



Compassion  
Treating everyone with kindness.

Ambition  
Aspiring to be the best.

Respect  
Valuing and appreciating everyone.

Encourage  
Opportunities for all.

# Our People Plan 2023 - 2026

*Working the Chesterfield Way; where everybody makes a difference*

## Our Vision...

is 'exceptional patient care delivered by exceptional people'.



*Our greatest strength* is our people and our shared ambition to deliver the best services possible to our patients and local population.

## Where are we now?

One of the Trust's strategic objectives is to look after our people.

#TeamCRH has many things to celebrate, including:

- our staff survey results which are consistently among the top 20% in the country;
- high rates of retention compared to most other acute Trusts;
- an envied track record for growing our own workforce.

And the feedback we get from our patients recognises the care and compassion shown to them by our colleagues, every day.

The last three years have placed unprecedented demands upon our services, our hospital, our community teams and Royal Primary Care. There is national recognition of challenges and opportunities facing our people as we recover and restore services for our patients.



## NHS People Promise

Our Board of Directors is committed to delivering the NHS People Promise, a promise we must all make to each other to work together to improve the experience of working in our Trust.

Our People Plan describes how we will look after our people and, in doing so, bring our priorities to life.

This is how we will **Work the Chesterfield Way** to demonstrate that everybody matters, every day and help us attract, develop and retain our remarkable workforce who are committed to providing outstanding patient care.



## Proud to CARE

We have listened to what our colleagues have told us, drawing on workforce data such as leaver interviews, retention and sickness data, our staff survey results, the staff networks and Staff Partnership Committee, anonymous FTSU data and what our colleagues have told us as we go about our daily business.

What you have told us is that our Proud to CARE values matter. Our values are the glue that binds the organisation together. They define our culture, the way we behave and how we interact with our patients and our community. Our values are the benchmark against which we hold each other and ourselves accountable for our behaviour towards our patients and colleagues and that is why it is important that we put these values into action each and every day.



You will know what it feels like to be a member of a really good team. That feeling that together you will succeed even against the odds.

When in a good team, you benefit from strong role models, who set common goals and high expectations. They have the confidence in your abilities and inspire you. You feel valued and that your strengths are appreciated. You are always challenged to improve, and you are encouraged to think and use your initiative.

We know what good looks like. But we know that at times we don't always get it right and you expect us to act when people's behaviours are not in line with our values.



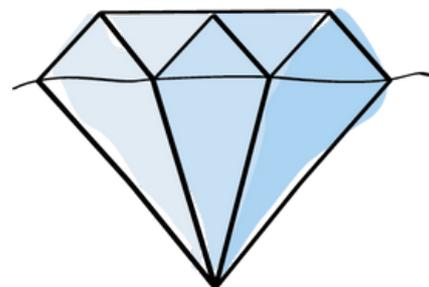
**Compassion** – treating everyone with kindness, welcoming diversity and inclusion, considering individual needs, and challenging inappropriate behaviours outside of our values.



**Ambition** – aspiring to be the best; reaching high standards, providing exceptional care and service and achieving measurable improvements in people's health and wellbeing.



**Respect** – valuing and appreciating everyone – listening, learning and acting on their experiences, being open and honest, recognising that working with others brings benefits.



**Encouragement** – opportunities for all, supporting education and development, helping people to bring their improvement ideas to life and to speak up, and getting everyone involved in our future.

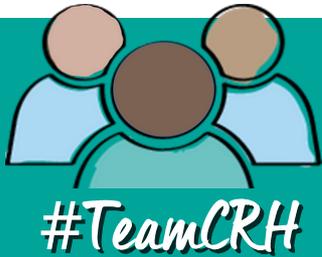


## How will we look after all our people?

At the heart of our People Plan are five pillars, aligned to the themes in the NHS People Promise, which describe how we will look after our people. The pillars are:



**A person-centred, visible leadership culture.** Leadership is built on mutual trust and to be a success, we need an organisational culture that empowers all leaders at every level. Anchored in the ethos of Leading the Chesterfield Way, we want to support the development of effective, compassionate, and inclusive leaders within the Trust who visibly role model our values.



**A positive and inclusive team spirit.** We want everyone to feel a sense of belonging and part of the team. We want all our team members to be effective in their roles and an important part of this is helping line managers support and develop their team members. We want all of our colleagues to be able to access the right health and wellbeing support and feel like they are recognised and rewarded for their part in the delivery of our services.



**People are unique, and we know that each and every colleague contributes something special to our team.** We want to ensure we have a workplace where everyone can come to work and be themselves. Everyone should feel included, valued, and heard and we are committed to encouraging people to speak up, knowing that their words will be acted upon, and people will be accountable. We are committed to eliminating all forms of discrimination and we know this is a continuous and active process. With a whole-Trust approach to anti-racism, we aim to radically reduce racial discrimination through personal and collective responsibility.



**We need to foster the potential of all our colleagues and harness each person's ideas, talents and energy underpinned by our shared sense of purpose.** We are aspiring to become a learning organisation; one committed to advocating for a just and restorative culture where colleagues are empowered to bring improvement to life.



We recognise the **importance of investing in the development of our workforce** to make sure that we keep our colleagues and patients safe and have the right people in the right place, at the right time to deliver exceptional patient care. We will embrace opportunities presented by exciting new roles and continue to invest in the education and training to create interesting and rewarding career paths and professional development for colleagues in all staff groups.



## How will we deliver the People Plan?

The pillars of the People Plan will be delivered through a set of mutually supporting activities:

<p><b>Leadership</b></p>	<p><b>#TeamCRH</b></p>	<p><b>Inclusion for all</b></p>	<p><b>Learning culture</b></p>	<p><b>Growing for the future</b></p>
<ul style="list-style-type: none"> <li>• Leadership behaviour framework</li> <li>• Executive sponsor teams</li> <li>• Bespoke leadership development</li> <li>• Board and Executive development</li> <li>• Encouraging speaking up</li> </ul>	<ul style="list-style-type: none"> <li>• Team toolkit – our values</li> <li>• Appraisal season</li> <li>• Staff survey team action plans</li> <li>• CRH recognition scheme</li> <li>• Health and wellbeing offers</li> </ul>	<ul style="list-style-type: none"> <li>• Anti-racism strategy</li> <li>• Staff mentor partners</li> <li>• Cultural intelligence training</li> <li>• NEDx programme</li> </ul>	<ul style="list-style-type: none"> <li>• Big conversations</li> <li>• Learning from incidents and sharing best practice</li> <li>• Just Culture</li> <li>• Upskilling line managers</li> <li>• Encourage innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Induction and ongoing support</li> <li>• Workforce planning capability</li> <li>• Grow our own</li> <li>• Recruitment and retention strategy</li> <li>• Deliver workforce transformation</li> </ul>

Each pillar will have an action plan which describes the enabling activity in more detail.

We will be actively supported in the delivery of this work as part of our role in the Joined Up Care Derbyshire Integrated Care System. The Trust is committed to working with system partners on a range of workstreams. These will provide valuable learning and support to our workforce through collaboration and the sharing of resources. The system has an ambitious plan to transform our People Services underpinned through sharing services and digital transformation.

## Measuring Success and Outcomes

### Engagement

Our People Plan is always evolving, and we will continue to listen, to hear what colleagues are telling us and to act, where appropriate. Engagement has been shown to have many significant associations with patient satisfaction, mortality rates, infection rates, employee absenteeism and turnover. *(West and Dawson, 2012; NHSE, 2020)*

It is crucial that we listen throughout each step in the employment lifecycle; employee onboarding and induction, career development conversations, health and wellbeing support and exit interviews.

Our engagement framework shows the different ways colleagues can share their thoughts, ideas and feedback.



National Staff Survey	Ask Hal	Chat with the Chair	Volunteers	Exit Interviews	Everyday conversations
Staff Networks/Forums	Staff Partnership Committee	Diversity Council	Staff Governors	Staff Mentor Partners	Board to Ward Visits
Executive Sponsor Teams	Freedom to Speak Up Guardian	Health and Wellbeing Champions	Charity Champions	EDI Champions	Chaplaincy Team

### How will you know that progress is being made?

We know that listening is important, but it is only effective if colleagues feel heard and receive feedback that action has been taken. When done effectively, this creates a continuous cycle of listening and action, and leads to significant improvements in the overall employee experience and organisational performance.

Through this People Plan, the Trust is committing itself to striving to continuously improve the experience of our people by asking action-oriented questions such as:

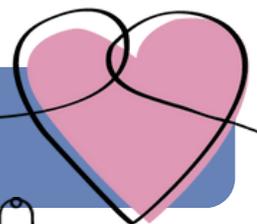
- What will make the biggest difference to colleagues?
- What do we need to investigate further?
- What would happen if we did nothing?
- What will success look like?

### Outcomes

We have many ways to measure the impact of our People Plan. The two key questions which will reflect the overall impact of the People Plan are those which are used to measure progress against the strategic objective of 'Looking after our People'.

**If a friend or relative needed treatment I would be happy with the standard of care provided by this organisation.** In 2022, we achieved 71% which puts us in the top 20% in the country, but we want to continue to improve.

**I recommend the Trust as a place to work.** In 2022, we scored 68%, which meant we were the 7th highest scoring acute trust in the country. We will need to achieve 75% to be the best in the country.





In line with our Proud to CARE values, we are ambitious for our Trust and the improvements we want to see for our colleagues.

There are other measurements aligned to each pillar of the People Plan which will be monitored and assured through the Trust’s People Committee. The targets for each of these metrics are ambitious and they will be revised year on year in line with our ambition to continuously improve.

**The other ways we will measure the impact of our People Plan are:**

<i>Leadership</i>	<i>#TeamCRH</i>	<i>Inclusion for All</i>	<i>Learning Culture</i>	<i>Growing for the Future</i>
We have effective, compassionate and inclusive leaders who lead in accordance with our values.	Everyone feels a sense of belonging, recognises the importance of their role and the part they play in our team.	Inclusion and race equality are considered in all areas of activity in the Trust. Everyone is seen, heard and valued.	We have a learning organisation where colleagues are empowered to contribute to continuous improvement and learning.	We grow and retain a happy and healthy workforce.
Staff engagement rate above 7.5.	Appraisal completion rate of 90%.	NHS People Promise theme of 'We are Compassionate and Inclusive' - score of 8.	NHS People Promise theme of 'We are safe and healthy' - score of 8.2.	Number of nursing vacancies remains below 5%.
National Staff Survey response rate over 70%.	More than 70% of colleagues think that the organisation takes positive action on health and wellbeing (Q11a).	Less than 5% of colleagues think that they have personally experienced harassment, bullying or abuse at work from colleagues (Q14c).	Agency spend is reduced by 30% against 2022/23 outturn.	Number of medical vacancies remains below 10%.
Colleagues' turnover rate of less than 10%.	80% of colleagues think that the people they work with are understanding and kind to one another (Q8b).	More than 80% of colleagues think that the organisation respects individual differences (Q20).	75% of colleagues say that they feel safe to speak up about anything that concerns them in this organisation (Q23e).	Essential training compliance achieves 90%.

The targets for each of these metrics are ambitious and aim to make our Trust the best in the country. They will be revised year on year in line with our ambition to continuously improve.

There are also other ways we measure the experience of colleagues in more detail, and these include the **Workforce Race Equality Standard (WRES)**, **Workforce Disability Equality Standard (WDES)** and the **Equality Delivery System (EDS)**. Most importantly, we will also continue to listen to what you tell us through ongoing engagement, recognising that numbers and statistics only tell us part of the story.



# Our People Plan

*Working the Chesterfield Way; where everybody makes a difference*

## Summary

Our People Plan is a key enabler to delivering the Trust’s strategic objectives. In this plan we are pledging to bring to life ambitious improvement plans which will continue to enhance the experience of our people which will in turn help them to continue to deliver exceptional care for our patients.

Our People Plan will be delivered through a number of action plans, one for each pillar, which will include the enabling activities outlined in the People Plan, and more. Our People Plan will be overseen by the Strategic Culture Group which will provide assurance through the People Committee, a sub-committee of the Board of Directors. The Committee has oversight of all the plans and actions described above and provides assurance to the Board of Directors in relation to progress, measures of success and achievements, as well as ensuring appropriate action is taken to respond to areas of concern and key areas of risk.

We have a strong foundation in place. The last three years have been unprecedented, and we need to act now, with ambition and conviction, to deliver large scale cultural improvement and engagement. Key to the success of this will be the support and contribution of our people.

We can each make a difference, every day, to someone else and the cumulative effect of that cannot be underestimated. Whether small gestures such as saying thank you, becoming involved in a staff network, or leading cultural change, we all have a part to play. And we each have a story to tell. We want to hear from you and about your experience of working at the Trust. Each colleague has a unique voice, and we would like to listen to what each and every colleague has to say. We want to make a real difference to our workplaces - whether they are in our hospital, in our community-based services or in our Royal Primary Care surgeries.

**We want everyone to work the Chesterfield Way, where everybody makes a difference.**

