



Workforce Development

Strategy Towards Valuing & Retaining Great People

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Introduction

Introduction

This People Strategy outlines how we will lead and support our colleagues to achieve our vision. It covers a period of significant change at Cheswold Park Hospital. It will be reviewed every 2 years to confirm it meets the needs of the organisation, ensuring that new factors are identified at the earliest opportunity, enabling us to respond efficiently to service changes.

Our Mission

To do Good for others

Our Key Objectives

- To care for & champion the needs of the people who use our services.
- To encourage, develop & celebrate the staff who support our patients

Our Core Values

- People & Families
- Mind & Body
- Care & Compassion
- Dignity & Respect
- Honesty & Transparency

We recognise and value our colleagues as our most important asset in delivering Our Mission, achieving Our Key Objectives & advocating our Core Values.

Our Key Objectives identified in our People Strategy will help drive the essential changes in culture, leadership, talent management, performance, reward & recognition, personal development, policy & processes and organisational structure. All these factors are fundamental in ensuring that we achieve our goals, guaranteeing the delivery of exceptional care and support to our patients.

The successful delivery of this strategy depends on the commitment of ALL our colleagues. We will develop all leaders to influence and motivate effectively, giving them the behavioural, process and management skills to effectively serve our patients. We will maximise impact through identifying and developing all our talent at every level in the organisation to perform to the best of their ability. We will motivate our colleagues to do the best that they can by upholding our Core Values and creating a culture of trust and engagement.

Ensuring we attract, select, recruit, develop, performance manage and retain the right people, in the right place at the right time, doing the right things, with the optimum level of motivation is paramount.

We will strive to create an environment where our colleagues are physically and emotionally sustained to enable them to give their best and to be able to be at work more of the time in order to better serve our patients.



Our Twelve People Policies

1. Provide effective People Services, ensuring operational efficiency throughout our organisation- establish confidence in our services.
2. Review and develop staff in accordance with our Key Skills Framework- ensuring our staff possess the relevant knowledge and skills in order to deliver a quality service.
3. Identify, develop and retain proficient individuals.
4. Detect and manage colleagues who've been identified as underperforming.
5. Attract the right talent to join our teams.
6. Support & encourage the continual development of service leadership.
7. Enable the development of a performance based culture - effectively supporting and managing the performance of our colleagues.
8. Promote a values-based culture - Our Core Values
9. Develop a total reward approach which is valued by staff and facilitates organisational objectives.
10. Value and utilise the feedback and views of our voluntary leavers
11. Work towards rewarding the high performers.
12. Make our organisation both a safe & happy place of work.



Behaviours We Seek From Our HR Team

To deliver our People Services Strategy successfully we need to adhere to a number of key behaviours that set the tone for supporting the achievement of our overall Cheswold Park Hospital strategy.

We Will:

- Engage with and listen to colleagues, patients and internal and external partners openly and honestly.
- Expect and encourage high standards, to be the best that we can be.
- Seek feedback, challenge ourselves and continually develop our skills, talents and expertise to be leading professionals in our field.
- Drive and facilitate change.
- Work together in a way that creates a positive and healthy working environment.
- Network with others in order to learn, share best practice and peer-review performance.
- Be true supporters of the organisation, seeking workable solutions which are innovative, informed and which recognise organisational objectives including delivering exceptional patient care, developing our internal talent and retaining the best people.

- Encourage purposeful integration and collaboration across the wards and departments within Cheswold Park Hospital.



How Will We Deliver Our Objectives

Objective 1

Provide effective People Services, ensuring operational efficiency throughout our organisation- establish confidence in our services.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Launch an effective electronic Workforce Management System (One Touch) that has all individual data to hand and links directly to payroll (Priority Objective) 	<ul style="list-style-type: none"> Accurate data pulled out linking to absence allowing for greater accuracy Paying direct from One touch All employee details accessed through one system
<ul style="list-style-type: none"> Amalgamate the HR, Recruitment and Payroll departments into a central service for a consistent approach 	<ul style="list-style-type: none"> Improved communication Standardised approach Improved data management
<ul style="list-style-type: none"> Hold morning meetings across the department to ensure a unified and consistent approach 	<ul style="list-style-type: none"> Consistency across wards and departments for all HR issues HR issues closed down in a timely manner
<ul style="list-style-type: none"> Ensure HR files are safely secured and up to date at all times 	<ul style="list-style-type: none"> Implement a card system which records the release of each HR files to an identified manager or director Daily filing of correspondence and paperwork so files are up-to-date Ensure files are audited and the audit results submitted to the Workforce Committee Ensure files for staff who have left are archived once payroll have issued a P45
<ul style="list-style-type: none"> Design and roll out HR packs for investigations and disciplinarians ensuring managers have the tools to deal with all HR related issues 	<ul style="list-style-type: none"> Consistency across wards and departments for all HR issues Reduction in appeals Reduction in claims
<ul style="list-style-type: none"> Re-visit and launch an absence measuring tool and policy that supports Managers and heads of department 	<ul style="list-style-type: none"> Absence related issues dealt with in a timely manner Reduction in absence seen by data output Reduction in agency spend
<ul style="list-style-type: none"> Be proactive in our approach ensuring data is available that is accurate and timely 	<ul style="list-style-type: none"> "One sheets" used across site that delivers non-discriminatory data

How Will We Deliver Our Objectives

Objective 2

Review and develop staff in accordance with our Key Skills Framework- ensuring staff possess the relevant knowledge and skills in order to deliver a quality service.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Manage underperformers in line with KSF competencies 	<ul style="list-style-type: none"> Performance improvement plans Time driven objectives to be achieved Number of identified underperformers leaving the organisation Number of failed probationary periods
<ul style="list-style-type: none"> Introduction and roll out of the Key Skills Framework across the Nursing function 	<ul style="list-style-type: none"> Turnover rates Internal promotions Number of internal promotions from underrepresented groups with protected characteristics Improvements in ward based KPIs
<ul style="list-style-type: none"> Develop an appraisal process that directly links in to the Key Skills Framework providing consistency across the Nursing department 	<ul style="list-style-type: none"> Turnover rates Appraisal completion rates over 80% Internal promotions Number of internal promotions from underrepresented groups with protected characteristics Improvements in ward based KPIs
<ul style="list-style-type: none"> Reconfigure Nursing interview questions and job descriptions to link in to the Key Skills Framework 	<ul style="list-style-type: none"> Turnover rates Improved competency levels as seen through the review process Improvements in ward based KPIs
<ul style="list-style-type: none"> Using the Key Skills Framework assessment, create and drive forward an internal talent pool showing low to high performers and investing in internal development 	<ul style="list-style-type: none"> Number of staff achieving externally accredited qualifications Turnover rate Accurate managed data to assist in the development of internal colleagues Turnover rate of high performing staff (evidenced through KSF) Number of staff undertaking internal development activities Number of internal promotions from underrepresented groups with protected characteristics
<ul style="list-style-type: none"> Market through the use of social media and talent attraction sites, the launch and use of the Key Skills Framework, highlighting benefits and success stories 	<ul style="list-style-type: none"> Conversion rates of successful candidates Increase in application numbers Reduction in the time to hire Reduction in the cost to hire

Objective 3

Identify, develop and retain proficient individuals.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Using the Key Skills Framework assessment, create and drive forward an internal talent pool showing low to high performers and investing in internal development 	<ul style="list-style-type: none"> Number of staff achieving externally accredited qualifications Turnover rates of identified high performers Continual analysis of data to assist in the development & management of internal colleagues Number of staff undertaking internal development activities
<ul style="list-style-type: none"> Identify and promote internal opportunities for career development and progression including project roles 	<ul style="list-style-type: none"> Monitor the number of internal applicants Analyse the turnover rates of identified high performers Number of staff undertaking internal developmental activities
<ul style="list-style-type: none"> Using the KSF to develop a Personal Development Plan 	<ul style="list-style-type: none"> Collate training completion data Usage rates of PDPs with identified high performers Turnover rates of identified high performers Number of individuals progressing through bandings
<ul style="list-style-type: none"> Celebrate the success of high performers 	<ul style="list-style-type: none"> Publication via newsletters and staff media boards Letters sent direct from SLT Employee of the month schemes Turnover rates of identified high performers

Objective 4

Detect and manage colleagues who've been identified as underperforming.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Ensure staff that are on PIP, have high absence rates, live warnings, refusal or inability to respond or complete MAYBO training are exempt from promotion, pay increases, loyalty bonuses etc. 	<ul style="list-style-type: none"> Number of staff on PIPs Published absence rates against the national average Publish total days lost to absence Publish number of staff not achieving pay increase or loyalty bonuses
<ul style="list-style-type: none"> Create a HR platform that identifies key statistics and references all in one area 	<ul style="list-style-type: none"> Training statistics Attendance rates Number of flexible working arrangements KSF Levels Positive turnover rates
<ul style="list-style-type: none"> Develop managers to be able to manage poor performers 	<ul style="list-style-type: none"> Training statistics Attendance rates Number of flexible working arrangements KSF Levels Positive turnover rates PIP completion rates Probation completion rates
<ul style="list-style-type: none"> Ensure Managers have the correct tools to do the job including performance sheets, investigation/ disciplinary packs 	<ul style="list-style-type: none"> Training statistics Attendance rates Number of flexible working arrangements KSF Levels Positive turnover rates PIP completion rates Probation completion rates
<ul style="list-style-type: none"> Relaunch the measuring of sickness and absence ensuring the "emergency leave" aspect is removed and all colleagues are treated equally 	<ul style="list-style-type: none"> Positive turnover rates Reduction in monthly absence rates Reduced agency/bank rates Publish total days lost to absence Publish number of staff not achieving pay increase or loyalty bonuses

Objective 5

Attract the right talent to join our teams.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Ensure vacancies are less than 3% at all times 	<ul style="list-style-type: none"> Number of vacancies Establishment numbers Time to hire
<ul style="list-style-type: none"> Create a consistent message across all advertising media and a uniformed "brand" becoming an employer of choice 	<ul style="list-style-type: none"> Social media engagement Applications by role Time to hire Cost to hire
<ul style="list-style-type: none"> Respond to all candidates within 48 hours of application no matter what the outcome ensuring communication is consistent 	<ul style="list-style-type: none"> Media metrics Applicant dropout rates Time to hire
<ul style="list-style-type: none"> Fit and proper persons test is completed in line with national guidelines for each role 	<ul style="list-style-type: none"> File audit independently completed Turnover rates Successful probations completed
<ul style="list-style-type: none"> Look for new and innovative ways to source talent, keeping on top of industry trends 	<ul style="list-style-type: none"> Trecords up to date Webinars/seminars attended
<ul style="list-style-type: none"> Implement values based interview techniques across all roles e.g. Psychometric testing 	<ul style="list-style-type: none"> Turnover rates Probation completion rates PDPR scores No of psychometrics used



Objective 6

Support & encourage the continual development of service leadership.

Key Objective	Measure of Success
<ul style="list-style-type: none">Develop a clear approach to the identification and development of leadership and management talent at Service Level through the launch of the Key Skills Framework, through which skills development interventions can be prioritised and delivered	<ul style="list-style-type: none">Number of leaders and managers developing self and othersFeedback from staff engagement survey on leadership and managementInternal and/or external recognition of excellent leadership and management practicesNumber of internal (and external) leadership promotions
<ul style="list-style-type: none">Support the development and growth of newly appointed/promoted leaders and managers, particularly in hospital critical areas	<ul style="list-style-type: none">Internal and/or external recognition of excellent leadership and management practicesFeedback from staff engagement survey on leadership and managementNumber of leaders and managers developing self and othersNumber of internal (and external) leadership promotions



Objective 7

Enable the development of a performance based culture – effectively supporting and managing the performance our colleagues.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Deliver performance management processes which are fit for purpose, uniformly applied and aligned to support delivery of wider people management objectives; setting clear performance standards, aiding in the identification of high-performing talent, invoking effective personal development discussions and providing opportunity to reward excellent performance 	<ul style="list-style-type: none"> Proportion of PDPRs and PDPs undertaken. Staff engagement with the PDPR process. Key performance indicator performance Staff engagement survey results
<ul style="list-style-type: none"> Support the development and growth of newly appointed/promoted leaders and managers, particularly in hospital critical areas 	<ul style="list-style-type: none"> Internal and/or external recognition of excellent leadership and management practices Feedback from staff engagement survey on leadership and management Number of leaders and managers developing self and others Number of internal (and external) leadership promotions
<ul style="list-style-type: none"> Enable managers to have informed and effective performance management conversations, supported by transparent performance data 	<ul style="list-style-type: none"> Proportion of PDPRs and PDPs undertaken. Staff engagement with the PDPR/PDP process Key performance indicator performance Staff engagement survey results
<ul style="list-style-type: none"> Work with L&D to deliver relevant Learning & Development solutions to improve our performance management processes, data and reporting capability 	<ul style="list-style-type: none"> Proportion of PDPRs undertaken. Staff engagement with the PDPR process. Key performance indicator performance Staff engagement survey results
<ul style="list-style-type: none"> Work with L&D to support colleagues who are undertaking external courses such as Nursing and the TNA programme 	<ul style="list-style-type: none"> Course completion rates Employee/Student feedback Management feedback PDPR/PDP results Internal promotions



How Will We Deliver Our Objectives

Objective 8

Promote a values-based culture - Our Core Values

Key Objective	Measure of Success
<ul style="list-style-type: none"> Support cultural transformation activity in business critical areas, enabling staff to be ready for and engage with change 	<ul style="list-style-type: none"> Increased staff engagement (recognising feedback from staff engagement surveys) Increased recruitment from under-represented groups and groups with protected characteristics Sickness absence rates Turnover rates
<ul style="list-style-type: none"> Deliver initiatives through which the current and future culture of the hospital can be better understood, articulating change initiatives and supporting implementation to help achieve the desired change 	<ul style="list-style-type: none"> Increased staff engagement (recognising feedback from staff engagement surveys) Increased staff engagement with wellbeing and equality, diversity and inclusion activities Sickness absence rates Turnover rates
<ul style="list-style-type: none"> Raise the profile of equality, diversity and inclusion as an important part of our future culture through delivery of innovative initiatives and achievement and retention of aspired to Charter Marks including ukied 	<ul style="list-style-type: none"> Increased staff engagement (recognising feedback from staff engagement surveys) Achievement and accreditation through ukied Increased staff engagement with wellbeing and equality, diversity and inclusion activities Sickness absence rates Turnover rates
<ul style="list-style-type: none"> Ensure that equality and diversity is embedded in key policies and frameworks, in fulfilment of the Hospitals duties under the 2010 Equality Act 	<ul style="list-style-type: none"> Increased staff engagement (recognising feedback from staff engagement surveys) Turnover rates Increased staff engagement with wellbeing and equality, diversity and inclusion activities Sickness absence rates
<ul style="list-style-type: none"> Deliver a strategy for improving employee engagement incorporating relevant wellbeing activity 	<ul style="list-style-type: none"> Increased staff engagement (recognising feedback from staff engagement surveys) Increased staff engagement with wellbeing and equality, diversity and inclusion activities Sickness absence rates Turnover rates

Key Objective	Measure of Success
<ul style="list-style-type: none"> Probation can't be passed unless employee can pass values test 	<ul style="list-style-type: none"> Report to workforce development committee
<ul style="list-style-type: none"> Employees who are disciplined on grounds which include an element of values failures, must attend one of the monthly Vision & Values presentation by the CEO. 	<ul style="list-style-type: none"> Number of attendees / no sanctions issued

How Will We Deliver Our Objectives

Objective 9

Develop a total reward approach which is valued by staff and facilitates organisational objectives.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Deliver a Total Reward Scheme which supports and recognises delivery of organisational objectives and priorities, and helps position us as an employer of choice. 	<ul style="list-style-type: none"> Feedback from staff engagement surveys Rate of take up of any new/additional benefits Number of successful recruits Improvement in number of retentions after 6, 12, 24 months Measure on staff surveys which healthcare provider staff would prefer to work for and identify the reasons why
<ul style="list-style-type: none"> Review and develop our total reward offering to ensure we are able to attract and retain high calibre staff in a financially sustainable and cost effective way 	<ul style="list-style-type: none"> Rate of take up of any new/additional benefits Number of successful recruits Reduction in agency costs Compare retention rates for high, average & low performers
<ul style="list-style-type: none"> Clearly communicate our reward offer so that prospective and current staff recognise the elements which make up the Hospitals reward package. An online portal individualised that can be accessed "on the move" 	<ul style="list-style-type: none"> Feedback from staff engagement surveys Rate of take up of any new/additional benefits Usage reports of online portal & benefits Clear and measurable incentives and rewards in place for staff
<ul style="list-style-type: none"> Work in partnership with colleagues, Ward Managers, Department Heads and the SLT to explore where reward practices can be developed to respond to emerging employee need. Supporting implementation of change accordingly 	<ul style="list-style-type: none"> Feedback from staff engagement surveys Rate of take up of any new/additional benefits Usage reports Clear and measurable incentives and rewards in place for staff
<ul style="list-style-type: none"> Clearly communicate our reward offer so that prospective and current staff recognise the elements which make up the Hospitals reward package. An online portal individualised that can be accessed "on the move" 	<ul style="list-style-type: none"> Feedback from staff engagement surveys Rate of take up of any new/additional benefits Usage reports Clear and measurable incentives and rewards in place for staff
<ul style="list-style-type: none"> Recognise people who deliver outstanding values in the award events. 	<ul style="list-style-type: none"> Introduce specific awards in the annual awards which recognise outstanding achievement of the values

How Will We Deliver Our Objectives

Objective 10

Value and utilise the feedback and views of our voluntary leavers.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Create a quantifiable way of recording and measuring all leaver data 	<ul style="list-style-type: none"> Distinctions between voluntary & non-voluntary leavers Number of exit interviews completed and data captured Target 80% of all voluntary leavers get an exit interview
<ul style="list-style-type: none"> Complete exit interviews with all voluntary leavers where appropriate 	<ul style="list-style-type: none"> Number of exit interviews completed and data captured Target 80% of all voluntary leavers get an exit interview
<ul style="list-style-type: none"> Learn the lessons of feedback given by presenting findings back to the Governance 	<ul style="list-style-type: none"> Present data on voluntary & non-voluntary leavers Number of and percentage of exit interviews completed and data captured Quarterly report presented to the Workforce Development meetings Turnover rates
<ul style="list-style-type: none"> Report findings, key actions and implementations through the Workforce Development Meetings 	<ul style="list-style-type: none"> Number of and percentage of exit interviews completed and data captured Quarterly report presented to the Workforce Committee
<ul style="list-style-type: none"> Implement agreed actions and publish through effective employee communication 	<ul style="list-style-type: none"> Quarterly report published

Objective 11

Work towards rewarding the high performers.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Launch an employee of the month scheme that has interaction from all 	<ul style="list-style-type: none"> Number of nominations Turnover rates of identified high performers Identified high performing nominations
<ul style="list-style-type: none"> Launch an annual award ceremony that rewards outstanding effort or commitment 	<ul style="list-style-type: none"> Number of nominations Turnover rates of identified high performers verses low performers
<ul style="list-style-type: none"> Work with SLT to benchmark salaries based on achievements 	<ul style="list-style-type: none"> Bandings to reflect performance and KSF by March 2020
<ul style="list-style-type: none"> Work with L&D to develop a platform that rewards high achievers with training opportunities 	<ul style="list-style-type: none"> Number of staff achieving externally accredited qualifications Turnover rates of identified high performers verses low performers Accurate managed data to assist in the development of internal colleagues
<ul style="list-style-type: none"> Do not reward staff who have low performance indicators and those with high absence levels, live concerns, warnings, failures to respond, medically excused from training etc. 	<ul style="list-style-type: none"> None should be eligible for promotions, pay increases, subsidised training support / courses

Objective 12

Make the organisation both a safe and happy place to work.

Key Objective	Measure of Success
<ul style="list-style-type: none"> Work with L&D to identify those that fail to attend training and deal with accordingly 	<ul style="list-style-type: none"> Database of missed attendees HR action to tackle failures to attend
<ul style="list-style-type: none"> Identify those with "capability" issues and address accordingly 	<ul style="list-style-type: none"> Number of colleagues unable to respond to incidents Number of colleagues failing to respond MAYBO completion rates Number of recruits able to partake in all activities
<ul style="list-style-type: none"> Ensure flexible working numbers are safely manageable in each area 	<ul style="list-style-type: none"> Display percentage within the establishment Modern Matron / Chief Nurse to approve all requests Agreements in line with legislation



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