

North Bristol NHS Trust People Strategy



North Bristol
NHS Trust



2020 – 2025

oneNBT

Exceptional healthcare, personally delivered

Contents

People Strategy Foreword	3
Introduction	4
Who we are	6
Our Trust's Vision and Values	7
Strategic Context	8
The People Vision	10
People Strategy Priorities	11
Customer Focused Delivery of People Services	13
Governance and Ways of Working	14
Our Immediate Priorities	15
Work Already Underway	16
Summary	18



People Strategy Foreword

I want to start this foreword by saying thank you. Thank you to you, the people who make NBT the place it is. A place I am proud to work and be alongside so many talented and inspiring people. We are nothing without you and I want you to know how much your contribution matters.

I write this during the midst of the Covid-19 pandemic and the recognition of the people, our staff, who make the NHS so special has never been more deserved. I hope you know how much you mean, not just to our patients and the local community that we serve, but to an entire nation.

That is why I am thrilled to introduce our new People Strategy. A strategy that I believe sets out how we intend to provide the greatest package of support to our staff that we have ever had. Our aim through this strategy is to make sure over the coming years you feel valued and are able to have fulfilling and rewarding careers and are able to influence the strategic direction of the Trust whilst being part of the decisions we take that affect you and our patients.

We launch this document at the same time as we look to transform our local health and social care system. We want Bristol, North Somerset and South Gloucestershire to be the place of choice to live, work and influence how health care for our population is delivered over the next five years and beyond. And we want to help you be part of that. That is why I am so passionate about ensuring our People Strategy is a pivotal enabler of achieving not just the Trust Five Year Strategy, which we launched in January, but our local System Plan and the NHS People Plan.

If 2020 has taught us anything it is that healthcare is facing an ever demanding agenda unlike anything we have seen before and with that pressure brings a range of significant workforce challenges. What we have seen during the pandemic is that staff are ready to embrace new ways of working, whether that be spending less time in an office or embracing new technology to enable us to do our jobs smarter, better and more flexibly. Returning to a rigid way of working is simply no longer an option.

It is no good just developing a workforce fit for the future we need one that is ready to meet today's demands. At the same time we must recognise that we need to support you to develop your career pathways in ways that are flexible, rewarding, and offer continuous development and professional satisfaction. To do this we must transform how we work as OneNBT, supporting all the advances in 21st Century healthcare whilst ensuring everyone is motivated and feels able to have their voice heard.

My promise to you is to have a people agenda that puts NBT at the forefront of innovative approaches, supported by easy to use, compassionate and inclusive people services and ways of working that strongly support each and every one of our personal development, lives and careers.

If we can do this, working together as one team, the energy, compassion, kindness, respect and professionalism we are known for will shine through every day.



Jacqui Marshall

Executive Director of People & Transformation
August 2020



Introduction

Our People Strategy puts our teams at the centre of all we do at NBT. Initially we intended for this document to support our people to help the Trust to deliver its key strategic and operational plans at every level, including as a leader of the BNSSG Integrated Care System (ICS). However, Covid-19 has changed the way we work for

ever. Plans we developed before the pandemic struck have been re-thought and it will take time for us to understand the true impact on how we continue to deliver care to our patients. What has not changed though is our commitment to you, described below.



OUR NHS PEOPLE PROMISE

As part of a 1.3M strong NHS workforce, we achieve the extraordinary every day. That is why we sign up to the NHS 7 People Promises. This strategy not only underpins the NHS People Plan, but charts our journey, ambition and passions to provide high quality compassionate patient care. We will achieve this by striving to be the number one employer of choice and a great place to work and thrive.

You deserve the best and to meet our ambitions and manage existing and new demands we face we have set ourselves demanding objectives to create an inclusive, just and open culture across NBT and our ICS, maximising the privilege of being an anchor employer and taking seriously our obligation of being part of our community. We are keeping it focussed and have 3 key strategic themes:

- Great place to work
- Growing and developing our workforce
- Better people support

These commitments will tangibly be demonstrated by achievement of the following, through year on year clearly defined and published measurement targets:

- Sustained improved retention and a reduction in our substantive vacancies
- Improvements in the health and well-being of our staff
- Increases in the satisfaction and motivation of our staff
- Reduction in the imbalance in career progression that currently exists within the Trust, as reported in our WRES and other mechanisms

We recognise that it is essential we develop compassionate and engaging leaders who are committed to making NBT an agile, inclusive and forward-looking employer. We have the ambition to build a flexible workforce that respects established professional skill sets and education yet is innovative and modern, to deliver our agenda and address the gaps we face in our traditional supply routes. This is what you have told us you want and we will do all we can to make this happen.

We are committed to personal development with clear career pathways and research opportunities. The message from you, our staff, has been clear. You have told us that the focussing on the health and wellbeing of our staff is crucial if we are to continue to deliver high quality patient care. We have listened and that is why we will continue to expand the support and health and well-being of our staff and develop an agile workforce whose needs for personalised, flexible work-life balance arrangements are routinely met.

We will support this ambition by providing making it as easy as possible for you to access what you need whether that be People Services, easy to use Policies and Processes and HR Data which is clear, reliable and timely.

" Supporting our staff has never been more crucial. We face a range of challenges in how we continue to provide safe, high quality care and I am extremely proud of how our staff continue to rise to these challenges. I am delighted to see in this strategy a range of ways that we will further support, develop and empower our staff to ensure that all of us are focussed on patient care and improving services."

Helen Blanchard



Who we are

Our trust



2019/20 income was
£668 million



9,269
staff
2,104
NBT extra staff



There are
19 acres
of green space
on-site



Our hospital site covers
67 acres



We have
25 robots

In 2019/20
£3.43 million
was raised for charity
Total COVID appeal value
£1.92 million



Of our staff:
14% walk
15% bus and
7% car share



There were
165 ED arrivals
via helicopter



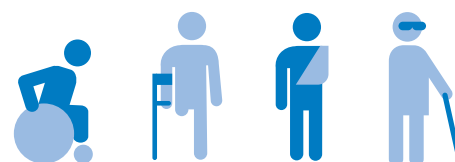
In 2019/20 there were
522,493 outpatient appointments -
139,532 new attenders
and **382,961 follow up**



We provide
Circa 1 million
meals per year



We did
38,169
operations



Over 700
trees
are on site



In 2019/20 there were
97,001 ED arrivals
70,220 in patients -
10,933 elective,
59,287 non-elective



In the last 90 days we made
507,000 chat messages,
22,000 virtual meetings
and **24,000 1:1 calls**



Current value of research grants is **£33M**
In 2019/20 managed over **5,649** research
participants 18 COVID studies with
1,201 participants

Our Trust's vision and values

Our Trust vision:

Enabling our teams to be the best that they can be, we will provide exceptional healthcare, personally delivered.

Our Trust values:

Our values represent the way we do things and what we stand for. By embedding these shared values in everything we do we will increase our staff voice, improve clinical outcomes and create a positive experience for our patients.



Putting the patient first



Working well together



Recognising the person



Striving for excellence



Strategic Context

Our People Strategy will underpin and support the strategic direction at the Trust, ICS and national initiatives. It will enact as an enabling strategy to the Trusts 5 Year Strategic Plan.



OneNBT People Strategy

- Leading and working with partners
- Educating, training and developing staff and teams of the future
- Enabling our staff to be the best they can be, making maximum use of the skills and capabilities and valuing the whole person
- Becoming an agile organisation enabling our staff to make the decisions they need on behalf of the Trust
- A large and established anchor employer
- Committed to an inclusive Just Culture



NBT Hero – Jayne Davies, Dementia Specialist Nurse

Jayne is a Dementia Specialist Nurse. Jayne was nominated as an NBT Hero for ensuring “patients and their families receive all the support and guidance they need”.

How we connect into our Integrated Care System and NHS People Plan

NHS Long Term Plan

- Doing things differently
- Backing our workforce
- Making better use of digital technology
- Getting the most out of taxpayers' investment in the NHS

NHS People Plan

- Looking after our people
- Belonging to the NHS
- New ways of working and delivering care
- Growing for the future

BNSSG ICS Workforce Plan

- One system workforce approach making BNSSG a great place to have a role in healthcare
- Our workforce is healthy and fulfilled
- Our communities are healthy, safe, and positive places to live
- We have a Joint Learning Academy and Share Hubs for resourcing and deployment



The People Vision

Our vision at NBT is to create an empowered workforce that is fit for the future. This means we need to do things differently and evolve our offer to reflect the changes in society and the way we all live our lives. As individuals, we have a changing relationship with work and our home life. This is becoming less compartmentalised and more varied and fluid. We need to create a stronger emotional and personal connection between work and ourselves.

As individuals we need to strive to be the best version of ourselves. On the days we cannot, NBT as an employer will support you and recognise your unique contribution. It is only when we create the right environment that the magic happens. Core to this is creating a 'Just Culture', where we are open and fair and learn together when things go wrong. At NBT we want everyone to be able to offer their view, influence decision making and speak up when things are not right and feel supported to focus on what has happened, without blame and with emphasis on learning and improvement. We want to be a beacon of inclusivity.

We are committed to continuing and maturing our Service Line Manager (SLM) model of delegated leadership, where decisions are clinically led and made at the most appropriate level. To further develop our service line management leaders we will provide support to:

- Develop line managers' skills in compassionate leadership.
- Ensure there is the right level of support between our services and our divisions and directorates aligning everyone to deliver great patient care.

ICS "Healthier Together" looks across care pathways and is a vital ingredient in this strategy. We will move from organisational working to system working by committing to work in collaboration and partnership wherever possible. For example:

- Developing our university pipelines.
- Creating training passports to help satisfy supply and demand particularly in scarce skills and complimentary terms and conditions to help staff more easily into roles across the region
- Shared hubs for resourcing and deploying staff across BNSSG
- Aspire to be a regional employer of choice for all roles in health

By 2025

We will have an inclusive, adaptive and motivated workforce within both the ICS and wider NHS and Health economy. A culture that supports development, career progression and provides an open, compassionate and inclusive environment where individuals and teams flourish.



NBT Hero – Omar Bah, Team Leader, Facilities

Omar is a Team Leader in Facilities. He was nominated as an NBT Hero for "his ongoing support and commitment he has shown over the years in supporting the domestic staff on their mandatory training courses".



NBT Hero – Robert Brown, Pharmacist

Robert was nominated because he has continually provided amazing leadership to his team, including during the pandemic. His nomination reads: "Through it all Robert has been a welcome source of encouragement, steady communication, and calm leadership".

Our 3 key strategic themes

1. Great Place to work

Thrive

- Building on our strong emphasis of staff wellbeing
- Growing our flexible working offers
- Vigorous approach to ED&I – diverse teams that reflect the population we serve and enhances the experience of our patients
- “Valuing You culture” as set out in our 2020 EDI Strategy

Just Culture – focus on fairness and accountability rather than blame and sanction

- Links to quality and safety
- Free from harm – not from error
- Encourages and supports speaking up, especially for those staff who are disproportionately represented/ implicated in formal cases
- Restorative actions/conversations where possible which aim to put things right (meeting hurt and harm with healing, not with more harm)
- Reduction in formal ‘cases’ – and those that occur are handled efficiently and limit harm

Voice

- Empowering staff to have their say, involved in decisions and lead through innovation
- Encouraging staff to speak up against issues such as bullying and issues relating to patient safety

A just culture is a culture of trust, learning and accountability. In the wake of an incident, a restorative just culture asks:

‘Who is hurt, what do they need, and whose obligation is it to meet that need?’

It doesn’t dwell on questions of rules and violations and consequences. The main question for a just culture is not about matching consequences with outcome. Instead it asks:

‘Did the assessments and actions of the professionals at the time make sense, given their knowledge, their goals, their attentional demands, their organisational context?’

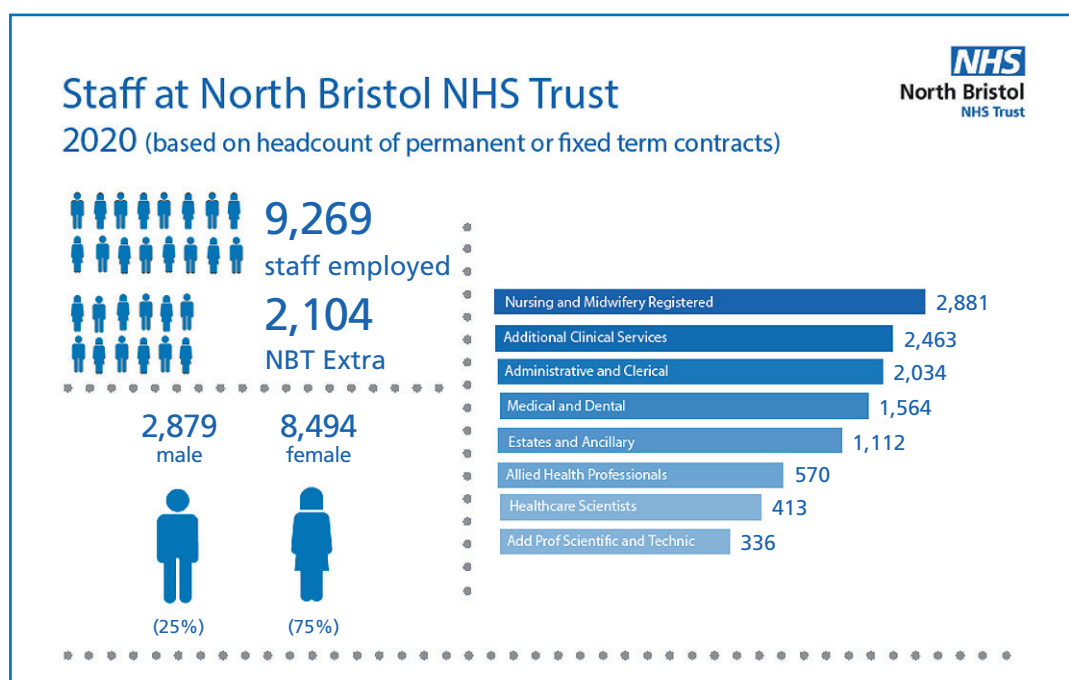
- Wellbeing conversations built into appraisals
- Regular listening events and pulse surveys

Summary of Measures of Success

- An increase in the reporting of adverse events/patient safety concerns / staff speaking up
- A reduction in sickness absence and staff turnover
- Reduction in Suspensions, Disciplinary cases and Employment Tribunals
- Increase in employee engagement
- Increase in number of BAME staff in senior roles
- A better WRES and WDES position year on year - indicating improved inclusivity
- CCQ Well Led assessment shows tangible progress on EDI agenda and its impact on staff
- Further improved well-being offer to include extended mental health, keep well and financial wellbeing support by the end of 2021/22
- From Sep 20 well being conversations will be built into all staff appraisals
- Introduce ‘Just Culture’ to be fully operational by 2021/22 reducing episodes of formal disciplinary action

2. Growing and Developing our Workforce

- A blended composite workforce with a broad variety of jobs and career pathways for all professions
- Self-directed e-Learning – upskilling and growing capability
- Multi Professional teams
- Developing managers and leaders to build a culture of compassion and inclusive leadership
- Clear supply routes for shortage specialties
- Focussed retention strategy
- Improved real time People data, analytics and People Score Card reports
- Growing our international staff pipelines
- Maintaining education to grow our future, expanding our offer for ACP roles
- Supporting Clinical Placements
- Improved approach to workforce planning and scenario planning
- Implementing e-Rostering Job Planning Line Manager and individual ESR Self Service
- Continue to expand our Apprenticeship portfolio



Summary of Measures of Success

- Comprehensive and easy to use People Balanced Scorecard, data and reports by 2021/22
- Career pathways are developed across professions and with our staff using them for development purposes by the end of 2024/25
- Trust wide retention plans in place by 2021/22 and reducing turnover, continuously monitored
- Staff survey assessments of managers show greater compassion and inclusivity year on year
- Trust wide workforce plans which address shortages and different scenarios
- International resourcing pipelines which fulfill workforce plans
- Increased flexible working in line with consistent BNSSG approach

3. Better People Support

- Providing single point of access to our services 'one stop shop' through intranet with easy to use intuitive new policy guidance
- Dedicated complex casework team with Employee Relations case tracker
- Streamlined digital enhanced recruitment and on boarding working alongside the community for hard to reach groups
- Flexible working arrangements
- HR balanced score card reports and workforce data, that is timely and reliable

Customer focused delivery of people services



Bank



Equality, Diversity & Inclusion



Guidance & Toolkits



Having Your Say



Health & Wellbeing



Medical Workforce



My Development



Pay & Benefits



People Systems



Recruitment



Thinking of Leaving



Contact Us

Summary of Measures of Success

- Implement a new intranet People portal with easy access and navigation by November 2020 to coincide with Trust rollout of the new intranet
- All policies reviewed, streamlined and improved by end of 2020/21
- Review end to end recruitment process to identify a quicker, seamless intuitive system and process by 2021/22
- Suite of toolkits, guidance and development online and easily accessible for managers
- Implement ESR self-service by the end of 2022/23 with progress measured against numbers of staff that are users by the end of 2021 and 2022
- By Jan 21 all roles will be considered for flexible working patterns with role modelling from the top

Governance and ways of working

Each year, in line with our Trust and the ICS business planning cycle we will publish our planned activity to support national, regional and Trust ambition. This will form part of our annual operational plan. Our activity will be developed locally in consultation with divisional People Partners focused on the priorities identified in the overall strategic direction of the Trust, Divisional and Transformation plans. We will assure the Trust Board of our progress through the People & Digital Committee. The Annual Plan will plot our progress to enable the ambition set out in the Trust 5 year Strategic Plan.

Working with our partners

We will continue to strengthen our relationship with ICS and South West Leadership Academy in 2020 through:

- A one system workforce approach, to enable an agile, system way of working across health and care
- Collaborative approach to inclusion, using our joint resources to deliver change
- Develop our hubs of resourcing and deployment and work together to recruit and retain more people into health and care and support all our services to be safe, resilient and supportive places to work
- Strongly commit to a joint Learning Academy, integrated with the Community and Primary Care Training Hub
- Extend and deepen our consistency of Terms and Conditions across BNSSG
- Develop our Employer Value Proposition – including working with schools and colleges to promote health and care as a place to work



NBT Hero – Michael Okocha, ST3 Doctor

Michael is a doctor in training. Michael was nominated as an NBT Hero for organising an event to celebrate junior doctors and their quality improvement work. This event was described as “an amazing day with lots of positive feedback”.



NBT Hero – Linda Madge, Safeguarding Officer

Linda is a Safeguarding Officer. She recently won an NBT Hero Award after being nominated by a colleague.

Linda has been working with the bereavement service during COVID-19. She was nominated for supporting and contacting bereaved relatives with “compassion and class”.

Her nomination also says that “She is not only one of the nicest people I’ve met, but she is also incredibly hard-working”.

Our immediate priorities

Our activities will be delivered using a planned approach over the next 5 years. Our immediate priorities in 2020/21 are:

1. Digitalisation and benefits realisation of people systems and processes – including ESR, E-rostering, automation of processes, data and policy infrastructure
2. 'Just Culture' – continuing to develop our culture based on our values
3. Workforce planning - short and long term, with a defined focus on a composite workforce
4. Thrive, well-being and voice – our employee offer to include:
 - a. Retention – lead a national NHS/I Pathfinder project to deliver and showcase best practice
 - b. Health and wellbeing, physically and mentally – Psychological support offer for teams and individuals. Health and Wellbeing built into induction
 - c. Agile ways of working – new flexible working offers
 - d. "Listen Up" opportunities – regular listening events and pulse surveys
5. Improved, faster recruitment and "on boarding" process
6. Equality, Diversity and Inclusivity (ED&I)
 - a. A vibrant BAME network with dedicated facility time off and development opportunities
 - b. Wellbeing Guardian at NED Level; BAME Executive Champion
 - c. Trust to join Stonewall and champion Allies Programme
 - d. Expert led education seminars on health inequalities and racial injustice
7. Setting challenging objectives to address issues of inclusion, as indicated through our WRES / WDES
8. Aligning our People Service teams to matrix working, enabling self-service through our 'One Stop Shop' using the Trust intranet links



NBT Hero – Becca Smith, Deputy Director of Research and Head of Research & Innovation

Becca recently won an NBT Hero Award after being nominated by a colleague. Becca was nominated for her incredible work managing the Trust's PPE resources during the pandemic, which is one of "the most crucial roles required to support NBT in its COVID-19 response". Her nomination says, "I am absolutely in awe of the way in which she has seamlessly delivered this most challenging of tasks and always with a smile."



NBT Hero – Chinedu Nkole, Stroke Consultant

Chinedu is a Stroke Consultant. Chinedu was nominated for an NBT Hero award for showing "outstanding care and communication to all members of the team, patients and their relatives, despite the enormous amount of pressure the medical team are under".

Work already underway

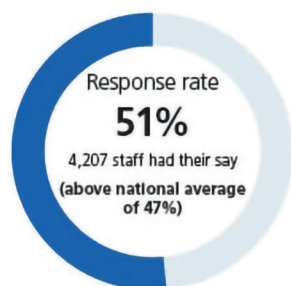
Our People Strategy builds on work already underway within the Trust and across BNSSG. We will develop this solid foundation to enhance our offer to staff and create an environment where we all can thrive.

- The development of our 'Valuing You' inclusivity approach underpins our aim for staff to feel valued and respected in their roles
- We have a comprehensive and multi award-winning wellbeing programme in place, including access to a 24/7 employee assistance programme, dedicated physiotherapy and psychology support for our staff. The programme is continuously being developed and improved
- Our wider offer to staff includes onsite childcare services, a comprehensive travel to work scheme, a salary sacrifice scheme, the opportunity to buy additional leave, onsite facilities for staff including catering, hospital art and sustainability programmes
- We have taken an active approach to engagement and retention, leading to a sustained improvement in staff turnover
- Our recently launched OneNBT leadership and management development programme is wide ranging and offers opportunities for all levels of staff. It was developed to support our service line management framework and aids our people to devolved decision making and empowers our frontline staff to lead
- Our talent acquisition approach to nurse recruitment leads to a tailored, candidate focused approach and is delivering a reducing vacancy position
- Our apprenticeship programmes are established and consistently exceed the 2.3% public sector target
- Implementation of our ER Case Tracker (Selenity) is almost complete, which will enable full benefit realisation in terms of better formal case data, better management of cases and proactive support for managers
- Just Culture pilot areas are in place and partnership working with Patient Safety and Unions is established



Staff Survey results 2019

Key Findings - Trust-wide

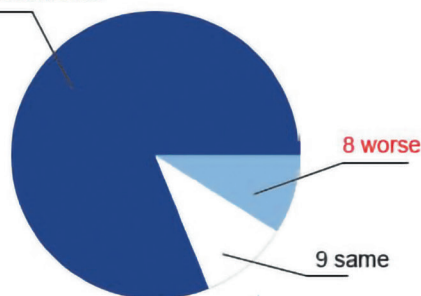
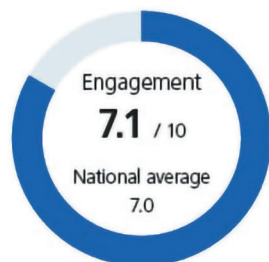


We are accelerating on our journey of improvement.



Since 2018, of the 90 questions in the staff survey we've seen...

73 improvements



Some highlights:



"I would recommend my organisation as a place to work"

69% (6% better than other trusts, increase of 10% from 2018)



"If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation"

80% (9% better than other trusts, increase of 6% from 2018)



"The last time you experienced physical violence at work, did you or a colleague report it?"

71% (4% better than other trusts, increase of 11% from 2018)

Area for concern:



"In the last 12 months I have experienced physical violence at work from patients or the public"

18% (3% worse than other trusts, 5% worse from 2018)



Summary



This document is only the start of our promise to you. We recognise that the impact of Covid-19 will be with us for some time and we do not yet fully know what this will mean for how we work in the future. What we can say is that this document sets out a foundation for how we intend to put our staff at the heart of all we do. You are what makes NBT what it is and our commitment to you is clear. We want you to work in an environment where you feel supported, where you know that we value your health and well-being and that we want you

to be the best that you can be. We will not only support you in this journey but we want your voice to be heard and to have a clear say in everything we do. You have already told us we have to change and we have listened. The way we work, where we work, who we work with and the support we need cannot stay the same, that much is clear. But we have achieved much and will continue to achieve great things, not by working as individuals but as one team, as OneNBT.

What our People Strategy will mean for staff



Faster
recruitment



Easier to use
HR services and
systems



Greater
opportunities to
have a say



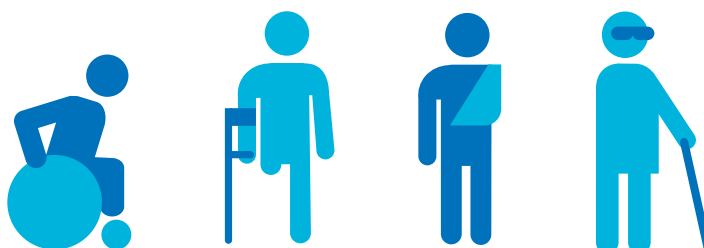
Commitment
to training and
development



Strong emphasis on
health and wellbeing
including mental
and physical health



More flexible and
agile working





If you have any questions or comments about this or any other guides please contact a member of the communications team by emailing

NBTcommunications@nbt.nhs.uk