

Our People strategy

2020/21 to
2023/24



Contents

- 1. Introduction..... 3
- 2. About this strategy..... 5
- 3. Context and background..... 6
 - a. Our mission, vision and values
 - b. Our challenges nationally and locally
 - c. Delivering our vision through our people
- 4. The seven themes and aims..... 11
 - a. engaging our people
 - b. empowering our people
 - c. looking after our people
 - d. developing our people
 - e. treating our people fairly
 - f. compassionate, inclusive and effective leaders for our people
 - g. our people of the future.



Introduction



Whatever their role, wherever they work – every single one of our 5,000 colleagues, plays an outstanding role in delivering the high-quality care to our communities.

This People Strategy has been written at a time when NHS colleagues have faced unprecedented challenges responding to a pandemic; some putting their lives on hold to save others, and everyone juggling work and family life.

It has been developed at a time when Covid-19 has forced the world to recognise the value of our health, at whatever age and laid bare the huge inequalities faced by our black, Asian, and minority ethnic and other deprived communities. And it's important to recognise that some of our colleagues are among these.

This three-year strategy sets out Kent Community Health NHS Foundation Trust's (KCHFT) commitment to all our colleagues – to be the best employer – so united, we are ready to face whatever the challenges that lie ahead.

Rightly so, it's been developed by listening to our people, through our senior leaders' forum, staff partnership forum and Our Big Listen 2 event, as well as feedback from our regular staff surveys.

And as its heart is compassion and admiration for colleagues who have achieved something remarkable and of whom, as well as saying thank you, we continue to ask for more.

Describing our ambition is one thing; delivering is another. So, this strategy identifies seven themes for action, which we will focus on for the next three years to continue to engage, retain and recruit colleagues.

While it has built on the learning from a very difficult six months, we live in an uncertain and ever changing environment, so we can say with confidence we will need to update and adapt our people strategy during the timeframe it covers.

Our commitment is to continue to listen and evolve our People Strategy in response to any changing context.

Louise

Louise Norris
Director of Workforce, Organisational Development and Communications.



About this strategy

This three-year People Strategy will help to build our reputation as the best NHS employer and explains our commitment to our people. It is an enabling strategy to support the delivery of the trust's overall strategy and should be read with our other enabling strategies. It has seven ambitions to enable us to engage, retain and recruit staff.

To achieve this we will:

engage our people

- empower our people
- look after our people
- develop our people
- treat our people fairly
- have compassionate, inclusive and effective leaders for our people
- and have people ready for the future.

Our pledge is simple – to be the best place to work. We aim to have a happy, engaged and productive workforce, which provides outstanding service and care.



We firmly believe our trust belongs to our people – both the people we care for and the people who work here. Our people are our most valued asset and the best resource we have to deliver all that is required of us. They shoulder enormous responsibility for the lives of patients and their working life must reflect this; they should be trusted, have compassionate leadership and be duly recognised for their contribution.

Our pledge is simple
– to be the best
place to work.

Context and background

Our organisation

We provide wide-ranging NHS care for people in the community, in a range of settings including people's own homes; nursing homes; health clinics; community hospitals; minor injury units and increasingly urgent treatment centres and in mobile units.

We are one of the largest NHS community health providers in England, serving a population of about 1.4 million across Kent and 600,000 in East Sussex and London. We employ more than 5,000 staff, including doctors, community nurses, physiotherapists, dietitians and many other healthcare and administrative professionals.

Our mission and vision

Our vision

A community that **supports each other** to **live well**.

Our mission

To **empower adults and children** to live well, to be the **best employer** and **work with our partners** as one.

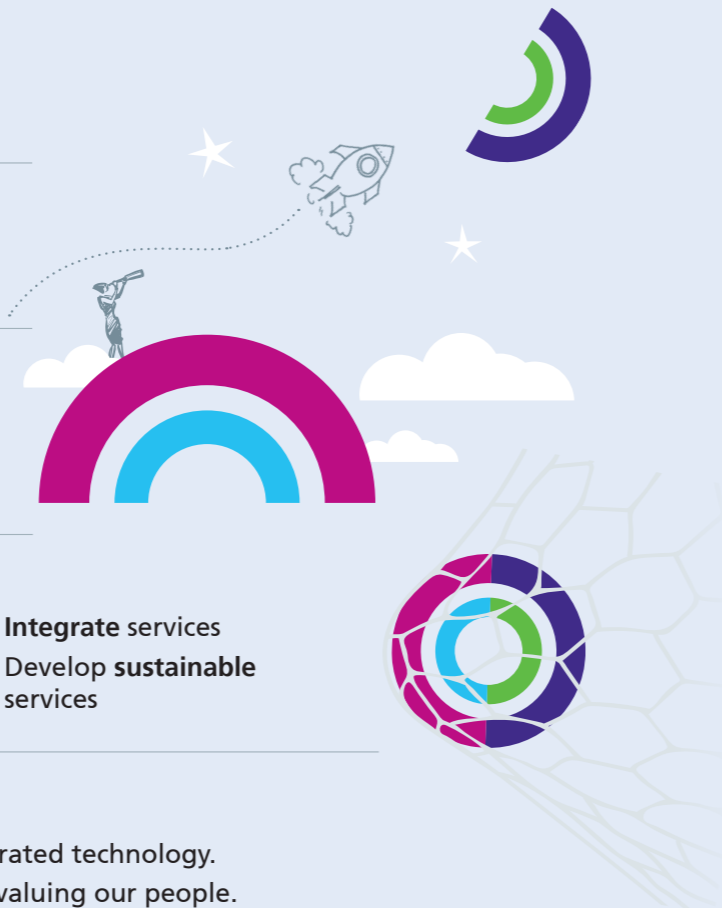
Our goals

- Prevent ill health
- Deliver high-quality care at home and in the community
- Integrate services
- Develop sustainable services

Our enablers for 2021/22

- Digital – having accessible and integrated technology.
- People – engaging, developing and valuing our people.
- Environmental sustainability – improving our environmental impact.
- System leadership – improving population health and wellbeing.

Our values



Our NHS People Promise

Our challenges

Nationally

The challenges facing the NHS are evolving. We have an ageing population, many living with multiple long-term conditions. The way we are living our lives is also changing, meaning that younger members of the population are accessing health services. All of this is putting increased demand on the NHS.

In response to this, the NHS published the NHS Long Term Plan in 2019, which sets out the priorities for NHS for the next 10 years. Much of this relies on re-designing care pathways and delivering care in different ways, such as:

- integrated local care systems
- stronger network of GPs and community services
- radically transformed outpatient services
- avoiding hospital admittance
- specific commitments relating to a range of priority areas such as cancer, stroke, children's services and maternity.

Success in delivering this ambitious 10-year plan requires the NHS to re-think traditional workforce models and to develop a sustainable and flexible workforce of the future.



In June 2019, NHS England and Health Education England published an interim people plan. Actions from the interim plan were taking place. Then at the start of the COVID-19 everything changed. Consequently, NHS England published 'We are the NHS: People Plan for 2020/21' in July 2020. The plan sets out what the people of the NHS can expect – from their leaders and from each other – for the rest of 2020 and into 2021. It focuses on:

- Looking after our people particularly the actions we must all take to keep our people safe, healthy and well – both physically and psychologically.
- Belonging in the NHS highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- New ways of working and delivering care emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- Growing for the future particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

The descriptions are what we should be able to say about working for the NHS by 2024 and falls under the strategic theme of looking after our people in the 'We are the NHS: People Plan for 2020/21'. Our People Strategy encompasses the NHS people promise and NHS People Plan.

Locally

There are approximately 1.8 million people living in Kent and Medway. The population of Kent and Medway is rapidly growing. The number of people living in Kent and Medway is predicted to rise by almost a quarter by 2031. This increase is higher than the average across England. This is because local people are living for longer and because people are moving into the area. We are very unlikely to see any more significant increases in health and social care budgets in the near future. Our budgets are not rising at the same pace as costs and demand. Across Kent, all NHS providers face significant financial challenges. Funding for council-provided services is reducing due to budget pressures.

From April 2021, Kent and Medway aim to become an integrated care system. The system will be made up of GP practices working together in primary care networks, four new and developing integrated care partnerships, drawing together all the NHS organisations in a given area and working more closely with health improvement services and social care, and a single commissioner, NHS Kent and Medway, to take a bird's eye view of health priorities for local people and look at shared challenges.

East Sussex has a varied and diverse population and is home to around 555,110 people. The county is seeing many of the same challenges as Kent, in terms of the proportion of people over 65 and over 85 being higher than the national average. The numbers of young people are expected to increase by three per cent in the next three years and there is also a growth in the numbers of children with statements of SEND or Education Health Care Plan, some of whom will have complex medical and care needs.

Across Sussex, the NHS and local councils that look after social care and public health are working together to improve health and care. The Sussex Health and Care Partnership (SHCP) brings together 13 organisations into an integrated care system (ICS).

The East London Health and Care Partnership is looking at what kind of workforce they need now and at the future and is one example of what they see as being tackled at scale. North east London, has a population of almost 2 million. It has the highest population growth in London – equivalent to a new borough in the next 15 years, as well as significant health inequalities. The health and care workforce has a high turnover, with recruitment difficulties and high reliance on temporary agency workers, although there is huge variation across the patch. It also faces a funding gap between the demand and cost of services and if nothing is done, this is estimated to be £1.5bn over the next five years.



Our people strategy encompasses the NHS people promise and NHS People Plan.

Delivering our vision through our people

Our People Strategy is an enabling strategy to deliver our vision of care, achieve the trust's strategic objectives and be ready for future changes and challenges. It is in the context of increased scrutiny, austerity, changing models of care and increasing demand for improved standards of care that our people strategy for 2021-2024 has been written. It outlines how we will recruit, retain and engage staff to unlock their potential and achieve the strategy.

It outlines how we build and maintain the culture, capacity and capability required to meet the challenges we face in the years ahead and continue to deliver high-quality patient-centred care, with staff setting the pace.



Our People Strategy is an enabling strategy.



The strategy our seven themes and aims

Each of the seven themes has an ambition and a program of work to deliver them over the next three years. Each theme is described in more detail in the following sections together with our ambition and most importantly, our measures of success. Progress will be monitored by a Board Sub Committee – The Strategic Workforce Committee.

Our people of the future

We plan for the future and we do it well. We act quickly, responding to need and all our services are staffed appropriately.



Our People Strategy 2021-2024

Alignment to We are the NHS and NHS people promise	Theme	Ambition	Area of focus
Belonging to the NHS: We are recognised and rewarded We each have a voice that counts	Engaging our people	People are proud to work here, feel supported and recognised. They feel able to speak up and enjoy coming to work.	<ul style="list-style-type: none"> • Staff communication and engagement • Reward and recognition • Building confidence to speak up
Belonging to the NHS: We are a team	Empowering our people	Decisions are made as close to the patient as possible. High-performing teams have all the authority they need to make the right decisions, quickly.	<ul style="list-style-type: none"> • Reimagine Teams wrapped around PCNs where appropriate • Team effectiveness • Decision making framework
Looking after our people, belonging to the NHS: We are safe and healthy We work flexibly	Looking after our people	Our people are safe, healthy and well in their mental and physical wellbeing. Our approach is to value every member of the KCHFT team; supporting them in their role, but also as an individual.	<ul style="list-style-type: none"> • Wellbeing passports • Continue to build our wellbeing offer • Risk assessments • Flexibility by default • Supporting people with career responsibilities
New ways of working and delivering care, growing for the future: We are always learning	Developing our people	Whether it's personal or professional development, all colleagues have everything they need to build on their potential. We regularly learn from our success, as well as when things don't go right.	<ul style="list-style-type: none"> • Clear career pathways • Career conversations • Talent management • Digital capability • Expanding e-learning • Helping and supporting staff to understand the choices they take, to reduce carbon usage and use more sustainable options can support staff and families wellbeing in the future.

Our People Strategy 2021-2024

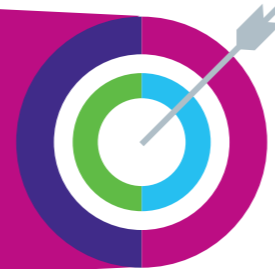
Alignment to NHS people promise	Theme	Ambition	Area of focus
Looking after our people, belonging to the NHS: We each have a voice that counts	Treating our people fairly	We are an employer known for our inclusivity. We celebrate diversity and our workforce represents the communities we serve. Everyone has what they need in a just, safe and respectful place of work.	<ul style="list-style-type: none"> • Reverse mentoring • Cultural awareness training • Resolution and accountability framework • Just culture embedded • Further expand our work with Kent Supported Employment (KSE) • Equality change agents • Work with Prince's Trust (introducing young people into the workforce)
Belonging to the NHS: We are compassionate and inclusive compassionate and inclusive	Compassionate, inclusive and effective leaders of our people	Our leaders are highly visible, capable, positive, confident and enthusiastic leaders, who exemplify our values. Our leaders understand daily work, recognise what team members are doing and celebrate outcomes.	<ul style="list-style-type: none"> • Coaching culture • Listening and responding • Role modelling from the top • Leadership academy
New ways of working and delivering care, growing for the future	Our people of the future	We plan for the future and we do it well. We act quickly, responding to need and all our services are staffed appropriately.	<ul style="list-style-type: none"> • Recruitment and retention • Long term workforce planning • Workforce innovation • Expanding the Academy • Employment schemes expansion • Facilitating opportunities to retire and return

Theme:

Engaging our people

Our ambition

People are proud to work here, feel supported and recognised. They feel able to speak up and enjoy coming to work.



Year 1

- Introduce pulse surveys.
- All staff to have a 'what matters to me?' conversation.
- Flo app embedded.
- Launch resolution and accountability framework.
- Freedom to speak up promotion campaign.

Year 2

- Leadership rounds in place to engage colleagues in how they find meaning and purpose in their work.
- Active listening training in place for all managers.
- Build support networks within administrative professions

Year 3

- More personalised benefits.
- Introduction of senior manager surgeries.
- Review of staff awards.
- Development of an engagement network.



We will know that we have it right when:

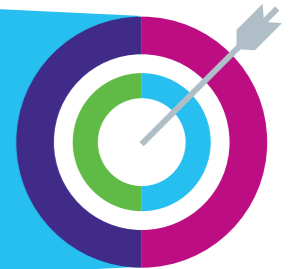
- our turnover in all teams is below 10 per cent
- pulse surveys report engagement to be at 80 per cent or above
- our staff survey score on employee engagement is top 20 per cent in the country.
- staff feel confident and safe to speak up as reported in the staff survey 90 per cent
- staff sickness levels are below three per cent
- an increase in our people nominating their colleagues for awards
- increased number of contacts made to Freedom to Speak up Guardian.

Theme:

Empowering our people

Our ambition

We have distributed authority; decisions are made as close to the patient as possible through a high performing team approach, devolved authority with real time measure.



Year 1

- Have 42 reimagine teams in place.
- Staffing levels in adult teams are set to meet population need.
- All colleagues will have a buddy.
- We will standardise what makes sense.
- Decision-making framework in place.

Year 2

- Infrastructure services redesigned to support reimagine.
- Teams will have real time performance systems.
- All teams have a daily huddle where appropriate.

Year 3

- Hold people strategy refresh sessions with people across the organisation to inform our next three year plan



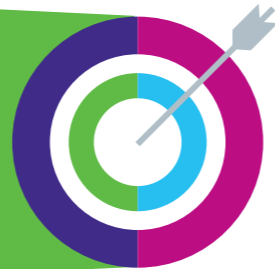
We will know that we have it right when:

- all our teams are high-performing and self-directed
- our staff survey score for staff engagement and team working is the top 20 per cent the country
- reimagine teams evaluation demonstrate that teams are empowered and are making decisions.

Theme:
Looking after our people

Our ambition

Our people are safe, healthy and well both physically and psychologically. We have a health and wellness self-culture and a system appreciation for the whole person.



- Year 1**
- Wellbeing conversations and wellbeing passports for all colleagues.
 - Identify and implement posts that can be home working and hybrid.
 - Promote flexible working.
 - Psychological PPE in place for all colleagues.
 - Expand the number of people trained to support schwartz rounds.
 - All staff risk assessed on a regular basis.
 - Wellbeing guardian appointed.

- Year 2**
- Careers strategy in place.
 - Active promotion of taking annual leave and breaks regularly.
 - Working from home support package developed..

- Year 3**
- Introduce new and different leave packages.
 - Expand our benefits packages and access to support



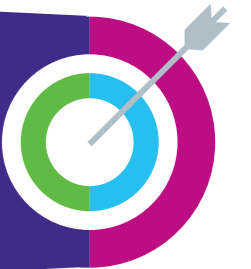
We will know that we have it right when:

- staff survey results on health and wellbeing theme is in top 20 per cent in the country
- year-on-year increase in colleagues working flexibly
- all staff have a bi-yearly risk assessment
- achieved platinum rating for Kent and Medway Workplace standard
- 20 per cent of colleagues based at home
- all colleagues have wellbeing conversation

Theme:
Developing our people

Our ambition

Personal and professional development for all colleagues to build on their potential. We have regular proactive learning from when things don't go so well, as well as from our successes.



- Year 1**
- Everyone will have a career conversation, which will inform our learning and development offering.
 - Career clinics are offered to all staff.
 - Capacity of learning and development for all staff will be increased to deliver to larger audiences, using technology.
 - Training needs assessment will inform central Learning and Development offering.
 - Clear development pathway and Talent Management Programme for employees wishing to move into a people management role for the first time.
 - E-learning and virtual learning will be expanded to ensure staff receive the training they need, as soon as they need it.
 - Improvements to usability of TAPs functions.

- Year 2**
- Comprehensive digital development strategy in place.
 - Clinical skills pathways developed.
 - Using TAPS for Talent Management, mapping development areas and allocating training to fill skills gap.
 - Branding on TAPS for Leadership and Admin Academy.
 - Improvements to reporting and visibility of compliance for managers and staff.
 - Dashboards.
 - Automated course allocation.

- Year 3**
- Creation of Succession Pipelines and secondment opportunities to allow effective promotion of staff internally using TAPS.
 - In-house competence assessment model where appropriate.



We will know that we have it right when:

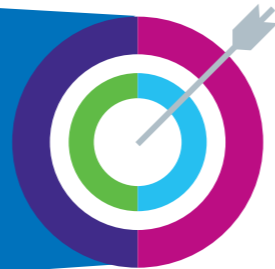
- our staff survey results rank as top 20 per cent in the country for the quality of appraisals
- our staff survey results for admin staff demonstrate a year-on-year measured improvement
- 90 per cent of our academy students remain employed with the trust following qualifying

Theme:

Treating all our people fairly

Our ambition

We are an employer known for our inclusive culture. We celebrate diversity and our workforce represents the communities we serve. We have an equitable environment, free from harm, a just culture that is safe and respectful.



Year 1

- Equality, diversity and inclusion strategy in place.
- Gender pay gap reduced.
- Reverse mentoring implemented.
- Cultural awareness training for all staff.
- Resolution and accountability framework in place.
- Work with the Prince's Trust and Kickstart schemes.

Year 2

- Colleagues with protected characteristics have a coach or mentor.
- All services have diversity improvement plans in place.
- Job carving expanded to support work with Kent Supported Employment and migrant communities.
- Embed a just and learning culture across the organisation.

Year 3

- Introduction of equality change agents.
- Networks empowered and driving organisation inclusion agenda and improvement.



We will know that we have it right when:

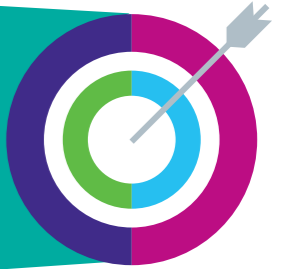
- our equality diversity and inclusion score on the staff survey is the top 20 per cent in the country.
- No colleagues experience discrimination at work, as reported in staff survey.
- All colleagues with a protected characteristic have a coach or mentor.
- BAME staff are proportionately represented at all levels of the trust
- gender pay gap reduced.

Theme:

Compassionate, inclusive and effective leaders for our people

Our ambition

Our leaders are highly-visible, capable, positive, confident and enthusiastic leaders, who exemplify our values. Our leaders understand daily work, recognise what team members are doing and celebrate outcomes.



Year 1

- Leadership career pathways developed and mapped against KCHFT Leaders and Managers Behaviours/Competencies and supporting development opportunities if not meeting competency or wish to develop further.
- Leadership Academy Talent Development Programmes running for current KCHFT leaders and managers and those of the future.
- All leaders attended coaching workshops.
- All leaders attending action learning sets.
- All managers role model and challenge behaviours when this is not in line with trust values.
- Implement assessments for all leadership roles above 8a.

Year 2

- People Manager's hub available via Flo/TAPS with development and guidance to support all managers with the day-to-day management of their teams, which is accessible at all times.
- All people managers to have attended Compassionate Leadership/Leading at KCHFT (linked to Behaviour Framework).
- All managers effectively using the resolution and accountability framework.

Year 3

- 360 degree appraisals for all managers.
- Central review of 360 degree appraisals to identify any areas of development/support.
- Annual review of leaders against our organisational values.
- Regular refresh of insight profiles for leaders and team members with sharing of this information with all team members to aid better understanding of each other.
- All aspiring manager to mentor new or entry level staff.



We will know that we have it right when:

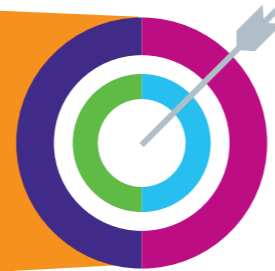
- our staff survey results for the immediate manager theme is top in the country
- concerns raised by colleagues are resolved informally without recourse to formal investigation.

Theme:

Our people of the future

Our ambition

Our workforce plans are forward-focused, agile and linked to service plans and our services are appropriately staffed.



Year 1

- Each directorate develops an integrated workforce plan.
- Retention plans developed focused on highest rate of turnover and vacancies.
- Introduce new e-rostering module.
- Develop a programme of secondment opportunities.
- Improve our internal transfer process.
- Continue e recruitment and speed up recruitment processes.
- Promoting careers in schools.
- Annual programme of events to attract our workforce of the future and promotion of KCHFT as a place to work.
- Continue to expand KCHFT bank to cover growth in demand.
- Maximising the functionality of Healthroster analytics.
- Roll out of e-job planning for all clinical staff.

Year 2

- Improvements to boarding program in TAPs.
- Three-hour virtual welcome for induction to ensure new starters have a face-to-face welcome.
- All new starters to meet with their organisation development business partner within first month.
- Annual cycle of AD/CSD/director drop-ins with each team within their service.

Year 3

- Creation of career trials programme for young people (rotational posts across a number of services to try before you decide).
- Academy expansion continues.
- We have robust workforce planning embedded into organisational processes.



We will know that we have it right when:

- our vacancy rates in all teams is below five per cent
- our time to hire is below five weeks
- our bank fill rate is 80 per cent
- 20 per cent of our colleagues work from home.

