The Rotherham NHS Foundation Trust
People and Culture Strategy
2024 - 2027

NHS
The Rotherham
NHS Foundation Trust

Ambitious
Caring
Together

Contents

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Brinsworth

Thurcroft

Catcliffe

Laughton

Treeton

Dinnington

Aughton

Aston

Anston

Swallownest

Todwick

Wales

Kiveton Park

Woodsetts

Harthill

Welcome

to The Rotherham NHS Foundation Trust's People and Culture Strategy 2024 - 2027

The purpose of this strategy is to enable 'Us' to deliver excellent healthcare to our patients through our people.

Dr Richard Jenkins
Chief Executive

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Welcome to our new People and Culture Strategy. As a Trust we are on a journey to excellence and our people and culture are at the heart of everything we do for patients.

The last few years have proved to be very challenging for our people and the wider population of Rotherham. The impact and consequences of the pandemic mean that people are waiting longer for elective healthcare and we have also seen unprecedented demand for diagnostic testing, community services and urgent and emergency care.

Despite these significant challenges, our people continue to work exceptionally hard and in a values based way to deliver the best possible healthcare for patients. We make a difference to the lives of local people every day.

In terms of people and culture we have made strong progress over recent years. We are very proud of the fact that in the 2023 NHS staff survey we were the 2nd most improved Trust in England on 'would you recommend TRFT as a place to work?'

We have engaged widely to develop this strategy which will see us focus on retaining and recruiting, developing and leading inclusively and creating the conditions for engagement and improvement. This is set out in the following model which will guide our approach;

By doing these things whilst listening to patients and acting on their feedback I am confident we will make even more progress. Over the next three years we will continue to listen to our people and will measure this progress in a number of ways. We will also celebrate and recognise the achievements of our people along the way.

Thank you to everyone who has contributed to the development of this strategy.

Retain and recruit

People and culture

Engagement and improvement

Develop and lead inclusively

Listening to our people and patients and acting on feedback

Our strategic approach

Our Vision

We will always ACT the right way and be PROUD to provide healthcare to the people of Rotherham

Our Values

**Ambitious
Caring
Together**

Our Strategic Ambitions (PROUD)

Patients

Rotherham

Our partners

Us

Delivery

Trust Strategy

People and Culture Strategy

Equality, Diversity and Inclusion plan

Our People and Culture Strategy is rooted in our values and relates to the 'Us' in PROUD. It also influences all of our strategic ambitions as our culture sets the tone for how we make our vision a reality through our people. We want all our people to be proud to work in a compassionate and inclusive organisation that delivers excellent healthcare for patients.

This strategy aligns to our overall Trust strategy and complements other Trust wide strategies. Each year we will set out our specific objectives as part of annual priority setting.

We will develop workforce plans for service areas and the whole Trust and underpin all our work with an **equality, diversity and inclusion (EDI) plan**. Our EDI plan will be designed to make sure we take effective action so that all our people have a great experience of work and can fulfil their potential.

Trust wide

To implement this strategy care groups and services will involve team members in developing and delivering **'we said, we did'** plans based on staff survey feedback. These will be complemented by a Trust wide **'we said, we did'** plan covering the areas that need a whole organisation focus.

We said, We did + **Workforce plans**

Service specific and Trust wide

WATCH NOW

**Urgent and Emergency Care (UECC) Senior Leadership Team**

National and local context

In developing this strategy we have reviewed best practice and evidence as well as the national aspirations for people and culture in the NHS. We have considered how the world of work is changing and the increasing importance of partnerships to deliver for patients.

NHS People Promise
The NHS People Promise sets out what people in the NHS can expect and is aligned to the NHS Staff survey, the key way in which we measure progress on people and culture. The People Promise covers the overall measures of Engagement and Morale as well as seven themes as follows;

We are **compassionate** and **inclusive**

We are **recognised** and **rewarded**

We each have **a voice that counts**

We are **safe** and **healthy**

We are **always learning**

We work **flexibly**

We are **a team**
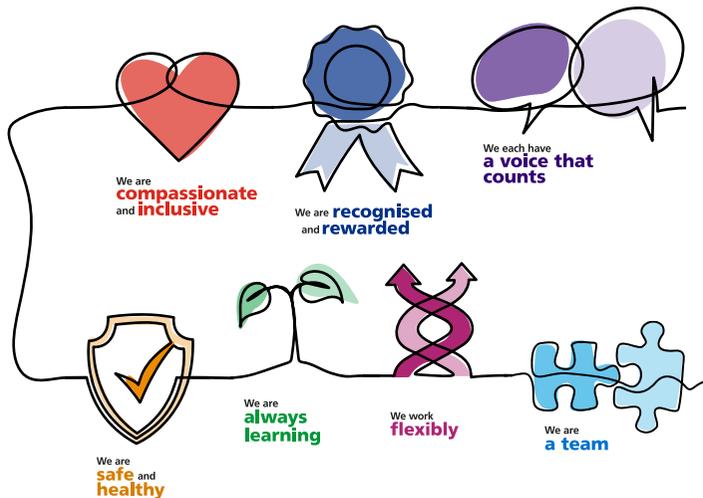
NHS Long Term Workforce Plan
The NHS Long Term Workforce plan is intended to put the NHS workforce on a sustainable footing and set out aspirations in relation to training, retention and reform. This will inform the specific workforce plans we develop for the Trust and individual services over the next three years.

The world of work
The world of work is also changing with four generations now working alongside each other, changing expectations of flexibility and an improved recognition of individual differences in the workplace. Technology continues to augment work and offers new opportunities to improve staff experience and patient care. Lastly, national disputes over pay have led to unprecedented levels of industrial action which have impacted on all our people in multiple ways. This is the context as we begin 2024/25.

Partnerships
We work with partners across Rotherham and South Yorkshire where doing so brings benefits to our patients. We are proud to be involved in a number of partnerships for example across Rotherham place, between The Rotherham NHS Foundation Trust and Barnsley Hospital NHS Foundation Trust, across South Yorkshire Acute Federation, and across the South Yorkshire Integrated Care System with the Integrated Care Board.

Celebrating and recognising our people

It is really important to us that we celebrate and recognise the achievements of our people. We have a number of ways of doing this some of which are shown here. We also showcase some of the external recognition our people have received because of their work in the Trust.

Nursing Times Awards

Proud 2024

FOR HEALTHCARE LEADERS
HSJ AWARDS

AHP ROTHERHAM

Nutrition Hydration & week

Apprenticeships

Proud 2023

NHS Professional
Nurse Advocate
#teamCNO

BRONZE AWARD

Exemplar Accreditation

you're a star!

WATCH NOW

Cindy Storer
Deputy Chief Nurse

Rooftop Changing Rooms

Profile of our people

Headcount by Staff Group - Feb 2024 data

Staff group	Headcount
Professional Scientific and Technical	99
Clinical Services	1115
Administrative and Clerical	984
Allied Health Professionals	511
Estates and Ancillary	338
Healthcare Scientists	124
Medical and Dental	448
Registered Nursing and Midwifery	1502
Grand total	**5121**

Number of different nationalities of our people

Grand total	**68**

Our progress and challenges

Our People Strategy 2020/2023 set out a number of ambitions around 4 themes; Build, Engage, Lead and Learn.

Over this period we have made considerable progress in a number of areas. A few highlights of this are as follow;

- Staff turnover reduced from over 11% to under 9%
- Workforce growth 9% or over 360 people
- Development of TRFT behavioural framework
- Supporting all our people through Covid pandemic
- Appraisal and Mandatory and Statutory Training completion rates over 85%
- Staff survey response rates 48% to 67%
- Engagement measure in NHS staff survey 6.6 to 7.0
- Improvements in a number of aspects of WRES and WDES and Gender Pay

As a Trust we have more work to do to make sure we are fully inclusive so that all our people have a great experience of work and can fulfil their potential. We also have more work to do to make sure we better represent the diversity of the population of Rotherham. We are still challenged by the level of our sickness absence and our use of agency workers given labour market shortages in some areas. We are committed to making a difference in these areas and will measure and report progress between now and 2027.

Why is engagement important?

We know that if we look after our people, our people will be able to look after our patients. In developing this strategy we found strong evidence that demonstrates the links between a positive culture and improved outcomes for people and patients.

A key feature of a positive culture is high levels of staff engagement. So what does the evidence say about the links between high levels of engagement and outcomes? The Engage for Success movement in alliance with the Chartered Institute of Personnel and Development (CIPD) found through research that 'there is a high correlation between employee engagement and high performance across all sectors of the economy.' (Engage for success 2012).

NHS specific research has also found strong links between whether or not people would recommend the Trust as a place to work and receive treatment, engagement levels and patient outcomes. West and Dawson (2012) found a number of significant associations between high levels of engagement and positive staff and patient outcomes.

Level of engagement

Staff survey advocacy scores

✓ Improved patient experience and satisfaction

✓ Reduced mortality rates

✓ Improved quality performance

Adapted from West and Dawson, King's Fund 2012 and Wake and Green, BMJ 2019

Mission

Employee voice

Engaging managers

Behaviours

Adapted from Engage for success 2012

The research points to some of the benefits being high rates of staff satisfaction and retention, health, safety, wellbeing and attendance, innovation and improved patient experience. Creating the conditions for high levels of engagement is good for our people and good for our patients. As we do this consistently we build trust over time. Engage for Success have identified 4 key drivers of engagement and we used these concepts along with staff survey results to help us develop this strategy.

How we created this strategy

A diverse steering group and project team oversaw and delivered the work to engage with people across the Trust to develop this strategy.

This consisted of two main approaches. Firstly, we produced an engagement pack and a survey which people could complete online or via hardcopy. We visited a number of team events and used a 'pop up' stall to engage with colleagues. Secondly we reviewed existing feedback from our people, patients, students, apprentices, volunteers, and engaged with specific groups e.g. senior leaders, staff networks, new starters, Trust Governors.

We asked people their views on the 4 drivers of engagement, what matters most to them and what needs the biggest improvement. We also asked a number of questions about what makes TRFT a great place to work and what needs to improve to make it better. In combination with the staff survey we have used this to inform the key areas of action for the organisation set out later in this strategy.

From over 250 responses from people across a number of roles and areas;

Behaviours, Employee Voice, Engaging managers and **Mission** were seen as most important to people, in that order.
Employee Voice, Behaviours, Engaging managers and **Mission** were seen as the priority order for improvement.

The main ways this strategy addresses this feedback is through;

- 'We said, we did' plans (Employee voice)
- Refreshing the TRFT Behavioural framework (Behaviours)
- People Manager development (Engaging managers)
- Focus on the role of senior leaders and managers in communicating mission, milestones and achievements (Mission)

Thank you to everyone who contributed to developing this strategy.

WATCH NOW

Lauren Witton
People Project Manager

Our People and culture strategy

Retain and recruit

Retain and recruit people with the right skills, values and behaviours

People and culture

Engagement and improvement

Create a compassionate culture and high levels of engagement and improvement

Develop and lead inclusively

Develop, lead and manage our people inclusively so that everyone is valued and can fulfil their potential

Listening to our people and patients and acting on feedback

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Daniel Hartley
Director of People

Retain and recruit
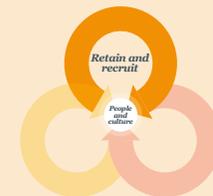
Key areas of focus 2024-2027

Health, wellbeing and attendance – use the NHS Health and Wellbeing Framework and our 'prevent, protect and promote, support model' to support the health and wellbeing of our people. Focus on meeting the core needs of our people and together reduce the number of days lost to sickness absence

Safe staffing and availability – deliver safe staffing levels to make sure we have the right people with the right skills in the right place at the right time and optimise the availability of our people across all service areas

Flexibility – deploy more team based rostering, increase the flexibility of work and careers including sideways transfer and partial retirement options, review relevant policies and processes to support flexibility

Role and Career support – further develop our current approaches to support people in roles e.g. buddying, professional advocacy, career coaching, mentoring

Recognition – review existing recognition approaches both internally and externally, further develop the PROUD awards and develop a greater profile of the achievements of our people

Workforce planning – develop Trust wide and individual service plans to promote clinical and service sustainability, retention and recruitment, cost-effectiveness and quality

Attraction and recruitment – modernise our approaches to enable us to both compete and collaborate successfully

Bank and agency – further improve our bank experience and effectiveness and reduce agency expenditure

Rotherham – deliver on the People commitment in our Rotherham Anchor Charter. Supporting local people to fulfil their potential, working with schools and colleges to inspire the next generation and contributing to reducing health inequalities

Working in partnership where doing so brings benefit for our patients.

Develop and lead inclusively
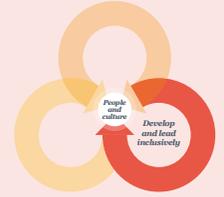
Key areas of focus 2024-2027

Behaviours – Support and challenge everyone to role model leadership by living the values every day across the Trust. Engage on and update our behavioural framework

Inclusion – develop and deliver an integrated Equality Diversity and Inclusion plan including (but not limited) to Workforce Race Equality standards, Workforce Disability Equality standards and Gender pay gap reporting actions

Senior leaders – Support senior leaders to lead well based on the principles of the NHS Leadership Way – compassion, curiosity and collaboration. Communicate mission, milestones and achievements as a strategic narrative internally and externally

Leadership and Management – review approach to leadership development across the Trust with recommendations for improvement. Develop people managers based on the NHS expectations of people managers so managers consistently support their people to fulfil their potential

Education and learning offer – develop a governance framework around Mandatory, Statutory, Role specific training and professional development. Review associated policies, processes and evaluation to improve effectiveness and impact. Build on and expand current approach to Apprenticeships

Appraisals – continuously improve our approach to improve the quality of conversations and effectiveness of appraisal. Consider use of NHS Scope for growth tool

Digital skills and technology - review our digital skill needs and the impact and opportunities of Artificial intelligence, machine learning and other technologies for our people and work

Working in partnership where doing so brings benefit for our patients.

Engagement and improvement

Key areas of focus 2024-2027

Staff experience – Co-create and deliver 'we said, we did' plans with teams to improve the voice of our people and improve levels of engagement and experience. Achieve high response rates to NHS staff survey. Consider complementary engagement/sentiment feedback including use of digital channels

Improvement – Seek continuous improvement of work and services on our journey to excellence. Support our people trained in quality improvement to showcase their work and develop greater impact of this work across the Trust. Scale improvement learning as part of our education and learning offer

Patient feedback – strengthen the line of sight to our people on how we can improve our communication and behaviours for patients. Listen to patients and further develop patient centered care approaches

Freedom to Speak Up – further develop FTSU arrangements to support our people to speak up and address issues raised

Engagement with key people partners – support staff networks to flourish (BAME, LGBTQ+, Disability) and develop champions across the organisation for key areas of support to people e.g. menopause champions. Build on strong relationships with local and regional Trade Union colleagues

Data, insight and intelligence – refresh people and culture performance reporting and improve integration with other sources of insight to support team Exemplar Accreditation. Prepare for ESR II implementation

People services – develop our people services with a new mandate, mission and model to support the delivery of this strategy. Review customer channels, policies and processes to support senior leaders, managers and all our people to deliver excellence

Working in partnership where doing so brings benefit for our patients.

People and Culture strategy and the NHS People Promise

Retain and recruit

People and culture

Engagement and improvement

Develop and lead inclusively

Listening to our people and patients and acting on feedback

We are **a team**

We each have **a voice that counts**

We are **safe** and **healthy**

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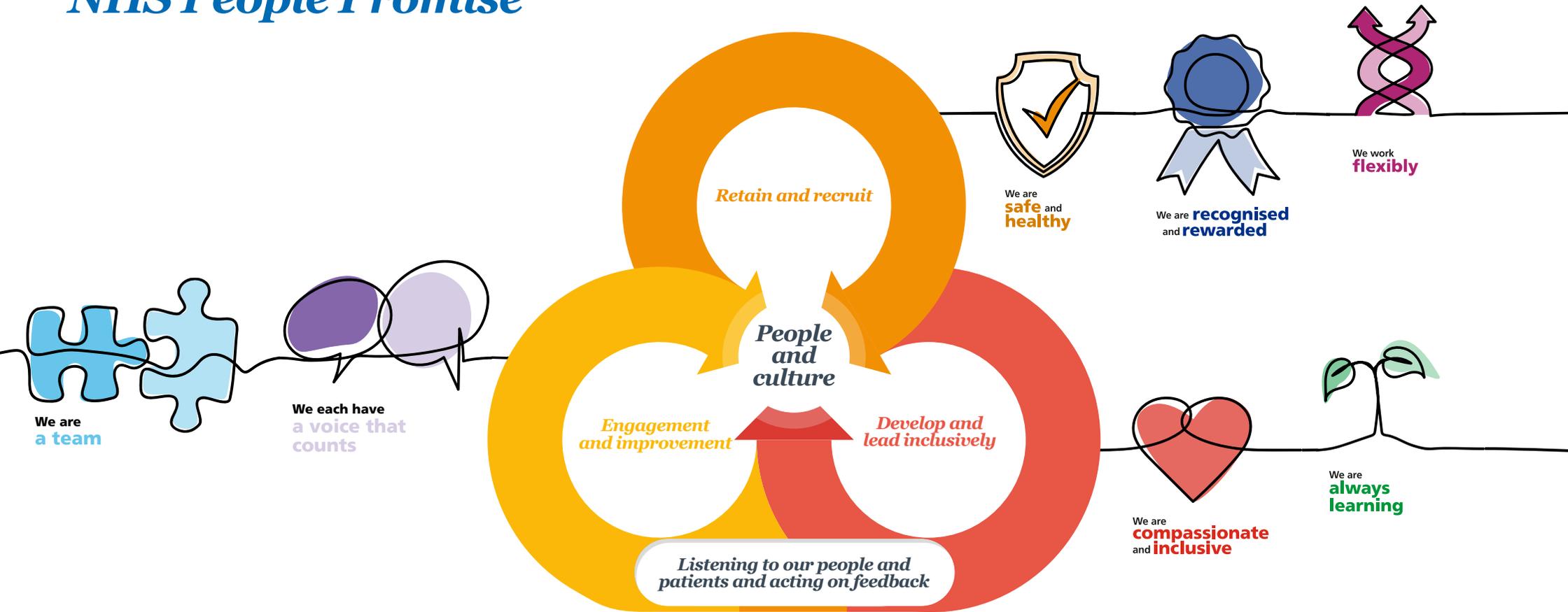
Health, Wellbeing and Attendance

A key area to support our people is our work on Health, Wellbeing and Attendance. We will use the NHS Health and Wellbeing Framework to guide our approach. In addition we have curated guidance and standards from the World Health Organisation (WHO), National Institute for Clinical Excellence (NICE) and International Organisation for Standardisation (ISO) to help ensure the psychological health & safety and mental wellbeing of our people. In keeping with these, we will implement actions that will: 'Prevent' exposure to psychosocial risks / risks to mental health at work; 'Protect & Promote' mental health and well-being at work; and provide 'Support' for staff when they need it.
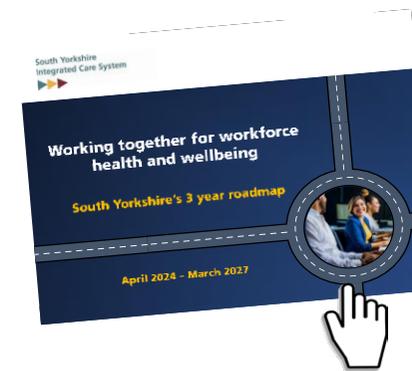
We are also proud to be part of the work across South Yorkshire *'Working together for workforce health and wellbeing - 3 year roadmap 2024-2027'*

South Yorkshire Integrated Care System

Working together for workforce health and wellbeing

South Yorkshire's 3 year roadmap

April 2024 – March 2027

CREATING A HEALTH AND WELLBEING CULTURE

Support services & partners, organisation design & policy, interventions overview

Mental & emotional wellbeing, physical wellbeing, healthy lifestyle

Supporting each other and working together

Purpose, potential & recognition, life balance, bringing 'yourself' to work

Senior manager responsibilities, healthy leadership behaviours, skilled managers

Physical work spaces & facilities available to rest, recover and succeed

Measuring effectiveness in our support

- Improving personal health and wellbeing
- Professional wellbeing support
- Data insights
- Environment
- Managers and leaders
- Fulfilment at work
- Relationships

Our people, our patients

NHS HWB Framework, NHS England

- 1 Prevent (Organisation)
- 2 Protect & Promote (Individuals)
- 3 Support (Targeted)

Graphic adapted by Carl Barnes, Occupational Psychologist, People Team, TRFT

Important aspects of our culture

We said, We did

Freedom to Speak Up

WATCH NOW

Staff Network Chairs

TRFT Staff App

- News
- Notifications
- Essentials
- Staff Networks
- Works Perks
- Email
- eRoster
- ESR
- Our Sites

PALS — Patient Advice Liaison Service

The Rotherham Way Behavioural Framework

- Inspire a shared sense of purpose
- Lead with care
- Use and evaluate information to improve
- Work together to connect services
- Share the vision
- Engage with our team
- Hold ourselves to account
- Develop our capability
- Influence what happens

Attribute	Behaviours we want to see	Behaviours we don't want to see
Ambitious We will deliver progressive healthcare services that meet the needs of the population we serve	Helps patients, colleagues and managers find solutions to problems	Doesn't seek to understand the diverse needs of our local population
We will have high standards and expectations for the services we deliver	Makes suggestions for improvements and works to implement them	Resistant to changes that will enhance services
We will demonstrate high standards for ourselves and others	Consistently works to a high standard and supports others to do so	Ignores lapses in care or poor...
We will act to develop responsive and innovative services	Willing to learn new skills and adapt to new ways of...	

BAME STAFF NETWORK

Celebrating diverse culture

rgh-tr.bamenetwork@nhs.net

Ambitious Caring Together

Diversity Matters

Disability STAFF NETWORK

Supporting, representing and making a difference

rgh-tr.disability.network@nhs.net

Ambitious Caring Together

Diversity Matters

LGBTQ+ STAFF NETWORK

Inclusive of all identities and allies

rgh-tr.lgbtqnetwork@nhs.net

Ambitious Caring Together

Diversity Matters

The needs of our people

One of our new colleagues Dr Catherine Anderson has updated Maslow's hierarchy of needs for the 21st Century for TRFT. The idea behind the model is that as humans we have different types of need that we wish to have fulfilled - the headings in the model. The higher needs and outcomes begin to emerge when people feel the previous needs have been satisfied. For us all to achieve our potential we need to make sure that the needs of each level are met.

We have developed this further based on feedback from our people when creating this strategy and from the staff survey free text comments. We will use it to continue to improve our approaches to meeting the needs of our people across the Trust.

Achieve potential
- I can achieve my potential
- I inspire and support others
- I deliver excellent services and quality patient care

Esteem
- I do a great job
- I am recognised and valued
- I make improvement happen

Belonging
- I belong to an inclusive team
- I can develop and learn
- I am treated fairly as a unique individual

Safety and security
- I know my shifts at least 6 weeks in advance
- I have any reasonable adjustments in place and my wellbeing is supported
- I have the tools to do my job
- I know there is zero tolerance of bullying, violence, discrimination and harassment

Core needs
- I have access to; parking / transport options, lockers, toilets, decent food, water and wifi
- I know there are enough people on the shift, the temperature is ok, there are decent rest areas and I can take my break

Adapted from Dr Catherine Anderson, 2024

Delivery and Governance

This strategy is designed to be delivered by senior leaders, people managers and all staff across the Trust, supported by the People team.

The main Trust governance oversight will be via the Trust People and Culture Committee, and the Board of Directors. The People and Culture committee will receive quarterly reports on the delivery of each year's People and Culture priorities and 6 monthly reports on the overall delivery of our People and Culture strategy.

Care groups and corporate teams will present to the Committee at regular intervals in order to receive challenge and support to the achievement of their people and culture objectives including 'We said we did' plans.

Internal forums to support the delivery of this strategy will be reviewed and refreshed as necessary. Partnership working with Trade Union colleagues will continue to be a key feature of delivery across the Trust.

Retain and recruit, develop and lead inclusively, engagement and improvement will form the framework for delivery, encompassing all elements of the People Promise, morale and engagement.

- **Care Groups**
- **Corporate teams**
- **Executive leads**
- **People team**

People and Culture Committee

Trust Board

Quality Committee

Patient Experience Committee

WATCH NOW
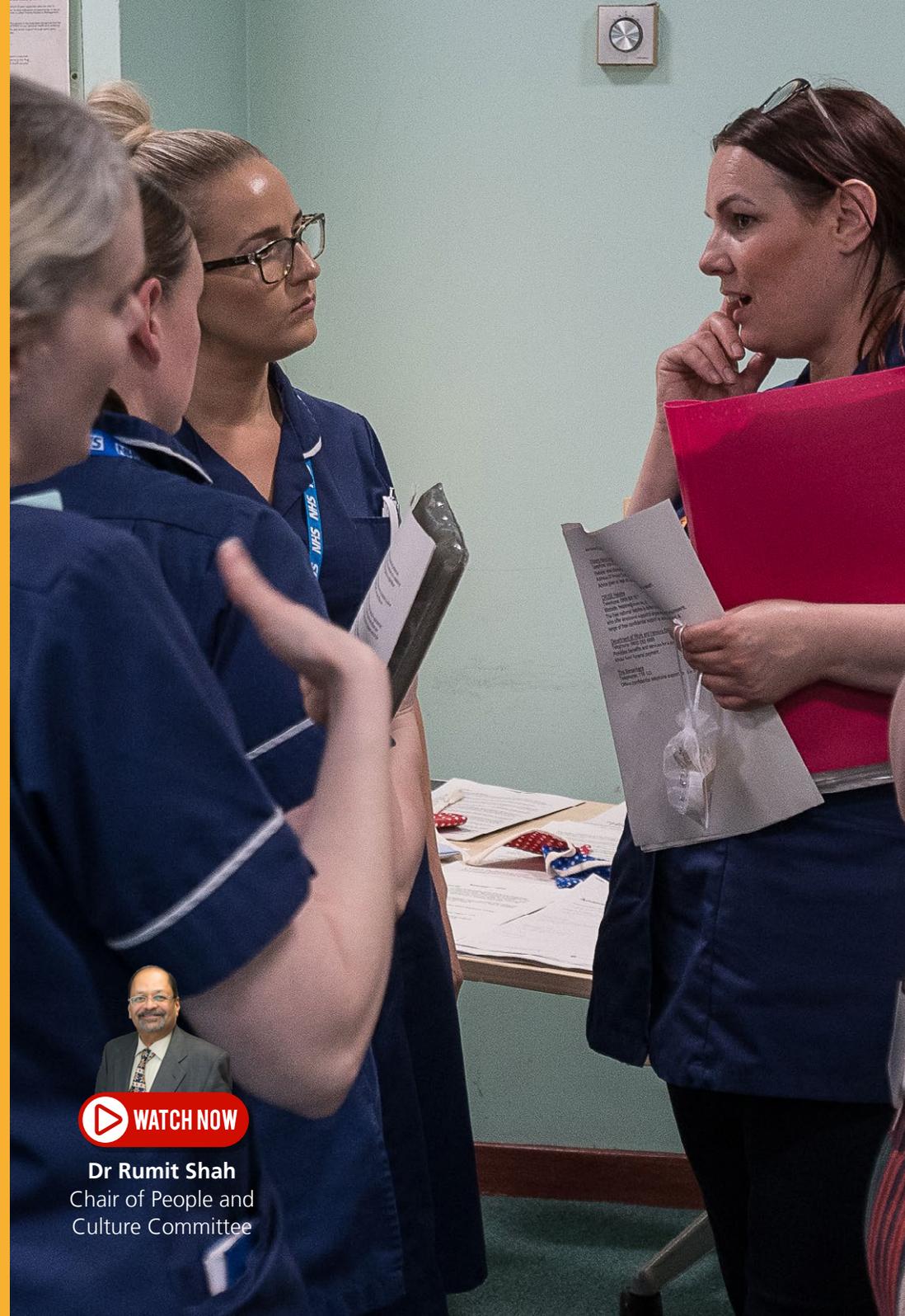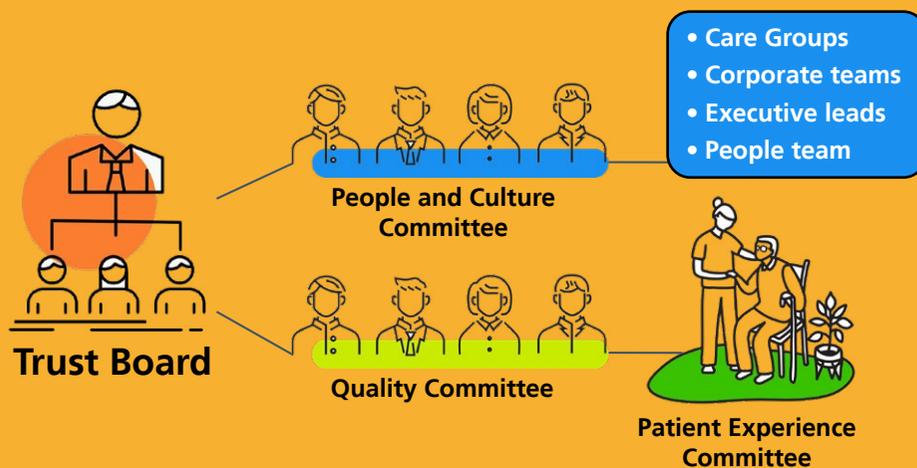
Dr Rumit Shah
Chair of People and Culture Committee

Implementing our strategy and measuring success

This strategy sets out a journey to excellence and we will report on and develop key metrics to measure our progress. We will measure excellence through benchmarking with appropriate comparator organisations and we intend for the achievements of the Trust to be recognised externally. Annual people and culture objectives and targets will be set as part of organisational priority setting. We will pay attention to the measures below covering key areas under retain and recruit, develop and lead inclusively and create engagement and improvement and our national/statutory reporting requirements.

Retain and recruit

Health, Wellbeing and Attendance

1. Wellbeing themes from Model Health system based on staff survey and FTSU measures; Psychological safety, demands and resources, healthy working environment, stress and burnout, positive engagement
2. Attendance and sickness absence by type, duration and cost
3. Progress against HWB Framework measures
4. Take up of and effectiveness of health and wellbeing support

Key People Performance Indicators

1. Overall MAST, Appraisal and Job Planning completion rates and effectiveness indicators
2. Retention and recruitment metrics including bank and agency utilisation
3. Flexibility metrics re rostering and role flexibility

Develop and lead inclusively

Equality, Diversity and Inclusion

1. Workforce Race Equality standard, Workforce Disability Equality standard, Gender Pay Gap measures
2. Participation in staff networks and involvement of network in people and culture developments
3. Staff survey question relating to whether staff think the Trust respects individual differences

Developing our role as an Anchor organisation in Rotherham

1. Inspiring the next generation through work with schools and colleges and Skills Street
2. Providing opportunities for local people to fulfil their potential

Engagement and improvement

NHS Staff Survey

1. Overall staff engagement measure
2. Results for recommend the Trust as a place to work and receive treatment
3. Results for National Training Survey run by the General Medical Council

Patient Experience and Engagement

1. Friends and family test recommendation score
2. Compliments and complaints relating to communication, attitudes and behaviours in line with Trust values
3. Relevant measures from patient experience improvement plan taken from patient surveys

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We are **recognised** and **rewarded**

We each have **a voice that counts**

We are **safe** and **healthy**

We are **always learning**

We work **flexibly**

We are **a team**

Thank you

Thank you to everyone who contributed to the development of our People and Culture Strategy. From the project team and steering group that oversaw this work to everyone who engaged with it. To the Communications team for the photo and video work and graphic design.

On behalf of the Executive Team, thank you to our brilliant people for everything you do for patients in Rotherham.

Daniel Hartley
Director of People
March 2024