

People and Organisational Development

Our plans for 2016 to 2018





Foreword

We talk a lot about our hopes and ambitions for the future here at The Countess. Our vision is to deliver NHS care locally that makes our staff and our community proud. Our values are summarised as being safe, kind and effective in everything that we do.

Our hospitals cost more than £210m each year to run. Most of this money is to pay our people – the talented doctors, surgeons, nurses, midwives, therapists, pharmacists, healthcare assistants, domestics and porters as well as the vast range of highly experienced support staff in corporate or administrative roles. We are a service industry, and it is our people who make our care and our hospital great. So it makes sense that we all share a role in looking after each other - be this through supporting, nurturing or developing colleagues to help us each be the best version of ourselves that we can be.

Over the last year, as we have moved forward with our plans to be The Model Hospital more than 2,000 colleagues contributed towards focus groups, team discussions and surveys to revisit the strengths of our Team Countess culture. We want to 'bottle' the specialness that makes this hospital so friendly and dependable for our patients. However, there is a 'but' here and it is a big one. To do this effectively in the current NHS climate, we must take a tougher stance on behaviours that do not belong here or play any part in our future. Collectively we have agreed the new standards of behaviour we want to see and encourage in everyone which are:

- Working together
- Respect and fairness
- Having a positive attitude
- Achieving Excellence
- Leading our people

Our People and Organisational Development Strategy sets out our commitment over the next two years to looking after each and every one of the 3,900 members of staff, volunteers and governors working here with these behaviours in mind. We know what we need to do to and how we are going to do it. We hope the approach described in this document gives you the assurances that this hospital continues to be a place where you want to come to work, care for patients, recommend to others and contribute towards our future.

With best wishes,

Sue Hodkinson,
Director of Human Resources & Organisational Development

Ed Oliver,
Non-Executive Director and Chair of the People & Organisational Development Committee



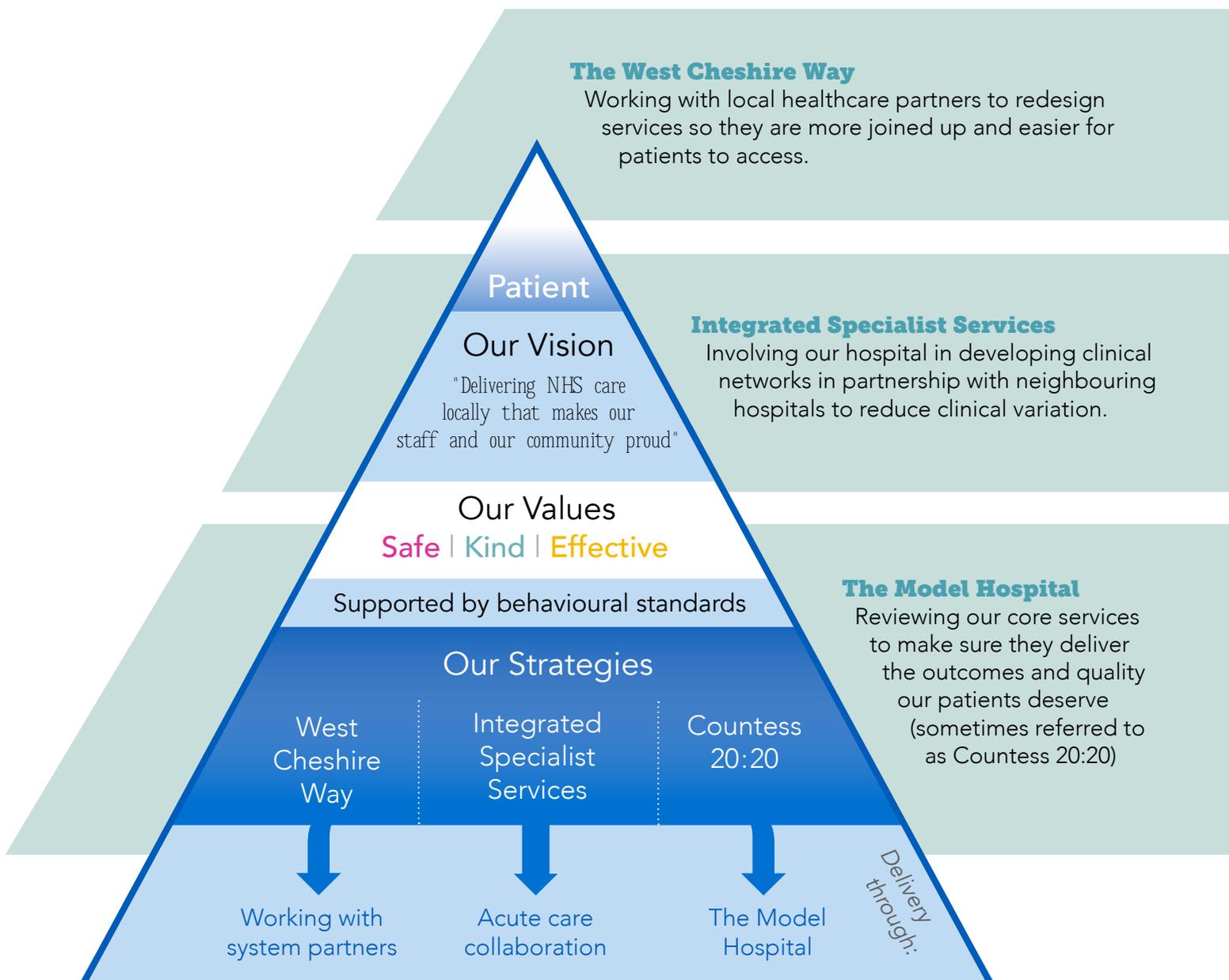


How this fits with the bigger picture...

Our people are involved in delivering three key strategic programmes:

- The West Cheshire Way
- Integrated Specialist Services
- The Model Hospital

These are all ambitious transformational change programmes. They are dependent on us each contributing towards new ways of working, collaboration with other providers in through forging of new relationships. Without the engagement and motivation of our people, they will not succeed. This People and Organisational Development Strategy describes the wider range of enabling activities that will be delivered over the next two years.





Introducing our Behavioural Standards

Everyone working at The Countess can make a significant contribution towards our People and Organisational Development Strategy by adopting our new behavioural standards which are set out below:

Working Together
Safe | Kind | Effective
to get the best outcomes for patients and the Trust

Respect and Fairness
Safe | Kind | Effective
so that everyone feels like a valued member of the Trust

Positive Attitude
Safe | Kind | Effective
to create a great environment for our patients, my colleagues and myself

Achieving Excellence
Safe | Kind | Effective
to continuously improve our care for patients, our people and our finances

Leading People
Safe | Kind | Effective
by creating an environment in which everyone can do the best job possible

You can find out more information about our behavioural standards from the intranet, your line manager or any member of the Human Resources team.



What this strategy will deliver...

We will focus on three changes:

- Organisational culture
- Operational excellence
- Organisational renewal

Change 1: Organisational culture

How we do things at The Countess

We want to be the most clinically led and engaged organisation in the NHS, with our clinicians leading improvements and innovation, raising and acting on any concerns while supported to enjoy the day job and provide the best possible experience for their patients. We will deliver improvements in a number of areas...

1. In looking at our **values and behaviours** we will develop a more formal approach to how we recognise when we get our behaviours right and address instances when we get it wrong. We will re-energise what our values and behaviours mean for us all as well as exploring personal accountability in delivering change.
2. Monitoring and increasing the options available for feedback to ensure a positive **staff experience** will be ramped up. This will deliver a shift in our staff engagement activities so there is a greater contribution to decisions about day to day working life, suggestions for improvement and shaping plans for the future while there is so much change happening in the NHS regionally.
3. A strengthened **Leadership Framework** will see us building on the successes of recent initiatives such as our Countess 20:20 Leadership Programme, Master Classes with guest speakers, and we will develop a bespoke leadership programme that helps us to implement our new performance framework, manage our behavioural standards and lead our people effectively.
4. **Career development pathways** will be established to train and develop staff to ensure they can undertake their current jobs, and be prepared to take on promotion opportunities. This work will focus on developing people to their full potential and will include a growth in apprenticeships.
5. Providing **coaching and mentoring** support throughout the organisation will be common practice. This will be achieved through a coaching skills programme to increase capability in this area, as well as a system for matching colleagues with an appropriate coach or mentor.
6. **Reward and recognition** will remain at the heart of how we work and value our people. There will be continued award and celebration events, with an emphasis on increased frequency



and support for more informal team-led recognition activities, including profiling of positive patient feedback about individual staff delivering outstanding patient care.

7. **Compliance** with mandatory training, core skills and appraisals will be made clearer for our staff to understand through devising bespoke learning pathways. Partnering arrangements with the University of Chester and other educational providers will remain a priority, particularly to support new national requirements to encourage apprenticeships.
8. The introduction of a new **performance framework** system linked to our new behavioural standards will see regular and supportive development conversations between line managers and the people they are responsible for looking after in work.
9. Our **policies and procedures** will continue to be reviewed and developed, drawing on the feedback from our Staff Partnership Forum and Local Negotiating Committee (LNC). During times of significant organisational change, we recognise the contribution from staff representatives to help us get the engagement and communication with our workforce right.
10. A new model for **medical management** will see a revamped structure with clearer lines of accountability for our doctors. The intention is to generate greater interest in medical leadership roles that have more involvement in decision making and running our hospitals and clinical services.

Change 2: Operational excellence

Working with new systems and processes

We know there is more we can always do to make the day job easier, particularly through the introduction of new systems or processes or use of technology. We will deliver specific changes in the following areas:

1. Developing our **acuity based workforce**, which means we can match staffing levels to meet patient need.
2. Supporting the introduction of **E-rostering** and other systems with appropriate supporting policies and reporting to enable a demand driven approach and a reduction in costs associated with temporary staff.
3. Task and finish group activity to address **variable pay** spending, with new controls, guidance and policies to help the organisation achieve its cost improvement plans in this area.
4. **Recruitment to values** will see revamped of recruitment processes to ensure the right behaviours are at the heart of how we attract, recruit and retain our staff.



5. A new approach to **talent management** and succession planning means we will support the recruitment of local people, particularly the young in apprenticeship roles. A more structured approach to ensuring a pipeline of talented individuals ready for key roles and promotions.
6. Our contribution to **operational blueprints** as part of The Model Hospital will be essential, embedding and monitoring key standards for sickness absence, appraisal compliance, turnover and retention and mandatory training.
7. The Countess approach to **equality and diversity** is nationally recognised. We will continue to build on our work to date in ensuring our Disability Equality Group, Age Equality and Adult Safeguarding Group, Culture Faith and Belief Group and Gender and Sexual Equality Group meet regularly and contribute to the effective governance of the organisation.

Change 3: Organisational renewal

Continuously improving support for our people

1. Protecting the **health and wellbeing** of our people will continue to be at the forefront of our plans, with the delivery of the Health and Wellbeing Strategy. We know a healthy workforce results in significant quality, financial, business and performance benefits as well as improved patient care – and we want to do even more to keep our people well and happy in work.
2. **Attendance management** remains high on our list of priorities in terms of close monitoring and effective processes to support and address any issues, as well as practical options to keep people fit and healthy.
 - Stress management courses, mindfulness courses, resilience sessions and counselling services will remain available to everyone working at The Countess.
 - Flu vaccinations are provided, with the organisation committing to an uptake of 75% by the end of each calendar year
 - More work is underway to increase smoking cessation services, and set the right example for patients around keeping our hospitals smoke-free sites.
 - There is fast track access to physiotherapy services for any people who experience back pain or musculoskeletal issues. This is done quickly via either a GP or occupational health referral.
 - There will be a step change in our approach to nutritional awareness, with a reduction in availability of sugary drinks or foods and more promotional activity attached to healthy options.



3. Our **HR and Wellbeing Business Service** (a shared service with Wirral University Teaching Hospitals) is set to embark on a new programme of activity to become more commercially attractive to new customer organisations supported by the delivery of a new marketing strategy. At the same time it will continue to provide essential transactional HR services.
4. The **Payroll and Pensions** team will continue to support the delivery of accurate and timely payroll services, and accessible information sessions to help people working here understand any changes to national terms and conditions which may affect them now or in the future.
5. **Supporting *The Model Hospital*** sees us working towards providing quality, low cost, fully integrated back office functions, and progressing our acute care collaboration plans.
6. As a leading organisation in our use of the **Electronic Staff Record** we have an improved version of the system in planning that managers and team members will soon be able to use to maintain their records, including a remotely accessible version.



Patient

Our Vision

“Delivering NHS care locally that makes our staff and community proud”

Our Values and Behaviours

Safe Kind Effective

Countess 20:20

Integrated Specialist Services

The Model Hospital

Acute Care Collaboration

Organisational Culture

- Performance Framework incl. Values & Behaviours
- Staff Experience
- Leadership Framework
- Career Development Pathways
- Coaching & Mentoring
- Reward recognition
- Compliance
- Performance management
- Policies and processes
- Medical Management

Operational Excellence

- Acuity based workforce
- E-Rostering
- Variable pay
- Recruitment to Values
- Talent Management
- Operational Blueprints
- People Metrics
- Attendance Management
- Turnover & Retention
- Equality & Diversity

Organisational Renewal

- Health & Wellbeing Strategy
- Attendance Management
- Resilience & Mindfulness
- Flu Campaign
- Smoking cessation
- Physiotherapy Services
- Nutritional Awareness
- HR Shared Services
- Supporting The Model Hospital
- Electronic Staff Record
- Payroll & Pensions

West Cheshire Way

The Model System

Partnership and Collaboration

Workforce Repository & Planning Tool (WRaPT)

Meeting regulatory requirements

NHS Improvement

International Recruitment
Cost Reduction Strategy
Annual Plan & Report

Care Quality Commission

Quality Report
Staff Opinion Survey
Staff Friends & Family

Health Education England / North West

HEE Workforce Plan
Apprenticeship development
Talent for Care & Widening Participation