



**Sheffield Health
and Social Care**
NHS Foundation Trust

People Strategy 2020-2023

Sheffield Health and Social Care's People Strategy sets out our ambition to create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users.



1. Introduction

Sheffield Health and Social Care's People Strategy sets out our ambition to create an environment in which our staff feel happy and safe at work and feel supported to fulfil their potential to provide the very best care for our service users. Staff who enjoy being at work provide better care, and when staff are more engaged, there is evidence of better service user care and higher levels of service user satisfaction.

Based on this foundation we aim to improve the quality of care for service users now and in the future, by ensuring that we position the Trust as an employer of choice, and have the right staff in number and skill mix, in the right place, at the right time, with staff appropriately rewarded, valued and supported.

Our aim is to continue to develop a rich inclusive working culture where diversity is valued and all our staff are empowered and supported to develop their talent. The Trust workforce is made up of people from a wide range of nationalities, life experience and cultures and this is reflected in the diversity of the people who use our services, our Strategy aims to reflect this and maximise the potential that this offers the organisation.

Service users are at the core of all we do, every role in the organisation is inextricably linked to ensuring quality of care, and as such every one of our staff has a role to play, living our values and ensuring the very best outcomes for our service users.

We have an enormous amount of skill, knowledge, experience and expertise within our workforce, driven with a passion to provide the best quality of care. But we are also faced with significant workforce challenges, with an ageing workforce, reduced supply of staff, changing service needs, competition from other health care providers and an increasingly challenging health and social care context in which to work, both locally and nationally. We need to do all we can to have a people Strategy that is effective and makes a difference.

2. The Workforce Challenge

The NHS faces critical workforce issues: over the past decade, workforce growth has not kept up with need, and the way staff have been supported in work has not kept up with the changing requirements of service users. There are vacancies in a number of roles, with the biggest shortfalls in nursing, which presents the most urgent challenge. The Trust is at significant risk if it cannot attract, recruit and retain a motivated and skilled workforce particularly in professions with considerable challenges including registered mental health nurses and consultants. Workforce is our greatest priority, as national and regional shortages of healthcare professionals are expected to continue for the foreseeable future. It is critical that our focus is placed on making the Trust the best place to work to recruit, retain and develop our staff.



3. Purpose of the People Strategy

The People Strategy sets out the strategic direction for our staff over the next three years, and how we will enable the delivery of our vision and strategic aims, underpinned by our values of respect, compassion, partnership, accountability, fairness and ambition.

4. Trust Vision and Strategic Aims

Trust Vision

‘To improve, the mental, physical and social wellbeing of the people of our communities.’

Trust Strategic aims:

- Quality and Safety
- People
- Future Services
- Value for money

The People Strategy is a key enabler in the delivery of the Trust strategic aims, with a particular focus on People. The People Strategy also compliments and should be read in conjunction with other enabling Trust Strategies including:

OD Strategy (pending)	Estates Strategy
Quality improvement and assurance strategy	Service user engagement strategy
Research strategy	Digital Transformation strategy
Partnership Strategy	Clinical and Corporate Services redesign strategies
Carers Strategy	

Safety

Providing safe and effective services is fundamental to the Trust. The People Strategy provides a framework for enabling this by empowering the Trust workforce to:

- Be listened to and engaged with safety in the workplace.
- Work within teams that are sufficiently resourced.
- Maximise opportunity to focus on personal wellbeing at work and at home.
- Meet national and local competencies and work effectively, maximising their unique skill set within a multidisciplinary service framework.



5. How has the People Strategy been developed?

The People Strategy has been produced collaboratively through engagement and feedback from front line staff, the Trust workforce planning group, management engagement sessions, staff side, our service user engagement, BAME and Lived Experience groups. The People Strategy is informed by national, regional and local workforce priorities set out within:

- NHS Long Term Plan <https://www.longtermplan.nhs.uk/>
- We are the NHS: People Plan for 2020/2021 – action for us all <https://www.england.nhs.uk/ournhspeople/>
- Accountable Care Partnership Workforce Strategy
- Mental Health Implementation Plan <https://nhsproviders.org/media/688000/nhs-mental-health-implementation-plan-2019-briefing-010819.pdf>

6. What have we achieved since the last Workforce Strategy 2017?

- We have 47 people in new roles, developed since 2019. There are 15 Trainee Nursing Associates (TNAs) and 15 Advanced Clinical Practitioners (ACP) in training and 8 Physicians Associates (PA), 4 Assistant Practitioners (AP) and 5 Peer Support Workers in post.
- Apprentices - 53 in training

7 Business Administration	6 Team Leader
7 Nursing	5 Health and Social Care support
1 Information Technology	2 Pharmacy
2 Estates (Electrician and plumbing)	4 housekeeping
15 Nursing associates	2 leadership/management
2 Human Resources	
- Improved Nurse recruitment process and preceptorship training.
- The Mary Seacole programme is a highly successful and nationally recognised leadership development programme for first time leaders in health and care, this national programme can be delivered using a locally-delivered model and the Trust has led the local leadership programme for South Yorkshire - 15 people have completed the programme and a further 9 are on the programme.
- We introduced a free to access to Physiotherapy service for employees who have a Musculoskeletal problem 487 staff have benefited from this service.
- Held Trust's first health and wellbeing conference, the first in the region 95% positive feedback. The feedback from this conference is being used by the Trust Health and wellbeing group to identify further action to improve Trust Health and Wellbeing.
- Learned from experiences of service change, and reviewed and refreshed our approach in partnership with Staff Side.



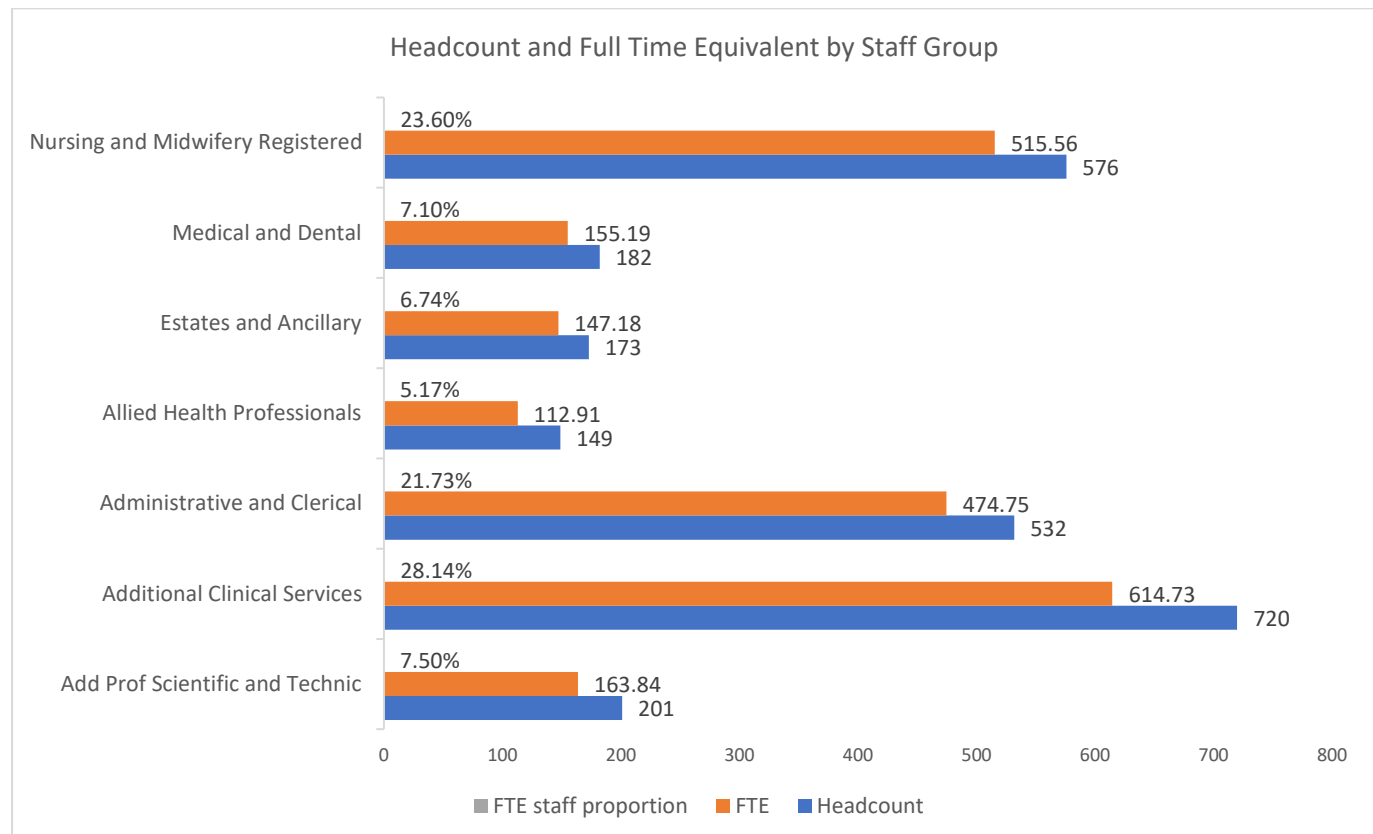
- Made small but positive progress on a number of the targets agreed to support the Workforce Race Equality Standard (WRES) for example the number of BME staff in posts in Band 8a and 9 has gone from 3% in 2016 to 6% in 2019 and in Band 7 from 6% to 7% in the same period.
- Reduced the Bonus Pay Gap from a Mean Gap of 30% and a Median Gap of 31.2% in 2017 to a Mean Gap of 27% and a Median Gap of 25% in 2019.
- Agreed permanent funding for the Build Modify Expand Project lead and an annual Working Together Conference which supports the objectives of the Trust linked to the Workforce Race Equality Standard.
- Identified resource to support introduction of the Workforce Disability Equality Standard with the aim of using an approach of staff engagement similar to that used in taking forward the Workforce Race Equality Standard.
- Worked with Disability Sheffield to support our application to become a Disability Confident Leader organisation.
- Achieved a HPMA award for Most Effective use of Diversity to Strengthen Governance Recruitment or Promotion linked to the Trust reciprocal mentoring programme, its related following action and the identifiable improvement measures that were demonstrated.
- Signed up to the national Social Partnership Forum call to action and pledged to '*tackle bullying and harassment*', and have been implementing a number of strategies in this area of concern.
- Application has been successful for University Hospitals Association (UHA) status.
- Recruited 12 Clinical Fellows (F3s) and supported 5 of them into psychiatry training.
- Delivered 2 new consultants through the Certificate of Eligibility for Specialist Registration (CESR) route.
- Attracted in 10 new Specialty and associate specialist (SAS) Doctors with an offer of support through CESR.
- Supported 6 medical and non-medical staff through Health Education England Future Leaders Programme of whom 4 have now found new roles within SHSC.
- Extended the placement offer to an additional 16 x 8-week medical undergraduates in Perinatal and Liaison Services.



7. What does our current workforce look like?

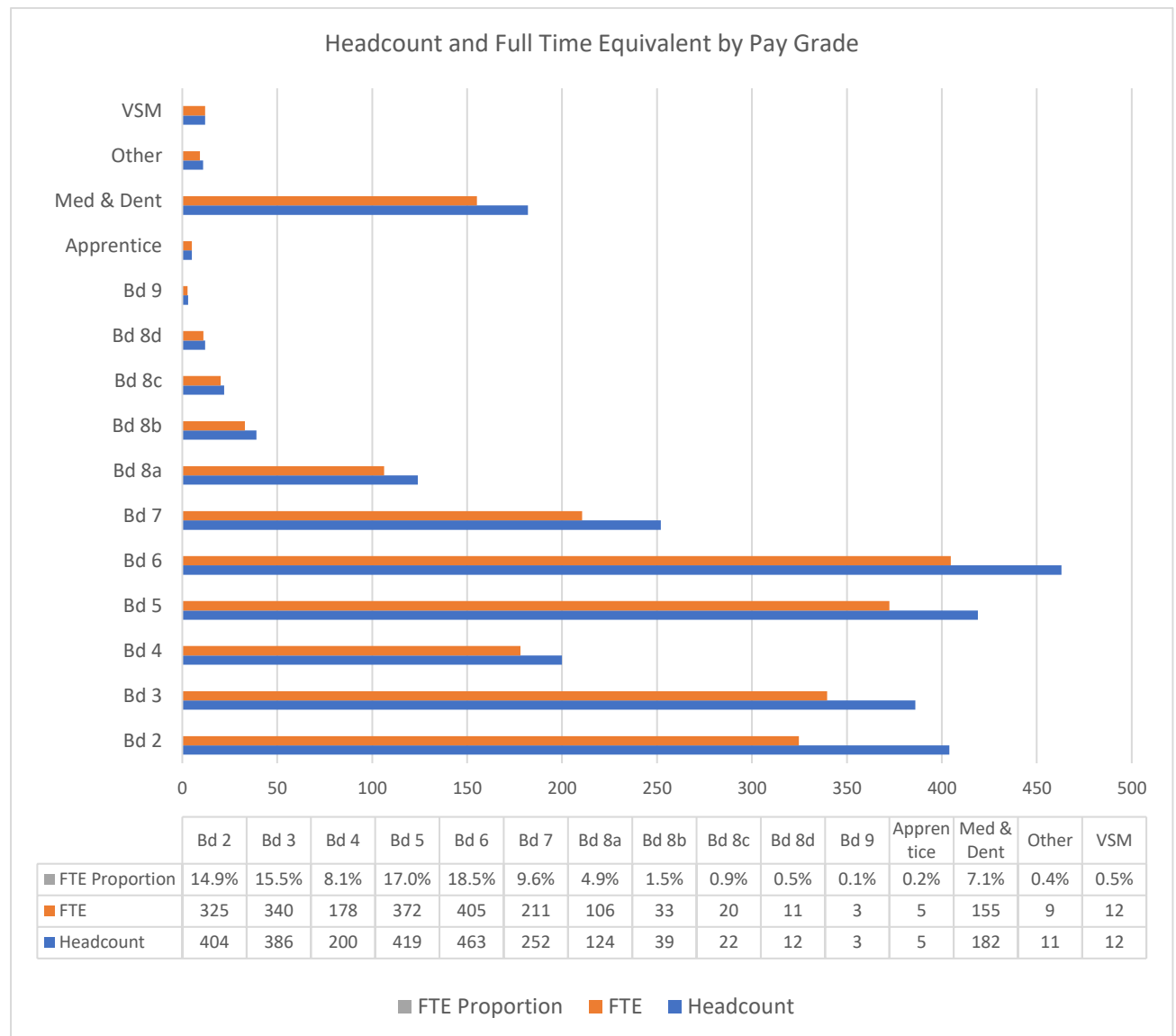
7.1 Number of staff working in the Trust

SHSC employs approximately 2,534 staff (2,184 FTE) of which Additional Clinical Services (unregistered clinical professions) are the largest single workforce group (28%) followed by Registered Nurses (23%). Our other workforce groups are made up of Administrative and Clerical staff (21%), Professional Scientific and Technical (7.5%), Medical (7%), Estates and Ancillary (7%) and Allied Health Professionals (6%).



7.2 Workforce by pay grade

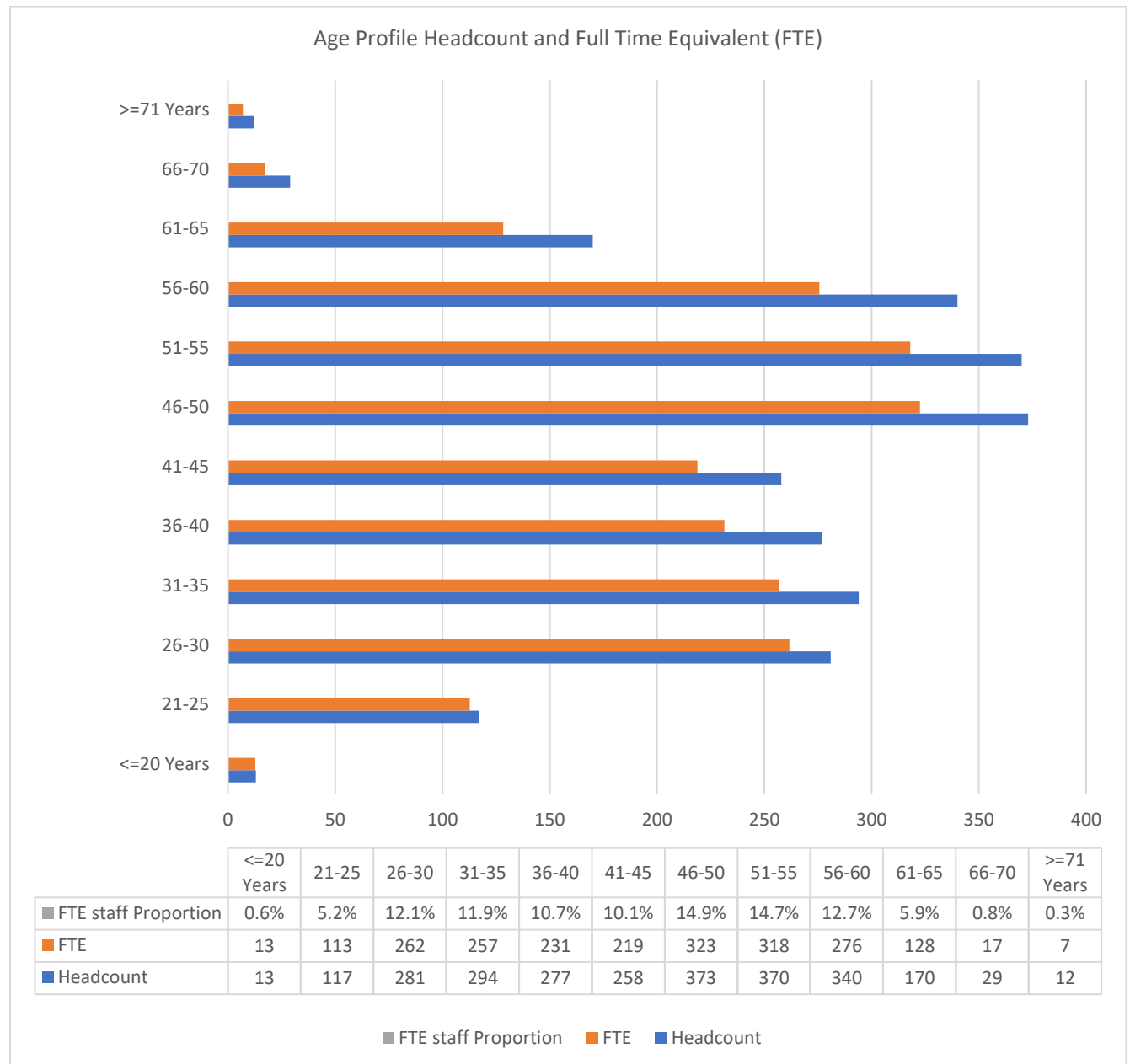
The workforce is split into a range of pay grades, with the highest headcount and full time equivalent in Band 6 (18.5% of the FTE), followed by band 5 (17.0%), band 3 (15.5%) and band 2 (14.86%).



7.3 Age profile

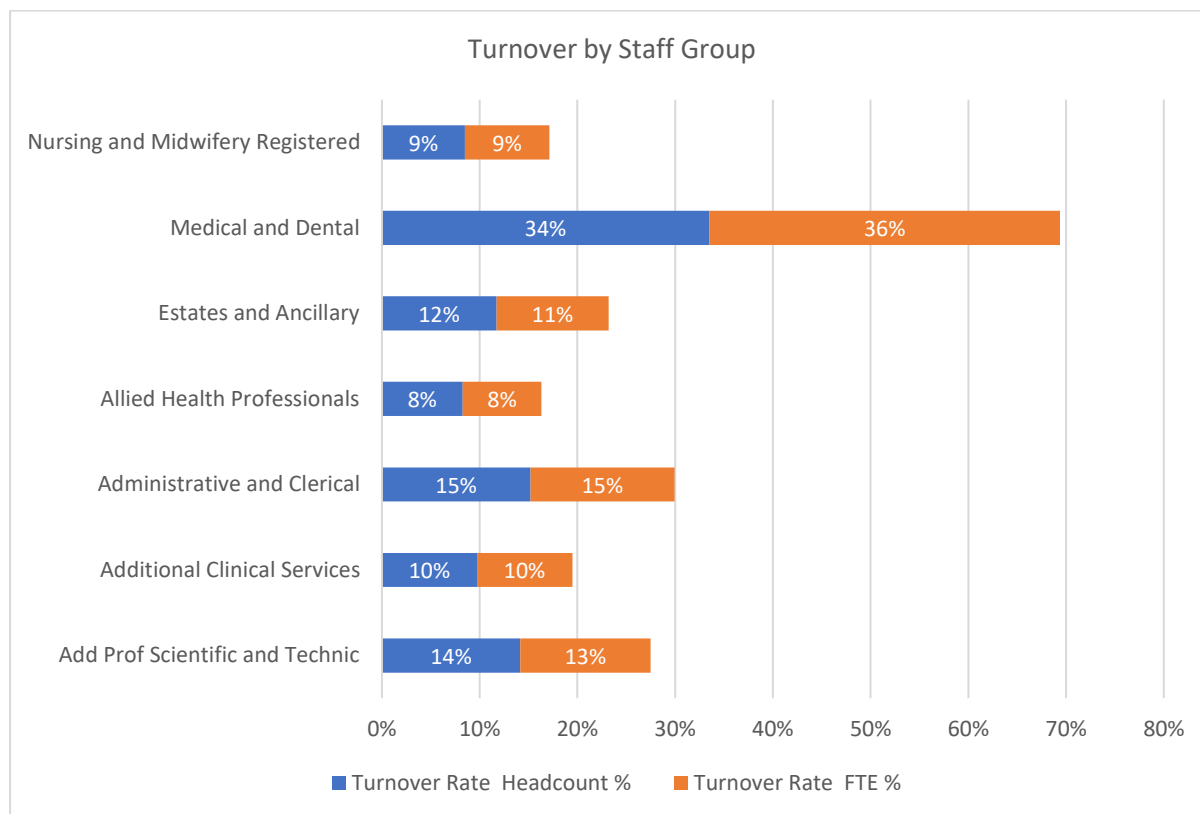
There is a range of age profiles, with the under 25 years old being under represented in the workforce, and the 46 to 60 years old representing 42.3% of the workforce.

The difference in headcount and full-time equivalent gives an indication of the number of staff in part time roles which is most significant in age groups 46 to 60.



7.4 Turnover

The annual labour turnover rate is typically 12.73% which is consistent when compared with the NHS Mental Health Trust average labour turnover rate, although there are variations between the staff groups. In a twelve-month period approximately 313 staff will have left SHSC and 387 joined. End of fixed term contract/completion of training scheme is the highest reason for leavers at 8.35% (this is particularly high for medics, as this includes junior Doctor rotation), followed by retirement at 7.22%, and unknown reason is 6.97%.



8. Trust Performance:

8.1 Care Quality Commission (CQC)

The Trust was rated by the CQC as 'requiring improvement' for the well led domain in 2019. The Strategy aims will be mapped and progress measured against the CQC well-led domain to enable us to improve our rating characteristics for People.

8.2 Staff survey results – the overall engagement rating for the Trust was below the average for our benchmark group, along with a number of other indicators (see Appendix 1). We aim to improve our survey results across all staff survey Themes where we are performing below the benchmark (see appendix 1 for details of which survey theme areas this relates to) to position ourselves with the best performers within our benchmark group and to coordinate responses to issues raised by staff in areas of concern.

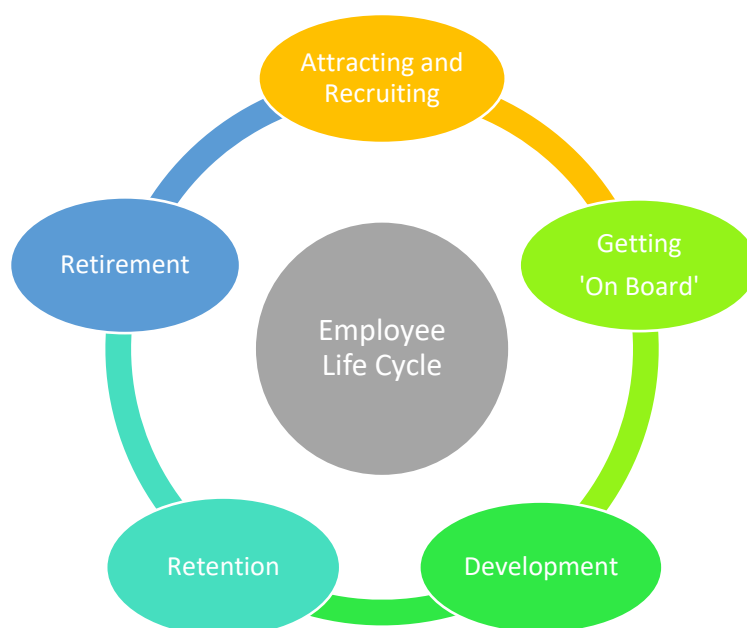


9. Next steps

9.1 The intention of the People Strategy is to build a workforce that is happy, resilient and able to fulfil their potential, as we re-organise, develop and grow our services. We will ensure our staff experience is a positive one throughout the employee lifecycle to attract and retain the best people, and be able to change and adapt to provide excellent care and meet the needs of our service users. We will do this by:

- offering choices to keep happy and well at work.
- attracting, recruiting and retaining people into roles, with the values and skills required
- providing the right jobs to meet service needs
- providing development and support to reach their potential

Creating a positive workplace culture where staff feel valued and happy will support our aim to be an employer of choice.



9.2 The People Strategy will focus on four key areas; health and wellbeing, recruitment and retention, workforce transformation and leadership and talent. A plan on a page for each area, including high level people priorities will enable delivery of the Strategy. This will also be supported by a more detailed Delivery Plan.



1. Prioritise health and wellbeing to support staff to feel healthy, happy and well at work

Staff wellbeing has a big impact on patient care, on how engaged people are and whether they stay or look for work elsewhere. There is evidence that happy staff are more compassionate and provide safer care. Building stronger, happier teams also leads to benefits in terms of patient outcomes, innovation and financial expenditure.

Commitment from Trust leaders to prioritise and role model good health and wellbeing, will embed a culture where staff are valued, listened to and able to make choices to keep them happy, resilient and well at work.

Psychological and physical safety are paramount to creating an environment where staff feel empowered to fulfil their potential, are free from bullying and harassment and able to speak up in a fair and just culture.

The Challenge:

- Providing 24-hour services
- Financial, environmental and changing service needs
- Concerns around bullying and harassment.
- Importance of mental health
- High sickness absence
- Making wellbeing support accessible and available to staff
- Staff health and safety
- Leadership and management skills and conflicting priorities

We will do this by:

Empowering everyone to have responsibility for proactively promoting a healthy and safe working environment
Providing training and support
Developing a health and wellbeing brand to engage staff and communicate the wellbeing offer
Enabling staff to realise the value of self-compassion and provide opportunities to focus on personal wellbeing
Improving staff mental health and wellbeing
Providing training for leaders to promote a wellbeing culture

Expected Benefits:

Increased staff awareness of the wellbeing offer and support available
Staff report that positive action is taken on health and wellbeing

How we will measure success:

- staff survey
- the NHS friends and family test
- reduction in turnover rates
- reduced sickness absence below Trust target
- reduction in agency spend
- Service User satisfaction rates.

2. Recruit and retain the right staff with the right skills

Promoting the NHS as the best place to work, selling the benefits of Sheffield as a destination, and publicising the unique offer the Trust presents, will widen our reach and attract people to roles.

Engaging and supporting our existing experienced people to stay with us, by listening, offering flexible options and alternative opportunities through career pathways, new roles and ways of working.

Attract a diverse range of people into wider workforce roles to establish and retain a strong and representative future workforce supply.

The Challenge:

- Tackling the nursing challenge
- Workforce shortages across health and care professionals and support staff
- Ageing workforce profile
- Lack of diversity in senior roles
- Flexible working options, competition for staff
- Developing an inclusive compassionate culture

We will do this by:

Delivering targeted and streamlined recruitment practices

Building our offer as an employer of choice (build USP/brand)

Flexible working to attract and retain staff

Work with teams to develop diversity and inclusion offering clear, attractive career pathways (place based, portfolio careers)

Ensuring an interface with workforce race equality standard, workforce disability equality standard and gender pay gap priorities

Maximising and publicising an attractive reward and benefits offer

Engaging experienced staff to understand future work and career preferences

Expected Benefits:

Increase appointments to hotspot posts and reduce attrition

Engage a wider audience for roles to increase the diversity of the workforce

Establish the Trust as an employer of choice

Increase number of staff retire and returns

How we will measure success:

- Reduce time to hire
- Reduce turnover
- Reduce the number of vacancies
- Reduce agency expenditure
- Increase applications for hard to recruit roles
- Recommended place to work

3. Deliver workforce transformation to meet service needs both now and in the future

Addressing shortages in staff numbers and/or skills needed now and supporting the development of a workforce which is responsive to changes to more integrated care in the future.

To meet these challenges, we need to attract and secure future supply, upskill our existing staff, create and embrace new types of roles, mobilise innovation, and create new ways of working based on future models of care

The Challenge:

- Service demands are increasing, and workforce supply is reducing. Historical disconnect between service planning, financial planning and workforce planning.
- If we want to transform services over this period we need to develop the current workforce – 50% of the staff who will be delivering care in 2032 are already working within the health and social care system.
- Developing, improving, and transforming the workforce requires collaboration between organisations across the wider system, with ICS and ACP plus Local Workforce Action Boards (LWABs)
- Ageing workforce
Enabling new ways of working

We will do this by:

- Developing and supporting the implementation of new roles across clinical and corporate services
- Enhancing the skills of existing staff to deliver services which meet the changing and future service needs
- Maximising 'New Ways of Working' through skills development of current workforce i.e. digital skills
- Support the workforce through change and transition both internally and as we move to working across systems
- Improve the quality of mental health workforce data to support improved workforce planning
- Engaging staff from the outset and building on the existing skills of the workforce to overcome cultural barriers between professionals and develop integrated ways of working

Expected Benefits:

Engage and support health care professionals in NWW
Respond to changing and future service needs
Highly skilled staff to improve care of service users
Support staff engagement, retention and wellbeing
More accurate workforce planning and reporting

How we will measure success:

- Measuring the no. of new roles against target
- Number of new roles to commence training in 2020 to 2023
- Number completed training and commenced in role 2020

4. **Collective, inclusive and compassionate leadership across the whole organisation with equal opportunity for growth and development.**

The right numbers of diverse, appropriately developed people to fill current and future senior management vacancies with a recognition that leadership takes place at all levels of the organisation and opportunities for progression and targeted talent development **are important for everyone**. 'The way we do things around here' – shapes the behaviour of everyone in the organisation and directly affects the quality of care they provide. Research shows the most powerful factor influencing culture is leadership. Leaders who model compassion, inclusion and dedication to improvement in all their interactions are the key to creating cultures of continuous improvement in health and care. Where leaders act with compassion, staff feel valued, engaged and enabled to show compassion themselves. They feel obliged to speak up when something is wrong and empowered to continuously improve.

The Challenge:

- Ageing workforce profile – losing experienced leaders
- Difficulties in recruitment and retention of current leaders - Staff burn out
- Leaders operating in a challenging environment and the need for them to be treated more humanely
- Lack of clarity on leadership standards and expectations of 'what good looks like'.
- Some clinicians are reluctant to take on a leadership role
- Widespread challenges in meeting financial and performance targets and demands on services continue to increase.
- Greater emphasis placed on working collaboratively as part of more integrated health and care systems.
- Diversity in leadership and recognition of the value of leadership across all levels.

We will do this by:

Leadership and talent framework in place
Coaching approach to leadership and management is the organisational norm
Targeted and inclusive talent management and succession planning in place for key roles, seeking out and developing future leaders
In-house management development offer in place
Developing system leadership skills
Supporting a fair and just culture
Senior leaders, promoting and demonstrating the behaviours that would make senior roles attractive for subsequent generations of leaders.

Expected Benefits:

Outstanding leaders across the organisation who promote a culture of compassion, inclusion and collaboration that puts service users first.
An open, reflective leadership culture to support learning and continuous improvement.
Sufficient supply of skilled leaders for the delivery of services both now and in the future.
Consistent and equitable approach to skills training for managers,

How we will measure success:

Secured funding for delivery, Leadership and talent framework in place, Reduction in turnover, Good or outstanding for CQC rating in Well Led domain, Improved PDR feedback

10. Delivery of the Strategy

Underpinning the delivery of the Strategy is our commitment to partnership working and embedding equality, diversity and inclusion in all we do.

10.1 Partnership Working

Through partnership, all parts of our Trust can come together to meet challenges, and pull together to meet agreed goals. We will continue to build these relationships, and realise the immense benefits effective partnership working can bring. Building on collaborative working on our policies and procedures, transformational work to improve the way we manage change, and supporting health and wellbeing, we will continue to work together to support and embed a positive workplace culture to deliver our people aim.

10.2 Equality, Diversity and Inclusion

Equality, diversity and inclusion is embedded in all elements of the People Strategy, including undertaking ongoing equality analysis as the Strategy is implemented. This will focus on ensuring that the Strategy is fair and does not discriminate, promotes equality of opportunity, promotes the inclusion of staff and the valuing of the diversity of the people who work in the Trust and of our potential employees, particularly those in local communities.

The Strategy supports taking forward the requirements of the Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard (WDES) and responding to the Gender Pay Gap. The Trust already has specific work being taken forward in these areas and the Strategy will align with this work.

A number of areas of focus in this Strategy align with the proposed Trust Workforce Equality Objectives which are currently being agreed.

The intention will be to include and engage with members of the Trust's staff network groups and other key stakeholders in implementing this Strategy.

11. Measuring the Strategy

Progress against the Strategy and associated Delivery Plan, will be monitored through the HR Senior Management Team, Executive Team and the People Committee.

12. Risk Management

The risks associated with the People Strategy and Delivery Plan, will be assessed and recorded on the Board Assurance Framework and monitored through the Corporate Risk Register.

