

# People Strategy

## 2022-2025

Empowering and supporting our people  
to be the best they can be

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# Welcome

## to Sherwood Forest Hospitals, People Strategy for 2022-2025

### Our vision: Empowering and supporting our people to be the best they can be

Following the launch of our People Strategy in Spring/Summer 2022 I am pleased to provide an update on our plans for our third and final year of our People Strategy.

Despite challenges in healthcare over recent and increased demand for our services we are proud to say that **74% of our colleagues voted Sherwood as a great place to work** (ranking 1<sup>st</sup> in Midlands and 2<sup>nd</sup> in the country, increasing by 1 place since the 2022 Staff Survey)

I am confident that our teams will continue to support divisions to provide high quality, safe care for patients and ensure that Sherwood is a great place to work and belong. Our focus areas for 2022-2025 were built in line with latest national guidance, Trust priorities and are underpinned by our **CARE values**. Our delivery pillars are deliberately linked to the NHS People Plan:

- **Looking after our people**
- **Belonging in the NHS**
- **Growing for the future**
- **New ways of working and delivering care**

We will achieve this by **empowering and supporting our people to be the best** they can be. We will continue to review our core offers with a view to providing more consistency for our people at Sherwood.

We will support our people's health and wellbeing needs, ensuring our people are psychologically safe.

We will continue to develop a culture of compassion, kindness, and inclusivity, supporting and celebrating diversity in all its forms through utilisation of our Staff Networks.

We will support the Trusts' workforce needs by expanding our Step into the NHS programme and investing in our people, including growth of apprenticeships. It is our aim to become the local employer of choice and in 2024/2025 we will continue to take steps towards this goal.

We will empower people to work flexibly and in different ways, developing Trust-wide strategic workforce plans and looking at ways to create efficiencies within Sherwood.

2024/2025 will be a transitional year where our People Strategy for 2022-2025 comes to an end. We will therefore start engagement our future People Strategy for 2025-2029 in the coming months, which will support the new **Improving Lives: Trust Strategy 2024-2029**. Our People Strategy supports the Trust's vision of providing **outstanding care** delivered by **compassionate people** to promote **healthier communities**.

Thank you to all colleagues in the People Directorate for their hard work supporting the delivery of the People Strategy, and to colleagues around the Trust who have engaged with us.

Our plans will continue to build on the firm foundations we have established at Sherwood over a number of years and I look forward to the

# Rob

**Rob Simcox**

Director of People



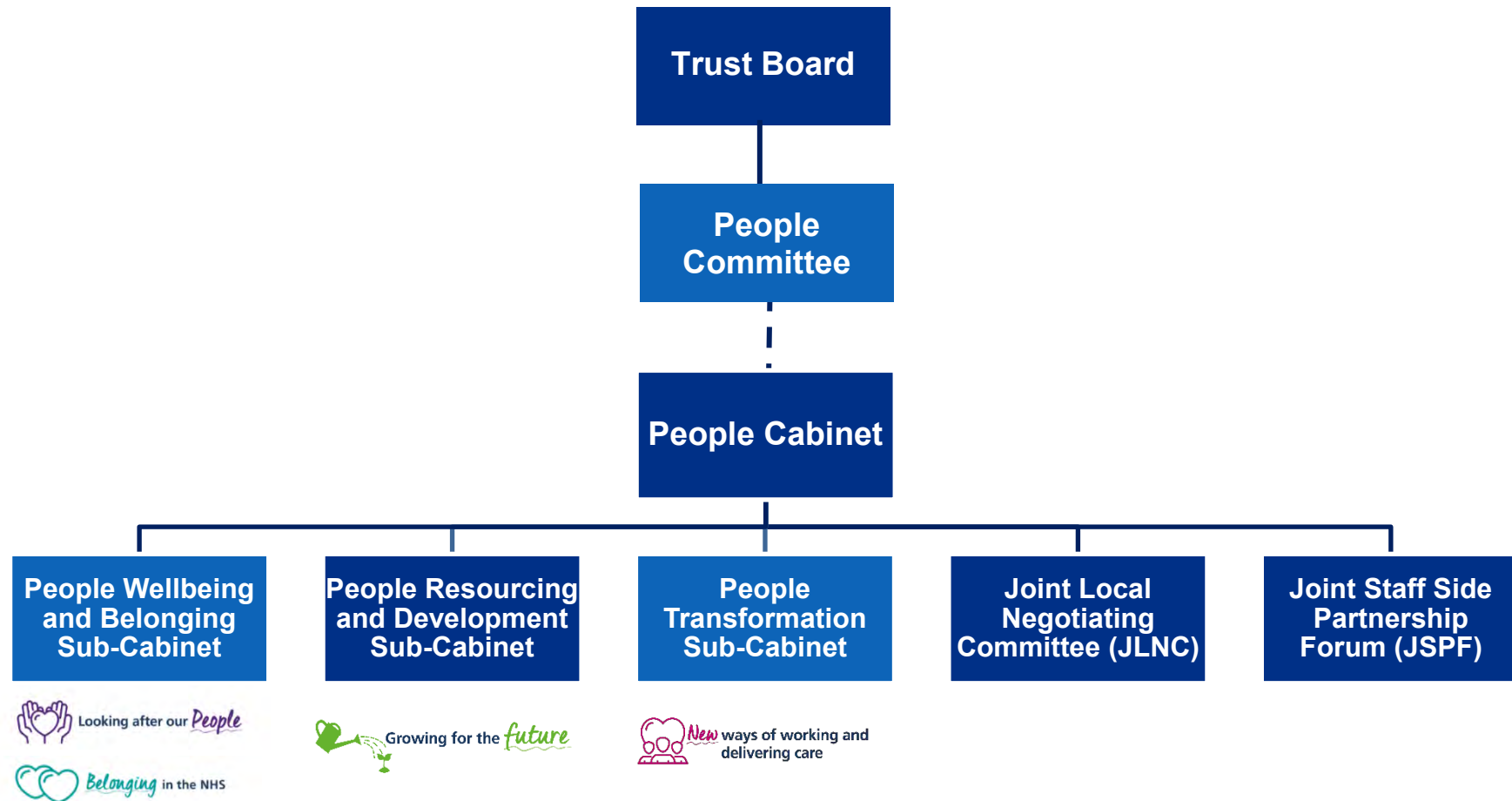
# National and local context



# Our Governance in Sherwood

Our action plans will be delivered through our operational sub-cabinets. Sub-Cabinets will provide progress updates on action plans and key success measures in a bottom-up approach starting with highlight reports to our People Cabinet.

We will provide updates on our People Strategy action plans to People Committee on a quarterly basis.



# People priorities 2022-2025

## Our delivery pillars

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### Looking after our people

We will provide governance on these actions through our **People Wellbeing and Belonging Sub-Cabinet**.

#### Our vision - What does this mean in practice?

- Our people are healthy and psychologically safe, allowing them to deliver safe, high-quality care.

#### Our priorities - How will we deliver this?

- We will follow a person-centred approach, supporting our people based on their individual needs. We acknowledge there is an overlap professionally and personally and will support our people to take appropriate time to rest, rehydrate and refuel. We will provide the practical and emotional support our people need to do their jobs.

### Belonging in the NHS

We will provide governance on these actions through our **People Wellbeing and Belonging Sub-Cabinet**.

#### Our vision - What does this mean in practice?

- We have an embedded culture of kindness, civility and respect at SFH, where our CARE values are disseminated. Our people feel a sense of belonging and have a voice through Freedom to Speak Up, Staff Networks, National Staff Survey plus Quarterly Pulse Surveys.

#### Our priorities - How will we deliver this?

- We will create an inclusive culture and take action to reduce our people's experience of violence, bullying and discrimination. We will recognise and reward our people through key celebration events.

# People priorities 2022-2025

## Our delivery pillars

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### Growing for the future

We will provide governance on these actions through our **People Resourcing and Development Sub-Cabinet**.

#### Our vision - What does this mean in practice?

- We are the employer of choice in the local area, with recruitment, development and promotion practices that are inclusive, fair and equitable. We attract and retain talent.

#### Our priorities - How will we deliver this?

- We will support the Trusts' workforce needs by continuing to recruit locally and through targeted international recruitment plans. We will develop our workforce by expanding our Step into the NHS programme and investing in our people. We will utilise internal and external education opportunities to develop our people including growth of apprenticeships, aligned to the NHS Long Term Workforce Plan.

### New ways of working and delivering care

We will provide governance on these actions through our **People Transformation sub-cabinet**.

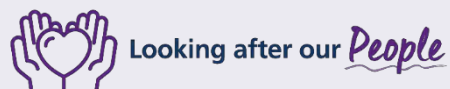
#### Our vision - What does this mean in practice?

- We are leaders in transformation, innovation and partnership working within the Sherwood and the Nottinghamshire system.

#### Our priorities - How will we deliver this?

- We will empower our people to work flexibly and in different ways, working more digitally and efficiently. We will design multi-professional teams based on recruitment needs highlighted in Trust-wide strategic workforce plans. We will actively seek ways to reduce agency usage to demonstrate productive services.

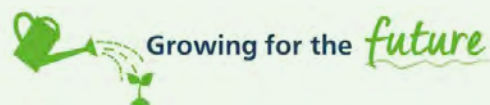
# Key achievements 2023/2024



- Wellbeing Fundamentals audit (91% of areas)
- TRiM (Trauma Risk Management) training piloted within Emergency Department and Maternity.
- Violence & Aggression Working Group established with the aim of reducing colleague experience of violence and aggression from patients/service users.
- Carers Accreditation received from Nottingham Carers Association for the 2<sup>nd</sup> year in a row.
- New guidance launched to support Baby Loss, Bereavement, Menopause.



- Supported our annual Staff Survey and pleased to have been ranked Best Trust in the Midlands for the 6<sup>th</sup> year running.
- Supported the re-launch of our CARE values with engagement events and new supporting training packages.
- Long-Service milestone events returned to face to face following pause during Covid-19.
- Supported the PRIDE event at Notts Pride with our first ever solo stand as an organisation.
- Culture Heat Map developed and launched with Divisions.



- Leadership Development programme launched:
  - 31 new leaders attending Leadership Fundamentals
  - 76 applications across the Emerging and new leaders / Established leaders programmes.
  - Medical leadership course designed and delivered. 100% rating beneficial or highly beneficial.
- Ran 11 careers fairs supporting our Step into the NHS agenda.
- Apprenticeships target exceeded (26 external Apprenticeships recruited in 2023/24) and supporting resources created: Apprenticeships Prospectus, training and Staff Story video.
- Appraisals paperwork re-launched to improve ease-of-use.
- Process in place to assess completed mandatory training for new starters joining from other NHS Trusts, removing the need to repeat training.



- Supported the launch of Newark Theatres in terms of vacancies and workforce planning for the service.
- Continued support to Mansfield Community Diagnostics Centre (CDC) from a workforce planning perspective.
- Steps taken to reduce agency usage and initial 100-day plan delivered.
- Development of tactical people plans to service line level.
- Development of Strategic Workforce Model.
- Launch of People Twitter (now with over 200 followers)

# People priorities 2024/2025

## Looking after our people



### Our 2024/2025 Action Plan:

- Undertake an evaluation of our Clinical Psychology offer to ensure it meets the needs of the service.
- Implement our Violence Prevention & Reduction Improvement Plan to provide more guidance and support to colleagues.
- Develop an enhanced wellbeing offer for all employees involved in a people process (e.g. Employee Relations)
- Focussed engagement plans to all Clinical staff, including our Medical Workforce.

### Our Key Success Measures:

- ✓ Completion of Clinical Psychology evaluation by Q4 2024/25.
- ✓ 80% of colleagues referred for Clinical Psychology support are offered their first appointment within 14 working days on average throughout 2024/2025.
- ✓ 60% of colleagues completing a programme of support with Clinical Psychology have an improved post intervention
- ✓ Delivery of 6 key priority areas by March 2025;
  - 1) Build leadership culture
  - 2) Promote active reporting
  - 3) Provide end to end support
  - 4) Improve training resources
  - 5) Amplify our communications
  - 6) Work with local partners
- ✓ 80% employees involved in a formal people process are referred to Occupational Health within 5 working days on average throughout 2024/2025.
- ✓ Implementation of Just and Restorative Culture training for leaders by Q4 2024/2025.
- ✓ Increased attendance from Medical Workforce colleagues at Schwartz Round sessions by Q4 2024/2025.
- ✓ 5% increase in Medical Workforce colleagues accessing Vivup by Q4 2024/2025.
- ✓ 5% increase in the percentage of medical colleagues reporting the organisation takes positive action on health and wellbeing according to Staff Survey 2024 results.

# People priorities 2024/2025

## Belonging in the NHS



### Our 2024/2025 Action Plan:

- Implement a revised exit interview process and Thinking of Moving (TOM) conversations to support our ambitions as a People Promise exemplar organisation.
- Deliver our Trust Equality, Diversity and Inclusion (EDI) Improvement Plan and model employer goals.
- Define and develop the Trust Organisational Development offer to support the cultural aspects of the organisation to support the Trust strategy.
- Develop a #TeamSFH reward and recognition calendar.

### Our Key Success Measures:

- ✓ At least 50% of employees who leave the organisation in 2024/2025 have participated in the exit interview process.
- ✓ Reduction in turnover rate based on employees leaving in their first 12-24 months by Q4 2024/2025
- ✓ Percentage of colleagues thinking of leaving the organisation is maintained at 6.74 according to Staff Survey 2024 results.
- ✓ Deliver on Workforce Race and Workforce Disability standards (WRES and WDES) action plans by Q4 2024/2025.
- ✓ Maintain black and ethnic minority (BAME) colleagues at Bands 8a as 17 (above national employer goal of 13) by Q4 2024/2025.
- ✓ Increase in women in leadership roles (Band 8a and above) by Q4 2024/2025.
- ✓ Develop a virtual platform for Organisational Development interventions by Q4 2024/2025.
- ✓ Evaluation process created to assess the impact of OD interventions by Q3 2024/25.
- ✓ 2 key priorities identified per Division to support cultural improvements by Q1 2024/2025.
- ✓ Engagement calendar published on the Trust intranet by Q2 2024/2025.
- ✓ Questions linked to the People Promise commitment of 'We are recognised and rewarded' is maintained at 6.31 according to Staff Survey 2024 results.
- ✓ Engagement rates are maintained at an average of 7 throughout 2024/2025.

# People priorities 2024/2025

## Growing for the future



### Our 2024/2025 Action Plan:

### Our Key Success Measures:

<ul style="list-style-type: none"><li>▪ Become the local employer of choice by creating strategic partnerships with local universities, colleges, and schools.</li></ul>	<ul style="list-style-type: none"><li>✓ 5% increase in attendance at recruitment/careers events with local universities, colleges and schools by end of 2024/2025.</li><li>✓ Relationships with local educational providers are formalised via structured governance by end of 2024/2025.</li><li>✓ Strategic partnerships with education providers outside of Nottinghamshire are explored by end of 2024/2025.</li></ul>
<ul style="list-style-type: none"><li>▪ Growing the work experience placements we offer at Sherwood.</li></ul>	<ul style="list-style-type: none"><li>✓ Implement in-house work experience offer from June 2024.</li><li>✓ Offer a minimum of 20 work experience placements in 2024/2025.</li></ul>
<ul style="list-style-type: none"><li>▪ Introduce a Talent Approach including development of an integrated talent map.</li></ul>	<ul style="list-style-type: none"><li>✓ Process and mechanism for identifying and tracking talent approved by end of Q2 2024/2025.</li><li>✓ Process implemented to measure internal promotions, plus succession planning guidance for managers launched by end of Q3 2024/2025.</li><li>✓ Integrated talent maps are rolled out Trust wide by end of Q4 2024/2025.</li></ul>
<ul style="list-style-type: none"><li>▪ Implement a Coaching and Mentoring programme at Sherwood.</li></ul>	<ul style="list-style-type: none"><li>✓ New Coaching network launched by end of Q2 2024/2025.</li><li>✓ Internal SFH mentor training launched Q2 2024/2025.</li><li>✓ 3 coaches enrolled onto a formal coaching qualification by end of Q3 2024/2025.</li><li>✓ Register of trained mentors available for staff to access by Q3 2024/2025.</li><li>✓ 20% growth in coaching sessions delivered by end of Q4 2024/2025 (compared to previous 12 months)</li></ul>

# People priorities 2024/2025

## New ways of working and delivering care



### Our 2024/2025 Action Plan:

### Our Key Success Measures:

- Deliver Year 3 of the Strategic People Plan including delivery and monitoring of associated tactical people plans.

- Development and implementation of a workforce plan for the Community Diagnostics Centre (CDC).

- Optimise the systems within the People Directorate to support working more digitally.

- Triangulate the workforce element of the planning process with activity and finance.

- ✓ Quarterly Tactical People Plan reports to service lines throughout 2024/2025.
- ✓ Development of a long-term workforce model by service line by Q3 2024/2025.
- ✓ Pilot a long-term workforce model over a service line by Q4 2024/2025.

- ✓ Operational resourcing plan in place by Q1 2024/2025
- ✓ Develop people plans for CDC modalities by Q2 2024/2025.

- ✓ Implement ESR Go by Q4 2024/2025
- ✓ Consider ESR utilisation for E-Forms (termination forms and relevant changes) by Q3 2024/2025
- ✓ Development of dashboards to align Health Roster and ESR key performance indicators by Q2 2024/2025.

- ✓ Develop a mechanism to monitor actual vs plan by Q1 2024/2025.
- ✓ Evaluation of 2024/2025 planning round for areas of learning completed by Q2 2024/2025.

# People Strategy: 2025 and beyond

2024/2025 will be a transitional year where our People Strategy for 2022-2025 comes to an end.

We are currently in the process of refreshing our priorities for 2025 and beyond.

As part of the refresh we will be engaging with colleagues around the organisation to seek their feedback and ensure our priorities and the support we offer is meaningful, ensuring Sherwood is a great place to work and belong.

We will ensure our future People Strategy aligns to the latest Improving Lives Trust Strategy 2024-2029 which launched in March 2024.

With this in mind we will continue to develop our priorities to ensure we empower and support our people to be the best they can be – aligned to the Trust's 2<sup>nd</sup> strategic objective.

The People Strategy for 2025-2029 is due to launch in March 2025 and will be published via the Trust's website:

<https://www.sfh-tr.nhs.uk/about-us/our-strategy/>

**Watch this space for more information!**



# Contact us



**Sherwood Forest Hospitals**  
NHS Foundation Trust

If you would like this information in an alternative format, for example large print or easy read, or if you need help with communicating with us, for example because you use British Sign Language, please let us know.

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