Yeovil District Hospital NHS
NHS Foundation Trust

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PEOPLE STRATEGY

April 2023 – March 2028

Purpose

- A well articulated and understood people strategy **supports the overall strategy** of our organisation.
- It sets out our vision for how we **retain, develop, inspire and attract** our people by **driving engagement** through our leaders.
- Underpinned by our **values** and expected **behaviours.**
- It takes a **holistic approach** designed to cover every element of colleague experience; where **wellbeing, leadership and inclusion** are infused to support the creation of an **environment where people thrive.**

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We will strive to live up to our Values everyday, with everyone – patients and colleagues

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	I will …	I won't…
Respect		
Honesty	make it safe and easy for people to speak up about issues, give kind and fair feedback, and be open to receiving it too	criticise people for mistakes, stay silent when needing to speak up, be closed to feedback about myself
Integrity	set and deliver high standards, adhere to follow agreed, evidence-based practice, professional, ambitious, try to do the right thing, put patients first	accept low standards, 'walk past' issues when I see them, come across as 'too busy' or often be late, unprofessional, fail to adhere to agreed, evidence-based practice
Equity	embrace others' strengths, value different backgrounds, cultures and stories, include others, advocate for equity and diversity in the organisation	dismiss others' views, experiences or backgrounds, ignore if you see someone being treated differently because of their background
Civility	be polite approachable and welcoming to everyone, challenge each other respectfully, be considerate of others	belittle or dismiss others, be rude, uncivil, or use an abrupt tone of voice, undermine or bully others, be reactive to others or ignore others
Kindness		
Compassion	treat people as valued individuals, protect their dignity and privacy with compassion, be patient, understanding, self aware, patient	be indifferent to others struggles, or dismissive of their feelings, stories or journeys, make mean comments or be unkind
Positivity	be optimistic, bring a positive, 'can-do' attitude, bring a smile, welcome change, be hopeful about what is possible, act with courage	focus on problems rather than solutions, moan, be negative or complain without acting to solve or improve the situation, avoid challenges and growth opportunities
Understanding	put myself in other people's shoes, act with empathy; take the time to understand others' concerns, be self aware; be authentic, calm	refuse to see things from other people's perspectives, or consider what might be going on for other people
Appreciation	notice the little things other people do to make a difference and give ABC appreciation so that they feel valued, celebrate success	ignore it when people do great things or 'take the credit' for others' achievements, only give negative feedback without appreciating what is going well
Teamwork		
Support	be attentive to other people's needs and feelings, reliable, offer help, do what I say I will, encourage others and help them take responsibility	avoid helping when I see someone in need, make people feel 'a burden', have a 'not my patient / job' attitude
Collaboration	work together, seek opportunities to share, ask for ideas and input, seek cross team and service input, involve and encourage others, communicate clearly	work in 'silos', not seek out opportunities to work with or share learning with other teams, services or divisions, isolate or exclude others
Listening	listen with curiosity and empathy, giving people time to speak, welcome different views, seek out information	dismiss others' views or ideas without giving them a chance to explain, talk over people as if they aren't there, ignore concerns, dictate, interrupt, lecture or argue
Trust	be open and transparent when communicating, building trusting relationships with colleagues, reassuring	be 'economical with the truth', make no effort to share information, withhold information others need, or leave them 'in the dark'

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People Strategy Aim

People First

Kindness, Respect & Teamwork – everyone, everyday

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Five People Strategy Commitments underpinned by high level Ambitions

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Care for our people

Health & Wellbeing	Through healthy working lives colleagues will prioritise their physical and mental health equally. Wellbeing will be weaved through everything we do.
Violence and aggression	Develop and implement an approach to reduce violence and aggression, address systemic issues and deliver long term improvements in our staff survey results
Speaking up	Foster a culture where colleagues have a strong voice and are empowered to speak up, share ideas and co-design solutions
Just and restorative culture	Underpinned by kindness and psychological safety focus on candid conversations and identifying solutions which address systemic issues
Belonging	Celebrating, recognising, respecting and rewarding colleagues for their unique contribution
Environments	High performing teams who work, learn and rest in the best possible environments

Develop our people

Immersive training and development	Colleagues enabled to realise and reach their full potential, educated and trained as a system
Career conversations	Quality conversations with documented personal development plans, supported by clear career pathways which are skilled based
Partnership	Developed relationships with education, apprenticeship and training providers.
Change	Empower colleagues to initiate, contribute and respond positively to change
Digital	Utilisation of digital solutions to support learning, growth and supports colleagues in their role
Leaders	Packages of support for leaders at all levels to enable them to develop and empower high performing teams

Compassionate and inclusive leadership

Diversity	Leaders who are compassionate and overtly respect and value equality, quality, diversity and inclusion.
Leadership capability	Understand current leadership capability to design future leadership and management development, underpinned by our values.
Engagement	Advancing our approaches to listening to and learning from our people to improve experience and engagement.
Visibility	Creating an environment where senior leaders are visible, and colleagues know what is happening and why.

Retain and attract talent

Retention	Focus on retention as our priority, leading by example and recognized for our success in retaining our talent.
Recruitment	Inclusive, skills based and competitive, leading the way in attracting and retaining a more diverse and representative workforce.
Future workforce models	Comprehensive recruitment pipelines drawing from local, regional, national and international communities supported by the development of innovative roles and ways of working. Developing links with schools and colleges to promote career pathways and working with local, unemployed communities.
Flexible working	Embracing flexible working to retain and attract colleagues for a long and fulfilling career which supports flexible teams in delivering care.

Learning and transforming

Strategic workforce planning	Development of pathway workforce planning to support occupational group planning and operational planning.
Communities of practice	Multidisciplinary working and decision making, utilizing and sharing skills.
Improvement	Decision making underpinned by evidence and changes which drive improvement across our people practices.
Technology	Utilising and embracing technology for greater sustainability, flexibility, responding to labour market changes and delivering enhanced outcomes for patients and colleagues.

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People Strategy Measures

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Strategic Objective

Support our colleagues to deliver the best care and support through a compassionate, inclusive and learning culture

People Strategy Aim

People First –Kindness, Respect, Teamwork – everyone, everyday

Hero Measure

Retention score

People Strategy Commitment Measures

Care for our people

- Time lost due to sickness – short and long term
- Sickness by reason
- Number of colleagues reporting violence and aggression
- Time spent supporting colleagues in formal processes
- Ratio of filled and unfilled bank shifts
- Number of colleagues accessing wellbeing services by protected group
- Number of formal disciplinary and employee relation cases by protected group
- Colleague experience of support received and impact during formal employee relation cases.

Develop our people

- Percentage of roles filled internally
- Number of colleagues on formal training programmes – split by demographics
- Number of colleagues undertaking apprenticeship – split by demographics
- Number of Band 7+ roles held by BAME colleagues
- Ethnicity pay gap
- Gender pay gap
- Percentage compliance statutory training
- Time spent on personal development – by protected group

Compassionate and inclusive leadership

- Number of colleagues accessing Freedom to Speak Up (FTSU) guardian after raising with local management
- Percentage of colleagues members of a colleague network
- Percentage of leader accessing leadership development / coaching / mentoring
- Career conversation completion rate by protected group
- Quality of career conversations
- Number of leadership walkarounds completed on a monthly basis

Retain and attract talent

- Time to hire
- Roles filled by protected characteristic
- Vacancy levels
- Agency spend
- Leavers information – number of people leaving each month, percentage of leavers with less than 1 years service, hours lost per month from leavers, percentage of leavers with less than five years service
- Percentage of new recruits recruited locally / regionally / nationally / internationally

Learning and transforming

- Pathway workforce plans
- Rostering – percentage of teams moving to flexible rostering
- Number of colleagues using TED
- Percentage of new applicants recruited through new ways of reaching millennial and generation Z candidates