal?

- We will ensure all Executive and Non-Executive Directors to have specific, measurable individual EDI objectives that articulate their individual and collective accountability for our progress on EDI.
- We will embed fair and inclusive recruitment processes and talent management strategies that target under-representation and lack of diversity as well as equity of career progression opportunities for staff of all protected characteristics.
- We will develop and deliver an improvement plan to eliminate total pay gaps, intersectionality and individually within race, disability, LGBT+ and gender within our workforce.
- We will develop and deliver an improvement plan to address health inequalities within the workforce to positively impact productivity and retention.
- We will ensure that we have comprehensive induction, onboarding and development programmes for internationally recruited staff that encompasses both professional and pastoral support for these colleagues.

- We will develop and deliver a plan to create an age inclusive workplace that addresses how we will retain the skills and experience of the workforce regardless of age and attracts people into the NHS for the first time.
- We will revise the policy framework for addressing abuse, violence and aggression against staff and develop a training and communication programme to support implementation of the policy.
- We will continue to support, promote and value the contribution of staff networks
- We will develop and support a cohort of Cultural Ambassadors and integrate this role into our employee relations and recruitment processes to remove any potential bias in those processes.
- We will run further cohorts of the Transformational Reciprocal Mentoring Programme and promote and communicate the goals and outcomes of the programme.
- We will ensure that we have accessible, well- known and flexible routes for staff to raise concerns and that we respond in a timely way to concerns. We will ensure that we respond to staff who raise concerns in a timely way and that we utilise and share the learning from the concerns raised.

Strand 3:

Developing the Workforce - helping people to realise their true potential for the benefits of our patients, protecting us from national skill shortages and helping us be more effective and efficient than ever before

Why is this Goal relevant/important?

In order to respond to supply and demand across all staff groups paying particular attention to limited highly skilled groups making us a sustainable organisation

How does this link to the Trust Strategy and to the National People plan?

The Trust strategy:

- An employer of choice
- Offer positive staff experience
- Share and educate
- Working as part of a world class team
- Access to local opportunities for personal, career and academic development

The People Plan:

- New ways of working and delivering care emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- More people in training and education, and being recruited to ensure that our services are appropriately staffed

What will we do to achieve this goal?

- We will develop the approach to learning and development to maximise benefits for staff and the usage of the Royal Papworth School.
- We will undertake regular training needs analyses to ensure that we are identifying the development needs of staff and the skills and expertise required to deliver our services.
- We will procure and implement a Learning Management System to improve the access of learners to on-line training and training and development information and our ability to monitor training activity.
- We will continue to focus on growing our own workforce through a range of interventions such as work experience, health ambassadors, apprenticeships, the care certificate and flexible degrees.
- We will provide career pathways in key areas supported by an extensive education and training offer so candidates and existing colleagues can plan and shape their future.
- We will work closely with Health Education England in providing junior doctors; Nursing and AHP students and other professional groups with high quality training experience/placements and supervision, mentoring and support.
- We will develop and introduce new initiatives/incentives to address recruitment and retention hot spots and support services to think differently to address their workforce supply challenge.
- We will ensure that each service has an integrated workforce plan and that these plans will take account of the career aspirations and expectations of staff.
- We will benchmark current workforce and future workforce models against relevant comparators to provide assurance that proposed models support safe, efficient and effective delivery.
- We will design and build activity demand driven supply and demand workforce models to support recruitment and retention planning.
- We will Identify innovative solutions to workforce supply challenges and support the introduction and development of new roles and extended roles.
- We will work with Higher Education providers to influence the development of different curriculums to meet our workforce supply needs.

- We will ensure that teams are supported and developed to be high performing and provide psychological safe working environments for team members.

Strand 4:

Growing the Workforce - being a place where people want to work, where they can develop and expand their roles and careers, developing new innovative roles

Why is this Goal relevant/important?

Motivated valued staff working in highly functioning teams deliver excellent high quality care to patients with excellent outcomes.

How does this link to the Trust Strategy and to the National People plan?

The Trust strategy:

- An employer of choice

The People Plan:

- Working differently embracing new ways of working in teams, across organisations and sectors, and supported by technology
- A compassionate and inclusive culture
- Ensuring everyone feels as though they belong
- Looking after our people both physically and emotionally
- Belonging in the NHS
- Growing for the future
- More people to ensure appropriately staffed

What will we do to achieve this goal?

- We will reduce our time to hire to best practice levels, improve the experience of applicants and provide recruiting managers with safe, timely and flexible recruitment processes underpinned by the procurement and implementation of a new electronic recruitment system.
- We will ensure that our values and behaviours are reflected in our approach to recruitment.

- We will ensure that our recruitment processes and practices are free from bias and enable the Trust to attract and recruit diverse talent.
- We will engage and work with universities, colleges and schools and our system partners to promote the NHS as an employer of choice.
- We will pro-actively manage and understand turnover across our services to reduce the number of people leaving our employment for reasons within our control and influence.
- We will improve and expand the utilisation of validated staffing models and staff rostering systems to ensure safe staffing levels are maintained and staffing capacity is matched against workload.
- We will use the use of data from our rostering systems to identify and implement the most appropriate workforce model and staff competencies.
- We will ensure our corporate induction programmes provide a warm welcome to the Trust and equip our new staff to undertake their role and we will improve the provision of good quality and timely local induction for all new staff.
- We will support good engagement with staff by providing proactive, timely and accessible communication channels and information.
- We will develop innovative ways to recognise and show appreciation to staff and teams for their contributions to our services and role modelling our values and behaviours.
- We will utilise the pay and reward levers within our control to support good staff engagement and staff health and wellbeing.
- We will proactively manage the use of temporary workers and plan their use to meet surges and specific projects where this is a cost-effective solution, and it is safe to do so. We will work to reduce the cost of high-cost temporary workforce models.
- We will focus on ensuring that workloads are manageable; individuals are able to manage their work-life balance effectively and that flexible working is embraced by all services.
- We will ensure that all staff have a quality annual appraisal that includes a health and wellbeing and career and personal development planning conversation
- We will ensure that all staff have regular team meetings, 1:1s and supervision.

Strand 5:

Efficient and effective workforce processes – ensuring that guidance and support for colleagues and line managers is accessible and high quality, and that our policies, processes and practices align with our values and the principles of a just culture.

Why is this Goal relevant/important?

Supporting and enabling line managers by having efficient and accessible workforce systems and processes and policies and procedures that are based on our values and behaviours framework.

How does this link to the Trust Strategy and to the National People plan?

The Trust strategy:

- Provide accurate and timely workforce information to support decision-making

The People Plan:

- Human resources (HR) and organisational development (OD) professionals are critical to the NHS and will play a unique professional role in driving the implementation of this plan.

What will we do to achieve this goal?

- We will procure and implement a new electronic recruitment system that supports safe and timely recruitment processes and that enables recruiting managers to effectively manage their recruitment processes.
- We will develop and implement further leadership development programmes and tools and techniques to support the development of capable, confident and compassionate leaders at all levels in the organisation.
- We will implement a systematic talent management and succession planning approach across all service and provide training and ongoing support for line manager.
- We will review our model of Occupational Health delivery to ensure our staff and managers have access to timely and responsive services to improve the health and wellbeing of staff.
- We will procure and implement a Learning Management System to improve the access of learners to on-line training and training and development information and our ability to monitor training activity

- We will, in conjunction with finance, operational and clinical colleagues, develop workforce planning models and processes that enable Divisions/Directorates to build workforce development plans aligned with clinical and service strategies and to plan effective models of care.
- We will support the analyse and interpretation of the annual staff opinion survey and the use of quarterly pulse surveys to collect staff feedback.
- We will continue to develop the HR Business Partner model to ensure that Divisional/Directorate leadership teams are provided with expert operational and strategic workforce advice and support.
- We will develop expertise and capacity in organisational development techniques and interventions such as team development and coaching, organisational design, leadership development, facilitation, mediation and individual coaching.
- We will address the backlog in reviewing and updating workforce policies and procedures, resulting from the Covid-19 pandemic, embedding the values and behaviour in our workforce policies, procedures and processes and ensure that they align with the principles of a “Just Culture”.
- We will support Divisions and Directorates in realising the benefits of electronic rostering systems by providing expertise and training.
- We will ensure that workforce management information is provided in a timely and accessible way to support the identification of areas of risk.

Strand 6:

Work with partners – collaborating and learning from partner organisations both in our system but also regionally and nationally.

Why is this Goal relevant/important?

Being a part of an integrated and collaborative system presents numerous opportunities for us to work differently as a cohesive system to deliver improved services for our population and improved career pathways for our staff.

How does this link to the Trust Strategy and to the National People plan?

The Trust strategy:

- We will share our expertise and knowledge to spread the benefits to local, national and international healthcare organisations and patients

The People Plan:

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What will we do to achieve this goal?

- We will work with partners in the Cambridge and Peterborough Integrated Care System (ICS) to develop a system-wide workforce strategy that supports the delivery of the vision and priorities of the ICS.
- We will benchmark current workforce and future workforce models against relevant comparators to provide assurance that proposed models support safe, efficient and effective delivery.
- We will engage with system, regional and national partners and bodies to identify best practice and learn from others.
- We will work with our campus partners to maximise the benefits offered by our co-location and campus facilities and to address our common workforce risks.
- We will work with Cambridge University Hospitals to further develop the existing joint working on widening access into healthcare careers and to identify other areas where there are mutual benefits from joint working and/or shared service models.
- We will maintain respectful and transparent relationships with staff side partners and staff governors.

6. ACCOUNTABILITY, GOVERNANCE, METRICS AND MONITORING OF THE DELIVERY OF THE STRATEGY

Implementation of this strategy will be monitored by the Workforce Committee with bi-annual progress updates being provided directly to the Board. The following groups will oversee delivery of key work areas to enable this strategy to be delivered:

- Compassionate and Collective Leadership Programme Steering Group
- EDI Steering Group
- Resourcing and Retention Improvement Programme Steering Group
- Management Executive
- Joint Staff Council
- Joint Local Negotiating Committee

The following metrics will be monitored, measured and achieved and they will be reviewed and updated annually through the implementation of this strategy:

Measure	23/24
Staff recommending Trust as a good place to work	Above National Average
Staff engagement score	As above
Appraisal within last 12m	90%
Quality of Appraisals	Year on Year Improvement as measured by National Staff Survey
New staff retained for >12 months	85%
Overall mandatory training	90%
Cumulative Sickness Absence	3.5%
Annual Staff Turnover	1% improvement from 2022/23 average
Vacancy Rate	5% Registered Roles 8% Unregistered Role

Improve experience for Black, Asian, Minority, Ethnic staff (BAME)	<p>Decrease in numbers of staff from a BAME background experiencing discrimination at work from manager/team leader or other colleagues in the last 12 months.</p> <p>Increase in the numbers of staff from a BAME background who consider that there is equality of opportunity in career progression.</p> <p>Increase in the % of staff from a BAME background in roles at Band 7 and above.</p>
Improve experience for disabled staff	<p>Decrease in the numbers of staff with a disability experiencing discrimination at work from manager/team leader or other colleagues in the last 12 months.</p> <p>Increase in the numbers of staff with a disability who consider that there is equality of opportunity in career progression.</p> <p>Decrease in the number of disabled staff who have felt pressure from their line manager to come to work, despite not feeling well enough to perform their duties.</p>
Rostering Effectiveness	90% of rosters approved at least six weeks before the start date
Education and Development metrics	???

7. Key Risks for the Workforce Strategy 2023 - 2025

The following represent key risks for the Workforce Strategy:

Risk		Risk Mitigation
1.	If the operational/service demand and high vacancy rates continues this could limit the capacity of line managers to focus on staff engagement and staff wellbeing.	<ul style="list-style-type: none"> • Ensure that rosters have supervisory time built into them. • Improved visibility of supervisory time utilised.
2.	Insufficient resources in the Workforce and Education teams	<ul style="list-style-type: none"> • Regular review of capacity against workload • Ensure recruitment commences immediately after resignations

Risk		Risk Mitigation
3.	Reduction in our ability to maintain safe staffing levels leading to additional pressures on staff and increased temporary staffing costs.	<ul style="list-style-type: none"> • Wide programme of activities to support attraction and recruitment • Joint working with system partners to promote the NHS as an employer of choice.
4.	The Trust is not able to recruit the staff required in sufficient numbers to meet demand due to labour market shortages.	<ul style="list-style-type: none"> • Wide programme of activities to support attraction and recruitment. • Investment in overseas recruitment. • Resourcing and Retention Improvement Programme work plan
5.	Pay costs in excess of budget as a result of the rising cost of temporary staffing	<ul style="list-style-type: none"> • Effective use of the rostering system to support workforce utilisation. • Time to hire is minimised. • Timely job evaluation processes.
6.	Staff engagement and morale reduces, leading in turn to higher turnover, absence, reduced efficiency and quality and poor relationships all of which could adversely impact on patient experience.	<ul style="list-style-type: none"> • Proactive staff networks who are supported to lead programmes of work and raise concerns on the behalf of staff. • Compassionate and Collective Leadership Programme and in particular the work plans on HWB and line manager development. • Resourcing and Retention Programme of work Diversity groups and engaging on retention • Training and development of staff including line management programme • Pro-active and well publicised Speaking Up processes and resources.
7.	Staff experiencing extreme fatigue and burnout leading to a negative impact on their mental health. This has a significant	<ul style="list-style-type: none"> • Health and Well-being initiatives • Line Manager Development.

Risk		Risk Mitigation
	detrimental impact on the individual with the potential to result in long term absence.	<ul style="list-style-type: none"> • Effective rostering practice. • Ensuring realistic workloads • Ensuring safe staffing levels are maintained.
8.	Inequalities and discrimination in our processes and practices results in poor talent management and low staff engagement particularly for staff from a BAME background and staff with a disability.	<ul style="list-style-type: none"> • Proactive staff networks who are supported to lead programmes of work and raise concerns on the behalf of staff. • Compassionate and Collective Line Managers Development Programme. • Implementation of the “Fair Recruitment” best practice recommendations. • New appraisal process and improved compliance with annual appraisal requirement.

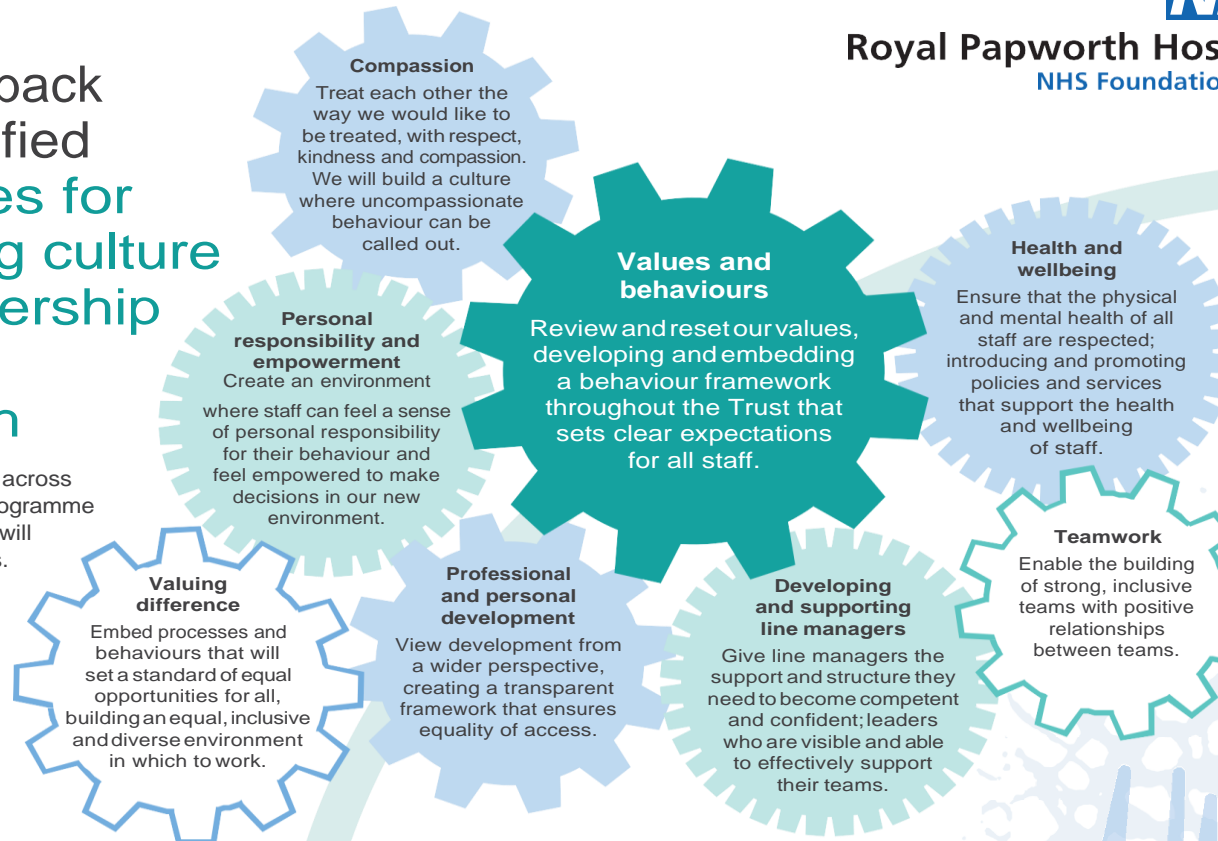
Appendix 1: Compassionate and Collective Leadership Programme Priority Areas



Royal Papworth Hospital
NHS Foundation Trust

Your feedback has identified **8 priorities** for improving culture and leadership at Royal Papworth

We will work with staff across the Trust to design a programme of interventions which will address these key areas.

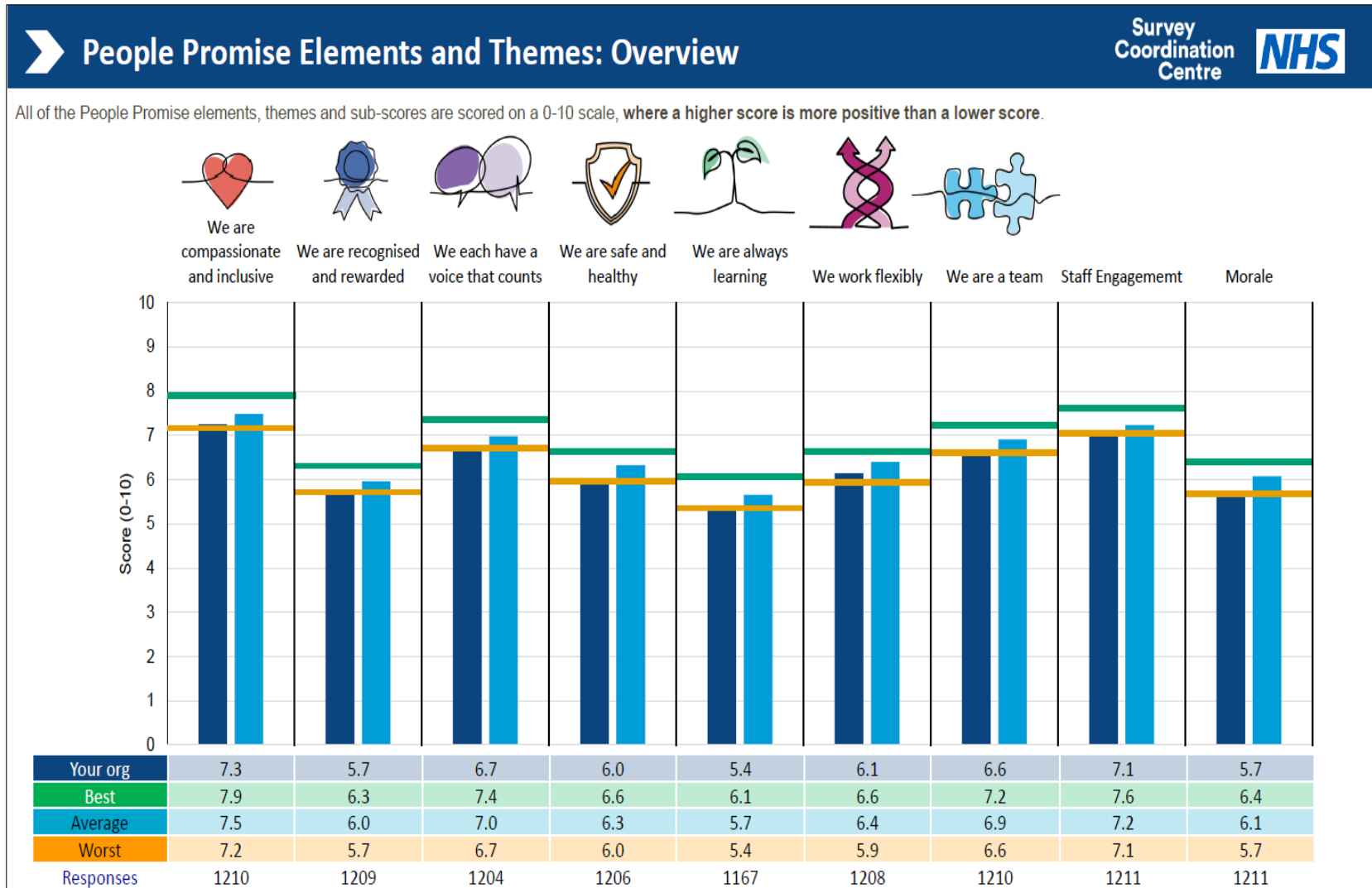


Compassionate and Collective Leadership

Achieving excellence through culture change

Get involved We are keen for more staff to get involved as culture ambassadors to help support the Trust to develop a compassionate and collective culture. If you'd like to find out more or apply to join the team please contact Oonagh Monkhouse, oonagh.monkhouse@nhs.net

Appendix 2: 2022 Staff Survey Results



<ul style="list-style-type: none"> ➤ Develop a methodology for describing career /development pathways within the organisation and create material that describes an initial six career pathways for key roles 	<ul style="list-style-type: none"> • Clinical Education • Workforce Directorate Training team • CPD leads in Divisions/Directorates • Director of Operations for Clinical Administration • Communications Team 	<ul style="list-style-type: none"> • Monthly training sessions on talent management developed and timetabled • Six career pathways developed and created across a range of professions. • Career Pathway material communicated and used in recruitment material 	<p>Q4</p> <p>Q4</p>
<p>Put staff health and wellbeing front and centre</p> <ul style="list-style-type: none"> ➤ Improve the financial wellbeing support and advice available to staff ➤ Review quantitative and qualitative data on staff experience and use this to guide priorities at a Trust, divisional and service level ➤ organisational culture 	<ul style="list-style-type: none"> • CCL Team • Communications Team • Health and Wellbeing Facilitators 	<ul style="list-style-type: none"> • Set up a joint working arrangement with a Credit Union to give staff access to facilities • Sign up to Wagestream for staff to access the services it provides. • Have embedded widespread pastoral/HWB initiatives that drives a positive organisational culture 	<p>Q1</p> <p>Q2</p> <p>Q4</p>
<p>Provide a safe working environment</p> <ul style="list-style-type: none"> ➤ Revise the Violence and Aggression Policy so that it addresses the wider issues of abuse and harassment, reporting and support for staff. ➤ Publicise and promote the revised policy. ➤ Review and improve the governance processes for Health and Safety. 	<ul style="list-style-type: none"> • EDI Team • Estates Department • OSC • Clinical Nursing • Clinical Governance • Clinical Governance Team • Director of Workforce and OD • Chief Nursing Officer 	<ul style="list-style-type: none"> • Revise Policy published • Communication plan enacted • Training for managers • Increased reporting via Datix • Revised governance process agreed by the Workforce Committee and implemented 	<p>Q1</p> <p>Q2</p> <p>Q2</p> <p>Q4</p> <p>Q2</p> <p>Q3</p>

		<ul style="list-style-type: none"> • Bimonthly reporting of incidents to the Workforce Committee 	
<p>We will, guided by our values and behaviours framework, the principles of “Just Culture” and “Civility Saves Lives”, develop interventions and approaches to addressing the reported high levels of bullying and harassment.</p> <ul style="list-style-type: none"> ➤ Review and improve the Dignity at Work Procedure ➤ Review and improve the Grievance Procedure ➤ Review and improve the Capability Procedure <ul style="list-style-type: none"> ➤ Develop and deliver a programme of Civility Workshops ➤ Implement the “Second Messenger” model of giving feedback on poor behaviour 	<ul style="list-style-type: none"> • Workforce Operational Team • Freedom to Speak Up Guardian • Cultural Ambassadors • Staff Networks • Staff Side • EDI Team <ul style="list-style-type: none"> • EDI Team • Freedom to Speak up Guardian • Workforce Operational Team • Workforce Education Team 	<ul style="list-style-type: none"> • Revised Procedures approved • Training material and sessions provided for line managers • Communication plan enacted <ul style="list-style-type: none"> • Programme of Civility Workshops delivered throughout the year • “Second Messenger” model piloted and audit of impact in one Division • Reduction in the percentage of staff reporting experiencing bullying and harassment by line managers and colleagues in the annual staff survey 	<p>Q3</p> <p>Q1</p> <p>Q3</p>
<p>We will develop and implement further leadership development programmes and tools and techniques to</p>			

<p>support the development of capable, confident and compassionate leaders at all levels in the organisation.</p> <ul style="list-style-type: none"> ➤ Develop and implement a leadership and team development programme for the triumvirate leadership teams. 	<p>Director of Workforce and OD Chief Operating Officer Chief Nurse Medical Director</p>	<ul style="list-style-type: none"> • Development and delivery of a leadership development programme for the triumvirate leaders that encompasses the accountability framework and team development and coaching 	<p>Q2-Q4</p>
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Theme 2: Belonging and Inclusion for All

What we will do	Who will be involved	Success Criteria	By When
<p>Continue with strong commitment to and leadership from Board level</p> <ul style="list-style-type: none"> ➤ All executive directors to have participated in the Transformational Reciprocal Mentoring Programme ➤ All Executive and Non-Executive Directors to have specific, measurable individual EDI objectives that articulate their individual and collective accountability for our progress on EDI. ➤ One dedicated Board Development session a year will focus on EDI issue(s) 	<ul style="list-style-type: none"> • Executive Team • EDI Team • Chief Executive • Chairman • EDI Team • Director of Workforce • Trust Secretary • Trust Secretary • Director of Workforce and OD • EDI Team 	<ul style="list-style-type: none"> • All Exec Dirs participated in the programme • EDI objectives in the 23/25 objectives and personal development plans for Exec and Non-Exec Dirs • Board Development on EDI in the timetable for 23/24 	<p>Q3</p> <p>Q1</p> <p>Q4</p>

<p>Provide a comprehensive induction, onboarding and development programmes for internationally recruited staff.</p> <ul style="list-style-type: none"> ➤ Achieve NHS Pastoral Care Quality Award – International nurses and midwives 	<ul style="list-style-type: none"> • Head of Resourcing • Clinical Education 	<ul style="list-style-type: none"> • Achievement of accreditation of the pastoral support that is provided to overseas staff. 	<p>Q1</p>
<p>Embed fair and inclusive recruitment processes and talent management strategies</p> <ul style="list-style-type: none"> ➤ Revise the Recruitment and Selection Procedure (non-medical) to embed evidence based practice ➤ Update training for recruiters on the revised processes ➤ Implement skills based trainer for recruiters ➤ Develop a simple talent management process and supporting training material for line managers ➤ Review the consultant recruitment process to embed best practice and the Trust's values 	<ul style="list-style-type: none"> • Resourcing Team • Workforce Operational Team • EDI team • CCL Team • Clinical Education • Workforce Education Team • CCL Team • EDI Team • Head of Medical Staffing • Medical Director • Staff Side 	<ul style="list-style-type: none"> • Revised procedure finalised and communicated to managers • New skills based training development and timetabled for the year • All documentation related to training process updated • A talent management process developed, piloted and launched for line managers to use as part of the appraisal process. • Monthly training sessions on talent management developed and timetabled • A revised recruitment process developed and published 	<p>Q1</p> <p>Q2</p> <p>Q1</p> <p>Q3</p> <p>Q4</p> <p>Q4</p>
<p>Revise our policy framework for addressing abuse, violence and aggression against staff by patients and the public</p>	<ul style="list-style-type: none"> • EDI Team • Estates Department 	<ul style="list-style-type: none"> • Revise Policy published • Communication plan enacted 	<p>Q1</p> <p>Q2</p>

<ul style="list-style-type: none"> ➤ Revise the Violence and Aggression Policy so that it addresses the wider issues of abuse and harassment, reporting and support for staff. ➤ Publicise and promote the revised policy ➤ Improved reporting and monitoring 	<ul style="list-style-type: none"> • OSC • Clinical Nursing • Clinical Governance 	<ul style="list-style-type: none"> • Training for managers • Increased reporting via Datix 	<p>Q2 Q4</p>
<p>Continue to support, promote and value the contribution of staff networks</p> <ul style="list-style-type: none"> ➤ Develop and implement a Network Development Strategy ➤ Communicate and promote the contributions of the Networks through Trust communication channels 	<ul style="list-style-type: none"> • Head of EDI • Communication Team • Network Chairs 	<ul style="list-style-type: none"> • Network Strategy published • Network news and contributions visible in all communication channels 	<p>Q1 Ongoing</p>
<p>Ensure accessible, well- known and flexible routes for staff to raise concerns</p> <ul style="list-style-type: none"> ➤ Review and update the Whistleblowing Policy ➤ Communicate and promote the options for raising concerns through Trust communication channels 	<ul style="list-style-type: none"> • Freedom to Speak up Guardian • NED Speaking Up Lead • Director Workforce and OD • Communications Team 	<ul style="list-style-type: none"> • Revised procedure published • Run focus groups to better understand the barriers to staff reporting concerns and/or confidence in action being taken • Speaking up/raising concerns news and options visible in all communication channels 	<p>Q1 Q2 Ongoing</p>
<p>Develop and support a cohort of Cultural Ambassadors (CAs)</p> <ul style="list-style-type: none"> ➤ Embed the role of Cultural Ambassadors in employee relations processes and appointment processes for Band 8a and above posts 	<ul style="list-style-type: none"> • Head of EDI • Head of Resourcing • Cultural Ambassadors • Communications Team 	<ul style="list-style-type: none"> • All interview panels for Band 8a and above posts to have a CA on the panel • CAs participating in employee relations processes as appropriate 	<p>Q1 Q1</p>

<p>Run further cohorts of the Transformational Reciprocal Mentoring (TRP) Programme</p> <ul style="list-style-type: none"> ➤ Recruit to the second cohort of the TRM Programme ➤ Deliver the second programme ➤ Complete and publish the review of the programme 	<ul style="list-style-type: none"> • Head of EDI • Communication Team • TRM Programme Group • Head of EDI 	<ul style="list-style-type: none"> • Run recruitment process for cohort 2 of the programme • Timetable agreed for cohort 2 • External partner commissioned and supported to undertake a review considering the impact on individuals and the organisation 	<p>Q1</p> <p>Q2</p> <p>Q1</p>
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Theme 3 - Developing the Workforce

What we will do	Who will be involved	Success Criteria	By When
<p>Procure and implement a Learning Management System</p>	<ul style="list-style-type: none"> • Clinical Education Team • Digital Team • Workforce Education Team 	<ul style="list-style-type: none"> • Developing and gaining approval for the procurement of a LMS • Develop the specification and run a procurement process • Implementation of the new system 	<p>Q1</p> <p>Q2</p> <p>Q3-Q4</p>
<p>Provide high quality training experience/placements and supervision, mentoring and support.</p> <ul style="list-style-type: none"> ➤ Increase the range of HEIs we provide nursing and AHP placements for 	<ul style="list-style-type: none"> • Clinical Education • CPD leads in clinical teams 	<ul style="list-style-type: none"> • Work with HEI providers who we have not previously provided placements to identify opportunities at RPH 	<p>Q2</p>
<p>Address recruitment and retention hot spots</p> <ul style="list-style-type: none"> ➤ Design and deliver specific career pathways across key functions where retention is an issue e.g. Nursing and AHP. 	<ul style="list-style-type: none"> • CPD leads in clinical teams • Clinical Education Team • HR Business Partners 	<ul style="list-style-type: none"> • Proactive working with clinical service and other partners in identifying and developing 	<p>Q4</p>

<ul style="list-style-type: none"> ➤ Address the development needs of RN's and HCSW's who have been in post 6-18 months focusing initially on the surgical wards 	<ul style="list-style-type: none"> • Chief Nurse • Clinical Education Teams • CPD leads in clinical teams 	<p>new roles/upskilling to support new/existing career pathways across the Trust.</p> <ul style="list-style-type: none"> • Implement a talent management system for the Trust that supports staff to develop their careers 	<p>Q2</p>
<p>Support managers and recruiters to think differently to address their workforce supply challenge.</p> <ul style="list-style-type: none"> ➤ Development of career pathways and increasing apprenticeship routes in professions. ➤ Review of flexible working procedure and practice across the Trust to improve staff access to flexible working arrangements ➤ Review of retirement procedure to ensure that staff towards the end of their career are supported to remain working as long as they wish 	<ul style="list-style-type: none"> • Clinical Education Team • Workforce Education Team • CPD team in clinical areas • Operational Workforce Team • Head of EDI • Women's Network • Disability and Difference and Working Carers Network 	<ul style="list-style-type: none"> • Six career pathways developed and created across a range of professions • Through HR Business Partners, engage with leaders on a regular basis to assist with areas of concern or trends – developing local retention and recruitment plans • Revised Flexible Working Procedure, processes and training for managers • Revised Retirement Procedure, processes and training for managers 	<p>Q1 ongoing</p> <p>Q3</p> <p>Q3</p>

Theme 4 - Growing the Workforce

What we will do	Who will be involved	Success Criteria	By When
<p>Reduce turnover</p> <ul style="list-style-type: none"> ➤ Review of flexible working procedure and practice across the Trust to improve staff access to flexible working arrangements ➤ Implement a process for gathering exit information from leavers ➤ Develop a model for “stay interviews” with staff 	<ul style="list-style-type: none"> • Operational Workforce Team • Head of EDI • Women’s Network • Disability and Difference and Working Carers Network • Operational Workforce Team • Operational Workforce Team 	<ul style="list-style-type: none"> • Revised Flexible Working Procedure, processes and training for managers 	<p>Q3</p>
<p>Reduce our time to hire to best practice levels and improve the experience of applicants moving through our recruitment and onboarding processes</p> <ul style="list-style-type: none"> ➤ Implement process changes in order to reduce time to hire to a maximum of 48 days. ➤ Improve communication with applicants regarding the pre-employment checking process 	<ul style="list-style-type: none"> • Head of Resourcing 	<ul style="list-style-type: none"> • Using the new electronic recruitment system review all recruitment processes to remove delays • Provide managers and applicants with improved information on the process 	<p>Q3</p>
<p>Grow our own workforce</p> <ul style="list-style-type: none"> ➤ Develop and implement a programme to enable overseas trained nurses currently in un-registered roles to gain registration. 	<ul style="list-style-type: none"> • Clinical Education • CPD leads in clinical teams 	<ul style="list-style-type: none"> • Using the new NMC options develop and recruit to a programme for staff in HSCW roles who trained as nurses 	<p>Q2</p>

<ul style="list-style-type: none"> ➤ Grow our Nursing Associate workforce ➤ Provide Nursing Apprenticeship opportunities for staff and direct recruitment ➤ Support the development of and recruitment to apprenticeships in other registered roles 		<p>overseas to gain NMC registration.</p> <ul style="list-style-type: none"> • Recruit to a cohort of Nursing Associates • Recruit to a cohort of Nursing apprenticeships • Working with AHP and scientific education and clinical leads develop apprenticeship opportunities 	<p>Q3</p> <p>Q3</p> <p>Q3</p>
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Theme 5 - Efficient and effective workforce processes

What we will do	Who will be involved	Success Criteria	By When
Procure and implement a new electronic recruitment system	<ul style="list-style-type: none"> • Head of Resourcing 	<ul style="list-style-type: none"> • Develop an implementation plan • Review and revise all documentation • Develop and deliver training for managers 	<p>Q1</p> <p>Q2</p> <p>Q2</p>
Implement talent management and succession planning	<ul style="list-style-type: none"> • Workforce Education Team 	<ul style="list-style-type: none"> • Implement a talent management system for the Trust that supports staff to develop their careers 	<p>Q3</p>
Procure and implement an Employee Relations Case Management system	<ul style="list-style-type: none"> • Workforce Operational Team 	<ul style="list-style-type: none"> • Develop a specification and procurement process for an electronic case management system to improve recording of cases and our ability to analyse trends. 	<p>Q2</p>

Procure and implement a Learning Management System	<ul style="list-style-type: none"> • Workforce Education Team • Clinical Education Team 	<ul style="list-style-type: none"> • Developing and gaining approval for the procurement of a LMS • Develop the specification and run a procurement process • Implementation of the new system 	<p>Q1</p> <p>Q2</p> <p>Q3&4</p>
<p>Provide a suite of up to date policies and procedures focusing on a review of the following:</p> <ul style="list-style-type: none"> ➤ Recruitment and Selection Procedure ➤ Violence and Aggression Policy ➤ Dignity at Work Procedure ➤ Grievance Procedure ➤ Whistleblowing Policy ➤ Capability Procedure ➤ Flexible Working Procedure ➤ Retirement Procedure 	<ul style="list-style-type: none"> • Workforce Operational Team • Head of Resourcing • Head of EDI • Staff Networks • FTSUG 	<ul style="list-style-type: none"> • Review and redesign of procedures to reflect best practice and the Trust values 	<p>Q4</p>
Provide timely workforce management information to inform decision making	<ul style="list-style-type: none"> • Head of Workforce Information 	<ul style="list-style-type: none"> • Utilise Statistical Process Control methodology in the analysis of workforce data 	<p>Q2</p>

Theme 6 - Working with partners

What we will do	Who will be involved	Success Criteria	By When
Continue to develop our ICS partnership working through engagement with system working groups	Workforce Directorate	<ul style="list-style-type: none"> • RPH engagement and involvement in the development of system plans 	Ongoing

Engage effectively with our Campus neighbours to identify opportunities to work together to promote the campus as a place to work,	Workforce Directorate	<ul style="list-style-type: none"> • Delivery of a number of joint recruitment events • Joint working on widening access initiatives such as careers events, work experience etc 	Ongoing
Develop and implement our workforce strategies with our local staff side partners	Workforce Directorate Staff Side Representatives	<ul style="list-style-type: none"> • Engagement with staff side organisations through the existing partnership forums 	Ongoing

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