



**East Suffolk and
North Essex**
NHS Foundation Trust

Our People Strategy 2020 – 2022

Making ESNEFT an outstanding place to work;
where our staff learn, grow and stay

Introduction

East Suffolk and North Essex NHS Foundation Trust (ESNEFT) is one of the largest healthcare organisation in East Anglia with over 10,000 people working and volunteering across our hospitals and community services. Our diversity is something we are proud of, with many of our colleagues drawn to us from other areas of the UK and around the world.

We want our Trust to be an outstanding place to work, where everyone feels valued and thrives, irrespective of their background or job role. We want our staff to be proud of what they do, be supported to be the best they can, realise their ambitions and potential and overwhelmingly recommend it as a place to work and receive care.

Our Trust strategy, written in 2019, set out a clear and exciting direction for our services supported by five key objectives:



While we know these remain a strong driver of what we want to achieve, the Covid-19 outbreak has had a profound impact on the NHS in how we deliver services, how our staff work and in accelerating transformational change.

The national NHS People Plan 2020/21 sets out the immediate actions required of the wider NHS to support new, more flexible ways of working, enabled by technology and underpinned by greater equality and inclusion of staff and patients. Our People Strategy responds to this along with our local opportunities and challenges both within the Trust and as a part of the wider health and care system.

The NHS is always evolving and changing and we need to ensure our staff have the skills to adapt and be equipped to thrive in a different world. To achieve our ambitions we must strengthen the foundations to support change and improvement. We will start with the basics of compassionate and inclusive leadership, strong staff engagement and wellbeing and build on them so they make a positive difference to the people who work here and those that receive our care.

More than ever we need to attract and retain the right people, with the right skills and values, empowered to make a difference. We will adopt new ways of delivering services both organisationally and through greater co-ordination with other parts of the health and care system. We will develop our leaders to support this change within our own organisation and through working in partnership with the wider health economy.

Through development of a Faculty of Education, Research and Innovation we will embed a learning culture that drives sustained personal and professional development; opening opportunities for staff and the services we deliver to continuously improve and transform.

Our values are Optimistic, Appreciative and Kind. We will make these core to how we work. They are central to a culture which is inclusive and open. Our staff experience and our employer reputation will be aligned to our values and purpose.

We will be celebrated as an organisation where people can speak up safely knowing it will make a difference. We will work with our staff to ensure through our everyday actions we

are recognised as exemplars of equality, diversity and inclusion. Discrimination, bullying and harassment have no place in our Trust.

Our philosophy is that *time matters*. This means that we listen to what causes the stresses and irritations for our staff and patients and work together to find a better way of delivering services and improve the working environment.

We want our staff to feel valued for what they do, recognising they have commitments and a life outside work. We will offer flexible working and easily accessible support and opportunities to improve their mental, physical and financial wellbeing

We will ensure people have opportunities to achieve their personal and professional ambitions, regardless of where they work in our Trust. The behaviours and expectations of our leaders in how we support our staff, service delivery and patient care, will be clear and embedded.

We want our staff to be able to give their best, every day.

We will make joining ESNEFT easier. Our recruitment and joining processes will encourage diverse applicants and inclusive appointments; especially from those who might not have considered the NHS as a potential career. Accessible pathways, apprenticeships and graduate programmes will lead to a rewarding and fulfilling career in any of the 360 job roles we can offer.

To achieve these aims, our people strategy has three key themes:

Join us – how we will attract a diverse range of people with the right values, skills and/or potential and offer them a fulfilling career that recognises their contribution in and out of the workplace

Learn and grow – how we will create the best possible learning environment for people to reach their personal and professional ambitions

Stay with us – how we will ensure our staff want to stay with us and feel valued. How we help to maintain their wellbeing so they can make a difference to themselves, their colleagues and ultimately to patient care.

Our people are our greatest resource and it is only through our healthy, motivated and skilled workforce we will deliver excellent health and care to the communities we serve.

Recognising there is significant local and national change to come, this two-year strategy is designed to deliver the foundations to achieve our ambitions. Through this we will ensure we recruit and retain people by creating a culture in which they can flourish and give of their best.

It will have clearly measurable outcomes that we will monitor through our governance structures to ensure we deliver and take corrective action where necessary.

Our ambition is for ESNEFT to be seen as one of the best places to work in the NHS. Through the actions set out in this strategy we will strengthen and build that reputation and, importantly, do so in partnership with our staff and others.

Join us

We will become an outstanding place to work and an organisation that can help people achieve their professional and personal ambitions and potential. We recognise that, since Covid-19, people are looking at a career in the NHS who previously had not considered it. As a significant local employer, we will work with the local health economy and education providers to extend the opportunities for employment and careers to our wider local communities.

We will do this through reviewing how we recruit; from our presence on the internet, use of social media through to the language and paperwork we use, to ensure it is accessible and clear to anyone who wants to join us. We will work with our staff and local community to confirm what we are doing works. Through this we expect to see an increase in applications for job roles and training posts and will use our current baseline of applicants to chart our progress.

A great candidate experience is critical to successfully framing our future relationship with staff, encouraging them to enjoy long careers with us. Our employer branding, advertising and interviews will be aligned to our values of Optimistic, Appreciative and Kind. We will use them as the basis for recruiting people and, though embedding them, make them core to how we work as part of an inclusive and open culture

To be effective, we need to make the best use of technology and ensure our recruitment processes are simple, easy to navigate and remove any bias. Through this we will select and develop people with the right values, skills and/or potential. We will train our managers to ensure new staff receive the right induction into the organisation, so that they are engaged and valued from the start.

In order to grow and develop our services, we need to respond positively to the changing expectations of work for people of all ages and backgrounds. We will offer competitive and flexible employment opportunities to attract a wide range of potentially untapped talent. This will mean strengthening local recruitment and engagement with our communities as well as continuing to recruit nationally and globally. We will explore innovative ways to attract people to work with us, including retaining those who learn with us as students, apprentices and graduates. We will develop our employer brand so it is clear what anyone joining us can expect; from providing opportunities for a worthwhile career to supporting their wellbeing.

We will use our organisational size and choice of careers we can offer to attract people from the wider population. We will work with our partners in health, care and education to take positive action to address the imbalance of people applying and working in our services from disadvantaged and hard to reach communities and support them in reaching their full potential. This will start with delivery of the Health and Care Academy. We will raise awareness about the variety of roles available, actively encourage recruitment, promote equality and inclusion, enhance the use of apprenticeships and provide support on the different entry routes into employment. This approach will be key to ensuring the pipeline of our future workforce.

As we move away from a traditional 9-to-5, office based service, towards seven day working and working from home, we will routinely offer flexible working. This will make it easier for people to balance work with other responsibilities such as caring for children, family members or a partner. We will work with our leaders and staff to ensure we think differently about how this fits with service delivery.

Through delivery of a Faculty of Education, Research and Innovation we aim to become a training provider; ensuring people have the level of support needed so learners make the

Join us

We will...

Welcome people who share our values with the potential, experience or skills to deliver high quality services

Be a great place to work with fulfilling roles and exciting opportunities that make a real difference

Recognise everyone's contribution in work and appreciate their life outside work

most of their potential. We will take every opportunity to offer apprenticeships for anyone of working age, at any stage in their career, maximising use of the funding available through the apprenticeship levy. We will also work across the health and care system to levy share to support new ways of working and training meaning we use all the levy in the system which provides it.

We will do more to encourage previous and experienced members of staff to stay in or re-join the NHS. We will provide help to meet revalidation requirements; training to ensure people feel confident when returning to practice and have opportunities to work flexibly.

We will work with our partners across health and care to introduce and embed new roles and ways of working that move away from traditional organisational boundaries and into system wide delivery of care.

Our volunteers play an essential role in supporting our services and we will actively recruit people who want to support the NHS with their time as well as using volunteering as a route into health and care careers.

Through delivery of these actions we will fulfil our responsibility as an employer who provides meaningful and worthwhile work for all our staff and plays a valuable role in our community.

The fundamental activities to demonstrate progress that will lead to achievement of this ambition are:

- We will review the recruitment process by October 2020 so they are transparent and unbiased
- We will work with partners to deliver and embed the Health & Care Academy from October 2020 to strengthen our pipeline of future staff
- We will deliver a recruitment brand and social media strategy by December 2020 to ensure ESNEFT is recognised as an outstanding employer
- We will review our on-boarding processes by December 2020 so they better support staff in their first year with us, making them feel valued from the start of their career with us
- We will deliver a 'work from anywhere' policy and framework by December 2021 so our staff can work from home or any Trust location effectively and supported by their manager
- We will develop and deliver a flexible working policy and framework by January 2021 so we better support people's lives in and out of work.

Learn and grow with us

We are committed to supporting our staff to develop the skills and abilities needed to transform our services, wherever they work in the Trust and throughout their career.

During the initial Covid-19 response we upskilled many hundreds of staff who learnt new and different ways of working, sharing knowledge, skills and learning. This enabled staff to provide adaptive, responsive and timely care beyond traditional role boundaries. We will adopt and embed this approach to enhance job satisfaction, individual skill sets and increase the flexibility of our available workforce.

We will deliver a multi-disciplinary Faculty of Education, Research and Innovation to bring together all our learning, education and organisational development training for every staff group. Through this focussed and coordinated approach we will start to build a learning culture which is all about growth of individuals and growth of the organisation. We will inspire and empower our staff by breaking down organisational silos, driving accountability and adaptability, and embracing innovation.

Through delivery of the Faculty of Education, Research and Innovation we aim to become a respected training provider that will be recognised locally, regionally and nationally as a centre of excellence. We will ensure training focuses on unlocking knowledge and skills, upskilling and reskilling, sharing, collaboration and empowerment. ESNEFT will be a place where people can succeed. We will know this by the number of people who stay with us, achieve promotion and through positive staff surveys.

Robust partnerships with our education and academic providers are key. We will maintain and grow these to secure the pipeline of professional staff of the future and realise our ambition to be a leading employer for teaching, innovation and research.

We will create new educational pathways and enable greater flexibility within existing programmes. We commit to ensuring staff have protected time to support our learners that they are equipped with the right teaching and supervision skills.

We will grow and embed the Talent for Care Team. Through this they will raise awareness of careers in health and care for young people and those wishing to join the NHS workforce; with a focus on diversity, inclusion and widening participation from disadvantaged or underrepresented groups. This includes programmes such as schools engagement, volunteering, work experience, pre-employment activity, apprenticeships and access to higher education and the registered professions for existing staff. Through this we expect to fully utilise the apprenticeship levy; including levy sharing across the system to ensure maximum benefit.

We will develop communities of practice, internally and externally, that learn and grow together. Building on successes such as the One Clinical Community, (a forum for GPs and Consultants in Ipswich and east Suffolk) which collectively addresses issues such as communication, service development, transformation and patient involvement across hospital and primary care services.

We will implement the talent management programme for all staff. Whilst this has traditionally taken place for more senior roles, we will broaden our approach to ensure everybody has an opportunity to discuss their career aspirations. This will involve making further changes to our existing appraisal process to ensure the conversation has a broader focus with the ambition, skills and opportunities identified linking in with our workforce planning.

Learn and grow

We will...

Ensure learning opportunities are open to all our staff and invest in our leaders

Foster a learning culture with outstanding development opportunities

Provide opportunities to develop new skills and work across the Trust and different health and care services

Through the talent conversation feedback tools we will develop a clearer understanding of the potential and aspirations of our workforce in all areas. In this way we can provide appropriate support for individuals to meet the needs of the organisation now and in the future, and support our staff to achieve their own ambitions. Given the size of our organisation, this will take some time, so now is the start of making this change.

As part of our organisational development offer through the Faculty of Education, Research and Innovation, we will invest in coaching, mentoring and reverse mentoring to underpin our learning culture. Through this we want to start a different and more dynamic conversation with our staff about complex, sensitive topics like race, disability in the work place and how we ensure all staff can aim higher if they want to.

We know we need to do more to ensure our Black, Asian and Minority Ethnic staff are supported to access training, development and promotion opportunities. We will work with our staff network, EMBRACE, (Equality & Moving Beyond Race) to develop specific actions with outcomes that maximise the potential of all our staff.

The digital transformation in the NHS has been accelerated by Covid-19, from online consultations to online inductions, training and working remotely. We will work with the ICT team to increase digital literacy that develops and embeds digital and technology skills which free up teams from duplicate, administrative and non-essential tasks. Making our philosophy that time matters a daily reality.

A learning culture is responsive, iterative and able to change course. Through our talent and appraisal systems we will ensure that knowledge and skills training are widely available and accessible to all. With the constantly changing world of healthcare and ongoing impact of Covid-19, this will be essential for our current and future workforce.

The fundamental activities to demonstrate progress that will lead to achievement of this ambition are:

- By November 2020 we will have reviewed our Talent Management Strategy and delivery plan so it supports individual and service development.
- We will review our appraisal process by November 2020 to ensure it includes a wellbeing and career development conversations, supported with regular engagement with managers
- By December 2020 we will deliver a consultation document for the Faculty of Education, Research and Innovation so it brings together all learning, education and organisational development elements into a single, funded entity.
- We will have a clear plan for the Talent for Care Team development and levy spend by January 2021.

Stay with us

We want all our staff to bring their purpose and passion to work so they can make a difference to themselves, their colleagues and ultimately to our patients and population, no matter where they work in the organisation.

Being engaged, listened to, having control in the workplace and a stake in the organisation and its success are the building blocks of a happy place to work, encouraging people to stay and grow, personally and professionally.

This starts with helping each individual to realise their potential. Whatever each of our staff wish to achieve in life they must feel that they are supported to develop and grow both personally and professionally. Our appraisal and career conversations provide an opportunity to discuss health and wellbeing, performance and personal development planning in a single joined-up conversation. We know we have to improve the quality of these conversations and ensure they are complemented through regular engagement with line managers for all our staff regardless of where they work.

We need to create an environment in which staff are able and motivated to contribute to improvement, transformation and research. We will do this through engaging with our staff to understand what they want and need to experience high levels of job satisfaction and feel they are contributing to a wider societal good.

We know the way we work now will change. Increasingly people will deliver care across organisational boundaries and through strong partnership working. We will work with partners on clarity of roles, objectives and success measures. Organisationally we will provide greater flexibility, both in terms of processes and management, to support them.

We want to keep our talented staff and will be establishing a process for nursing staff wishing to transfer to a different speciality/service on the same band. This approach will help to promote opportunities, enabling staff to express an interest in vacancies before posts are filled by external candidates and in advance of the annual intake of newly qualified nurses. This will be complemented by a similar process to offer all internal staff opportunities for job moves for those that wish to try a new challenge.

We will provide pre-retirement workshops to help people considering retirement make informed decisions about their options and future. Through this we aim to keep their skills and expertise to enable better workforce management, knowledge transfer and succession planning.

Working with our trade unions through the Staff Partnership Forum we will ensure our policies and processes positively support better employee relations and the organisational change that will be needed to transform the way our staff work.

Through delivery of a new Wellbeing Hub we will lead by example and nurture a progressive and healthy work environment. We will ensure all staff have access to services and support that help them manage their physical, mental and financial health.

We will provide a safe and healthy work environment, enabling staff to take greater responsibility for their own health. We will work with health and care partners to ensure this extends into our communities where possible, recognising our staff are also our local population.

We will focus on helping people manage the stresses that life and work often brings, with professional support made quickly available if needed. Managers will champion health and wellbeing through a range of tools, training and development to support and empower.

Stay with us

We will...

Value and embrace diversity in our workforce in a positive, inclusive environment

Provide opportunities to support all our staff to improve their health and wellbeing

Create a culture where people can speak up safely, are listened to and we take action together

We will ensure that we match skills and competencies with manageable workloads at individual and team level and create a realistic work life balance that enables our workforce to be at their best. We will exploit technology to support workforce planning, including e-rostering and e-job planning.

We will create a culture that is supportive and fair through embedding our leadership behaviours. These mirror those of the NHS People Promise and Leadership Compact, so we develop compassionate and inclusive leadership that supports staff learning and development.

We will promote respect and integrity within the Trust by firmly responding to bullying and inappropriate behaviours, including racism. Staff will feel valued, trusted and able to speak up safely if they have concerns, knowing we will work together to find positive solutions.

Through strong staff networks we will provide a forum for individuals to come together, to share ideas, raise awareness of challenges and provide support to each other. We will provide them with the training, time and support so they become drivers for change and making a difference, as well as giving staff the opportunity to grow personally and professionally.

We will develop systems and process that enable and support staff to work from anywhere, meaning a significant number of staff will not need to travel to work every day. Through training and development of our leaders we will manage teams and people differently to deliver more remote working and seven day services. This needs an engaged workforce, empowered to think and operate as autonomously as possible.

We will be clear on what is required of all staff, their accountability for doing their job well and how they support service delivery wherever they work. We will recognise this through our talent and appraisal systems and equally support staff where their performance is below the required standard and hold to account where appropriate.

Our ambition is that all staff live our values and flourish in a supportive, inclusive working environment, knowing they can make improvements to how and where they work and feel proud of working for ESNEFT.

The fundamental activities to demonstrate progress that will lead to achievement of this ambition are:

- We have a clear delivery plan for the wellbeing hub by October 2020 which sets out how this will support staff in improving their mental, physical and financial health.
- We will deliver a clear plan to engage with staff to embed our values by November 2020
- We will have a clear delivery plan for implementing the assistant to Freedom to Speak Up Guardians by November 2020 to support all our staff in raising concerns
- We will deliver the management leadership competencies and passport by November 2020 to embed an inclusive and compassionate leadership culture
- By December 2020 we will have identified leads and executive support for all our staff networks and trained them in developing action plans that deliver positive change.

Measuring our impact

As an organisation, we must be adaptable to change. Our workforce strategy is a dynamic document meaning measurement and evaluation can't be something that happens at the end, it's ongoing and needs to include a range of qualitative and quantitative data.

This strategy is underpinned by a robust two-year implementation plan that launches in October 2020 which sets out the goals, deliverables and targets to measure the impact of how effectively this strategy is implemented; benchmarked against the NHS regionally and nationally where possible. It will also chart any changes we need to make in response to national and local initiatives. This will be monitored at divisional and organisational levels.

We recognise much of this is about delivering and embedding the foundations for success and our workforce ambitions. The key success measures expected through delivery of this two year strategy are:

- Join us:
 - Recruitment yields a minimum of 5 above the line candidates for every role by June 2022
 - The year one churn of new staff reduces to less than 5% from the current baseline of 20% by June 2022
 - All corporate and senior roles are advertised offering flexible working from January 2021
 - We have identified ways of offering flexible working to all our staff while maintaining clinical care from June 2021.
- Learn and grow:
 - We have an agreed and funded plan to deliver the Faculty of Education, Research and Innovation from April 2021
 - We have a clear talent map and gap analysis for roles 8b and above by December 2021 and a plan to deliver to all the organisation from January 2022
 - 100% of the levy is used either by ESNEFT or through levy share with partners by June 2021 onwards
 - By June 2021 staff networks are in place to meet the EDI agenda with identified chairs and agreed action plans.
- Stay with us:
 - 25% of B5 and above posts filled through internal candidates by June 2022
 - 50% of B7 and above leadership staff who have completed a competency framework and received 360-degree feedback by December 2021
 - Staff survey for quality of appraisal is in middle quartile by 2023 staff survey
 - 30% of all staff regularly work from home from 2021
 - Anxiety /Stress / Depression is not the main cause of sickness in 50% of the divisions (from the current 100% baseline)
 - The staff survey leadership KPIs are all in the middle quartile by 2023 staff survey.

An integrated dashboard of pulse surveys, people surveys, business performance KPIs and performance reviews are among the success measures we will use.

A new HR operating model will be developed which will play a major part in supporting the organisation in the implementation of this strategy. Through changes to how the HR and OD teams work, they will help services attract and retain more people, embed a compassionate and inclusive culture, create an increasingly multidisciplinary and adaptive workforce, and drive different and more flexible working practices.