

BETTER TOGETHER



Royal Devon
University Healthcare
NHS Foundation Trust



People & Culture Strategy

July 2023

2023-2028

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Foreword

Our ambition in delivering this strategy is to ensure we are delivering the key priorities set within the NHS People Promise and NHS Workforce plan. We will collaborate, be 'ground up' in our thinking, learn from each other, embrace innovation and do our very best to make our organisation a truly great place to work.

Hannah Foster
Chief People Officer

Introduction

Our people are the backbone of our Trust. Without their vital skills, hard work and commitment we would be unable to provide our patients with the care they need. This People & Culture Strategy describes a strategic approach to developing our culture as a relatively newly merged Trust and our people, which will help deliver the Trust's Better Together vision of enhancing staff experience to transform care across Northern and Eastern Devon, and to cement our position as a leading, digitally-enabled and clinically-led teaching Trust over the next five years.

This strategy is part of the suite of enabling strategies and a key enabler to the Trust's clinical strategy. It aligns to the NHS People Promise, NHS Long Term Plan and the principles of One Devon.

The years ahead will be a challenge with an increasingly competitive health and social care recruitment market, evidence of multi-profession workforce supply shortages and ever shifting candidate and employee expectations. Population change across Devon, the need to deliver operational performance improvements, delivery of the NHS Workforce Plan and the NHS financial climate all serve to heighten this challenge. The purpose of this People & Culture Strategy therefore is to establish how we will equip our organisation with the capability and capacity to rise to this task.

This People & Culture Strategy has been developed in collaboration with professional leads to understand the needs of the Trust. It centres upon four key pillars:

- Leadership & Culture;
- Attraction, Recruitment & Retention;
- Developing Our People; and
- Workforce Transformation, Integration & Re-Design.

Through its four pillars this strategy addresses what is collectively regarded to be the four key priority themes. Implementation will need to flex and be enabled by key building blocks such as strategic resourcing, learning and education, systems improvement and strategic workforce redesign and planning.

Better Together, Trust strategy

The Trust’s Strategy (Better Together - Working together to help you to stay healthy and to care for you expertly and compassionately when you are not) sets out the journey to enhance patient and staff experience.

The Trust’s strategic objectives – CARE – set out how we will achieve our vision and cement our position as a leading digitally enabled and clinically-led teaching Trust over the next 5 years.

Having published the Better Together strategy, the Trust commissioned the development of a supporting suite of enabling strategies, of which the clinical strategy has primacy.

Royal Devon’s clinical strategy has a five-year vision to “restore our services and support our staff, overcoming tough challenges and thriving together through technology and service transformation”. This vision is underpinned by this People & Culture strategy, as well as our other enabling strategies.



Our Vision

To be a great place to work, an anchor organisation that supports and develops our people to deliver high quality, sustainable and transformational care to our patients.

As a result of the People & Culture Strategy our aim is that all our people will be able to say these things about their experience working with us in five-years' time.

- We are known as a great place to work, having delivered the NHS People Plan, the People Promise and our Cultural Road Map programme.
- We enable culture change with a just and learning culture, lived and breathed by our people, managers and leaders.
- We are inclusive and compassionate, offering empowerment and inviting perspectives throughout the organisation to be shared.
- We offer more than a contract of employment – we are innovative about how we attract and retain the best talent.
- We involve staff in the planning of their careers, development opportunities, new working practices and new roles.
- We have strengthened our in-house training and educational partnerships to equip our people with the skills and capacity needed to support integration, workforce redesign and the Clinical Strategy.
- We lead compassionately, inspiring and empowering our people to ensure both staff and patient experience is the best it can be.
- We have a People & Culture Strategy and a workforce plan.
- We are known as a Great Place to Work.

Context

We are proud to be the largest public sector employer in the county. This People & Culture Strategy comes at a time where, at a local, system and national level there are strong drivers for the NHS to focus on networking, partnerships and productivity. A great deal of change has already taken place, with a focus now on managing complex service delivery expectations against a backdrop of improved productivity and economical scale.



In 2020/21, the national NHS People Plan and People Promise were launched with key deliverables. Significant work has been undertaken over the last two years to develop and interpret the expectations of the NHS People Plan into a Royal Devon cultural road map and a programme focussed on supporting the development of our newly formed Trust and our ambitions to ensure Royal Devon is A Great Place to Work.



In 2022/23 the One Devon ICS involved a variety of health and care partners across Devon in the development of the Devon 2035 Vision for the One Devon People Plan, to set the foundations for health and care provision. The Devon People Plan 2035 Vision is focussed on being prevention orientated, digitally sophisticated with genuinely collaborative working across constituent Devon ICS members.

Working practices that are regarded to be contemporary now will evolve and become commonplace, resulting greater expectations from our people on flexibility in the workplace, in efficiency releasing improvements and a shift in patient expectations in respect of how care is delivered. With this vision now established, the way has been paved for the development of a One Devon ICS Workforce Strategy, and the NHS Workforce Plan to which this strategy connects.

Through our four pillars approach the Royal Devon People & Culture Strategy supports the strategic aims of One Devon by recognising the need for system working, stability, learning & education, digitisation and sustainability.

The Royal Devon context is one of diversity: there are relative differences in scale and availability of workforce supply across our Trust-wide services. Within this operating environment teams have innovated and integrated to ensure resilience and opportunity. One of the first opportunities is the integration of teams and services across North and East Devon as well as

networking services across the peninsula: these provide us with an opportunity to support the development of fit for purpose and sustainable services, whilst connecting this to the strategic development of the One Devon Integrated Care System (ICS).

Our People

Our People are made up of a diverse range of inclusive, highly skilled, registered and unregistered health professions, supported by a range of administrative, operational and corporate, professional support teams. Working across a range of acute and community settings our people are highly skilled, flexible and vital to the delivery of improvements and innovation across our services.

Clinical teams

Our clinical teams make up 72% of our overall workforce and is comprised of a diverse range of medical, nursing, midwifery, scientific and allied health profession roles, both registered and unregistered. Our challenges in attracting and retaining the necessary level of workforce supply and the appropriate level of skills will continue to challenge us into the future. Across the system, clinicians are developing new models of care which will require us to consider how to make the best and most efficient use of our clinician resource and support this development with robust training, OD and cultural programmes.

Our Administration, Clerical, Operational and Corporate support teams

These teams make up 28% of our workforce and are integral to supporting the delivery of excellent patient care. There is significant competition in the local employment market for recruiting and retaining people in these roles which requires us to innovate in terms of working environment, modern working practices and work with our system partners to ensure these services are as productive and cost effective as possible.

The Trust's People team

This People & Culture strategy will be supported by a skilled People corporate team. The role of this team is to support leaders and managers across the Trust to support improvements in leadership and culture, understand workforce redesign, modelling and with data to understand our workforce trends. In addition, the data is also used to model future workforce needs to populate workforce plans and meet the expectations set within the NHS Workforce Plan.

The team also support the organisation to consider the overall workforce design that is required to deliver the service plans and will support the delivery of appropriate organisational and people development interventions to achieve this.

An overview of the Royal Devon workforce and high level key performance indicators can be found in appendix 3; a summary of the main data points is below in fig 1 & 2.

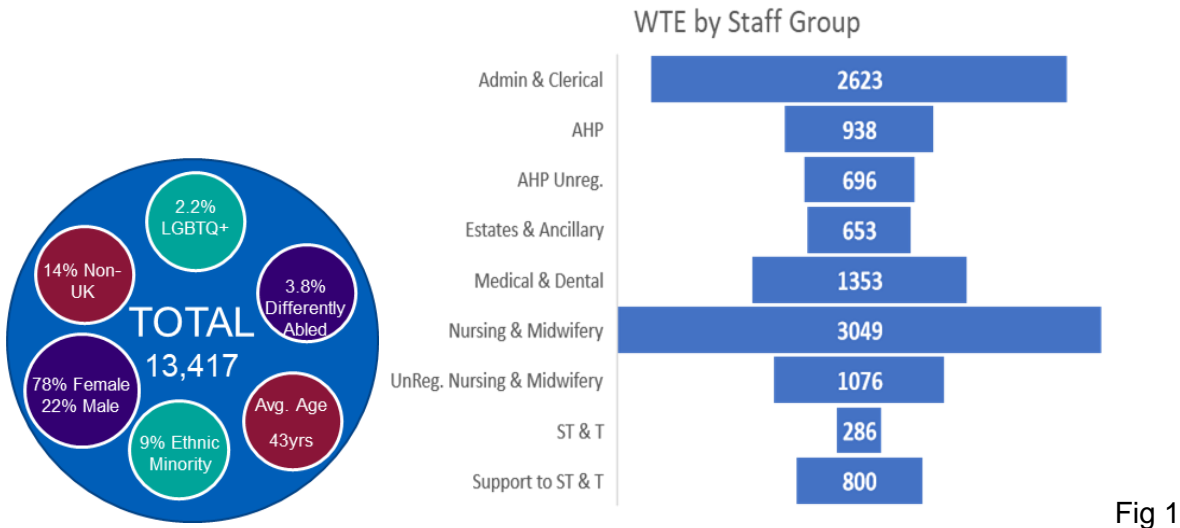


Fig 1

Figure 1 above provides a good overview of our people metrics with a typical high proportion of female to male workforce and of concern is the ageing workforce elements.



Fig 2

Figure 2 above demonstrates the extreme challenges faced across our teams in terms of retention, ageing workforce and changes in our workforce as well as the turnover of staff earlier in their career. In addition, the Trust has invested vastly in building our commitments and appointment to develop our international workforce. Figure 3 below evidences the challenges we face in our ageing workforce with 8.2% of our workforce due to retire over the next 5 years, this will challenge the Trust to ensure we embrace and implement flexibility in our approach to securing and retaining our People.

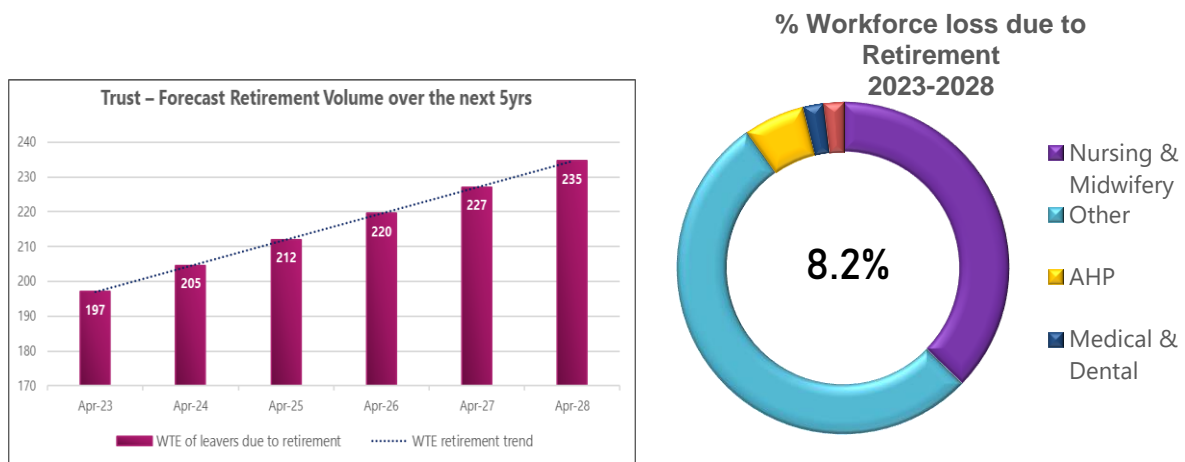


Fig 3

Our approach to developing a workforce plan

As an anchor organisation, engaging with our community will be critical to ensuring our people and services will be inclusive and diverse, reflecting our population and patient needs. In addition, working together with our system and peninsula partners across health and social care as well as the voluntary, charitable sectors and educational providers will be essential in ensuring we can provide seamless patient centred care via an educated, skilled and efficient workforce. In these partnerships we will work to ensure we are operating as one, to develop our people together, considering recommendations from a range of research, reports and reviews and in delivering the outcomes detailed in the NHS People Promise and long term Workforce plan.

Strategic Priorities

This strategy starts from sound foundations. Significant work has been underway to develop robust programme to develop and embed our culture as a relatively newly merged Trust and in developing our leaders and people across all disciplines. There are strong links between Royal Devon and educational, academic and research partners to ensure our people are continually developing to meet future needs.

In considering our retention challenge, across corporate and clinical careers, team leaders can articulate the development pathway for individuals wanting to progress to the highest professional levels or in diversifying their career. The Trust supports this with both in-house skills offering, apprenticeships and leadership and team development.

Equally, this strategy highlights the importance of health and well-being, workforce planning, career pathways and creating a flexibility in our workforce to ensure an inclusive support package for colleagues to remain resilient and well at work is critical in attracting, retaining and improving the experience of our people.

We have and continue to develop strong working relationships with our educational and research partners to develop our people to not only their full potential but to meet future needs. We have made great commitments in developing people from grass roots levels through to strategic clinical and people leaders by developing our in-house skills development offering, our programme of apprenticeships and investments in both leadership and team development.

Improving our approach to workforce planning alongside strengthening leadership and career pathways and creating an inclusive support package for colleagues to remain resilient and well at work is critical in attracting, retaining and improving the experience of people.

As the Trust continues its journey as a learning organisation there will be continued focus on ensuring that we are doing all that we can to ensure our people are skilled, developed and supported to aid the delivery of excellent patient care and pathways, whilst embedding an innovation and improvement approach. This will support our aims to not only recruit the best talent for Royal Devon but also improve retention and staff experience.

The strategic priorities describe how we will deliver the People & Culture strategy and vision to achieve the Trust, System and Clinical strategies, improving our leadership and culture, building broader teams, transforming care, improving our performance and productivity and performance.

Pillar 1 – Leadership & Culture

Goal – Develop a compassionate, inclusive and improvement- focussed leadership mindset that supports all our people to give their best and the delivery of wider Trust strategic aims.

Key Strategic initiative(s) – Through the delivery of our cultural road map, we will:

- Build on the work of our cultural road map, deliver a detailed plan focussed on 8 enabling areas to support leadership and culture, drive improvement and performance and empower our people.
- Expand our approach to inclusive leadership development programmes and talent management to ensure we have secure leadership pipelines and succession and talent plans to lead our services in the future
- Design, create and implement a development programme and toolkit to support our people to work in a Just, Learning and Restorative way.
- Equip and empower our people to lead, manage and care compassionately – improving our people and patient experience and performance.
- Embed empowering, improvement and innovation principles and skills across our workforce through robust transformation development programmes.
- We will invest in developing a coaching culture that supports our people to feel empowered to achieve their ambitions and to improve performance and quality of experiences and care.
- Deliver a clear health and well-being programme, focussed on keeping people well at work, easy access to wellbeing services and creating sustainable and easy ways to travel flexibly across our locations.

Pillar 2 – Attraction, Recruitment & Retention

Goal – Establish the Trust as a Great Place to Work, that attracts and retains the best talent, by being at the forefront of improvement & innovation and through a shared sense of belonging.

Key Strategic initiative(s) – Through our Great Place to work programme we will:

- Develop an inclusive, robust strategic resourcing and attraction plan that attracts high calibre, values-led candidates and plays particular attention to our difficult to fill roles.
- Develop and deliver a clear retention plan linked to the finance strategy and to improve our approach to flexibility, staff experience and productivity.
- Strengthen our onboarding and processes for new employees to ensure they are welcomed into the Royal Devon family and inducted in a timely fashion to accelerate productivity and improve experiences to aid retention.

- Build on the work as an anchor organisation with our educational and university partners to improve our training schools, as schools of excellence for our medical and clinical colleagues as well as improving the leadership opportunities to lead our service improvements.
- Strengthen coaching and mentoring programmes to improve the retention of skills, experience and transition handling of retiring team members.
- Work with our communities to improve cultural awareness and pastoral support for our international recruits to enable them to settle into their roles and life in Devon.
- Develop and implement a Trust offer that supports teams to identify critical roles via workforce plans and create development pathways that meet individual and Trust development aspirations and priorities.
- Simplify appraisal and supervision approaches to prioritise time for valuable, supportive, career conversations and talent management. We will also provide development modules to support managers and leaders to facilitate these discussions.
- Continue to build our Trust-wide buddy, mentor and legacy schemes to support improvements in experience, development and retention.

Pillar 3 – Developing our People

Goal – Equip our people with the skills and capacity to deliver future models of care. As an anchor organisation, work with our educational partners to ensure our people are skilled, developed and educated to the highest standards. Our people will be supported with digital and data upskilling, encouraged to develop and empowered to work to the top of their professional scope.

Key Strategic initiative(s) – To improve our people experience and patient care we will:

- Build on the work with our educational and university partners to improve our university and leadership training schools, as schools of excellence for our colleagues as well as improving the opportunities to develop leadership for the future.
- Deliver a forward thinking, educational and skills development programme to meet the needs of our workforce plan and clinical strategy.
- Develop and implement advanced practice, enhanced practice and physicians associates strategies to support the development of new models of care and working and to ensure we can adapt and flex to new clinical models and models of care.
- Foster an inclusive Lifelong Learning mindset, encouraging our people to embrace research and development, innovation, improvement and other learning projects.
- Implement a 5-year apprenticeship plan to support the delivery of the workforce plan and align to the outcomes set out within the NHS Workforce plan.
- Develop a clear multi-disciplinary development strategy and career pathway development programme that demonstrates the opportunities available to our medical, clinical and support staff, to include the use of apprenticeships, alternative degree paths and new professional scopes to enhance our resourcing, deployment and hybrid working models,

maximise the utilisation of the levy and our commercial opportunities to secure a fit for future purpose workforce plan.

- Digitally enable our people to enhance their learning and on the job experience via simulation, learning platforms and digital technology to deploy digitally enabled solutions and services to drive improvement in performance and patient outcomes.
- Develop our people skills to understand and interpret data to become an evidence based, informed and future thinking organisation.

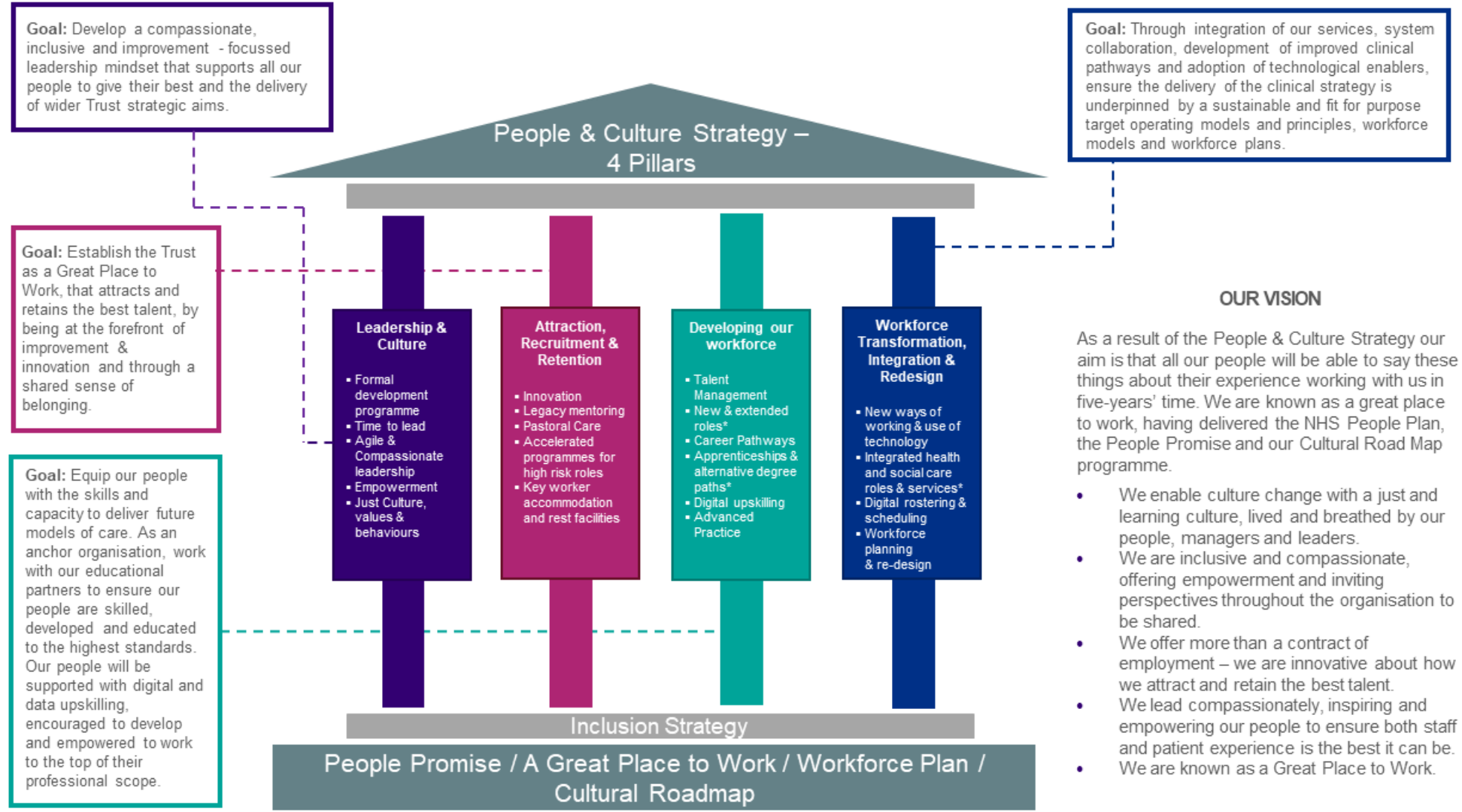
Pillar 4 – Workforce Transformation, Integration & Redesign

Goal – Through integration of our services, system collaboration, development of improved clinical pathways and adoption of technological enablers, ensure the delivery of the clinical strategy is underpinned by a sustainable and fit for purpose target operating models and principles, workforce models and workforce plans.

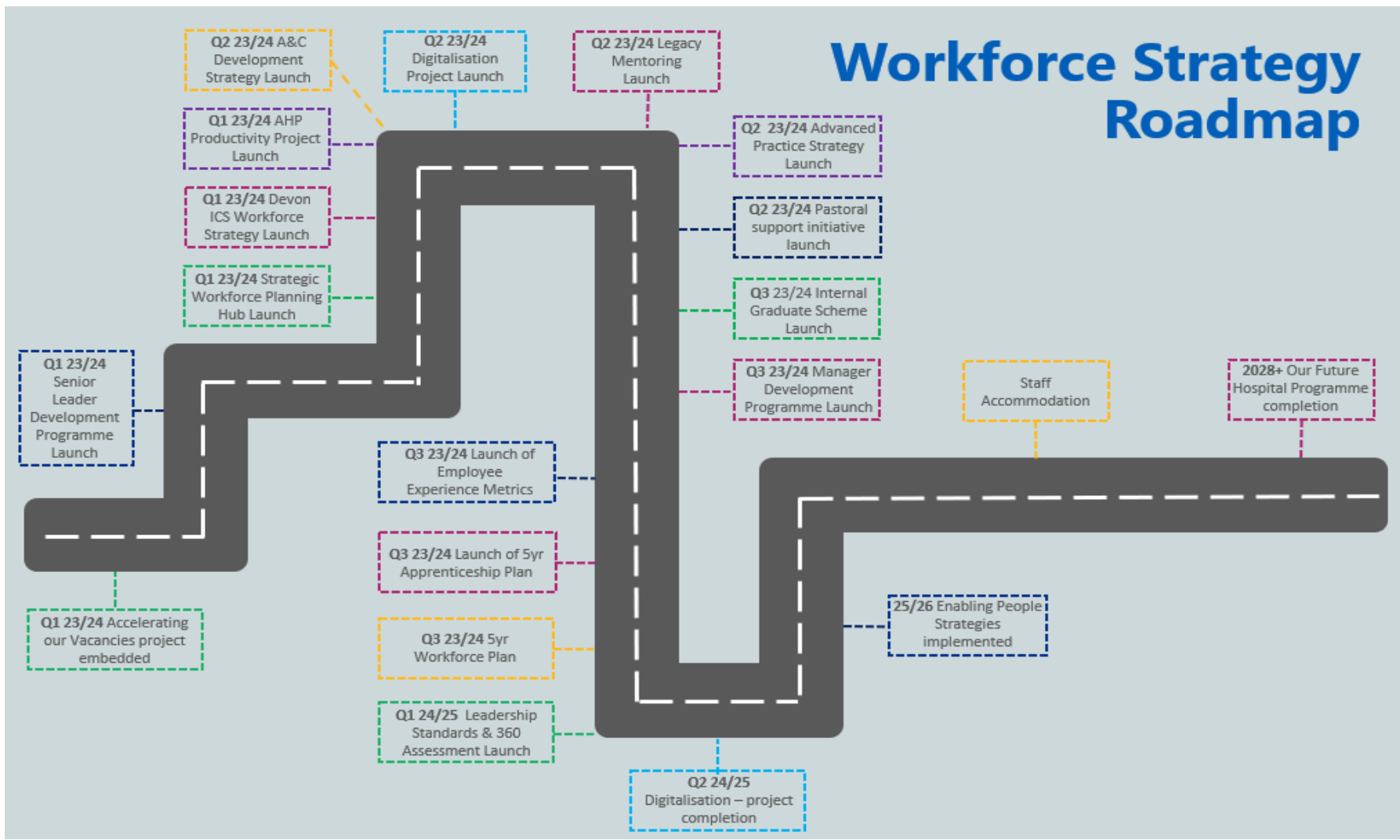
Key Strategic initiative(s) – Through our People & Culture Strategy and workforce plan we will:

- Establish the Royal Devon strategic workforce planning process, including the shift to a facilitated and collaborative delivery model with services supported throughout their workforce planning journey.
- Operationalise strategic workforce planning across all divisions and services, with local workforce plan interventions co-ordinated with strategic talent, education and resourcing initiatives.
- Develop a standardised approach to Advanced Practice education including digital badge recognition.
- Align our transformation and people and culture work programmes to ensure these meet the delivery of the clinical and trust strategies.
- Work in partnership with all professions across the trust to integrate Advanced Practice enhanced practice and other roles such as Physicians associates within services and pathways of care.
- Launch the Strategic Workforce Planning Hub, acting as a resource and toolkit dedicated to strategic workforce planning.
- Develop a 5-yr strategic workforce plan that enables future workforce supply and demand to be understood in the context of influencing factors such as the Clinical Strategy, activity growth, financial recovery, transformation and productivity, encompassing flexibility across our Trust and its people.

Appendix 1 – People & Culture Strategy



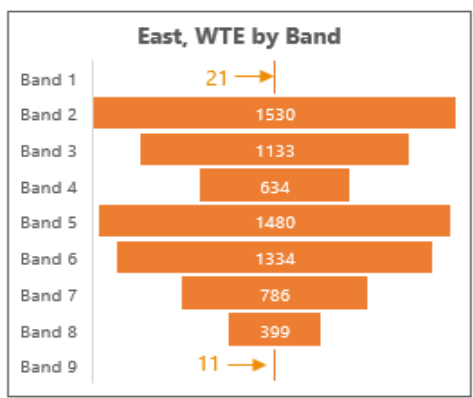
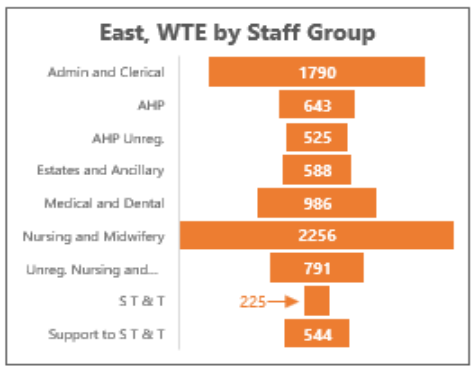
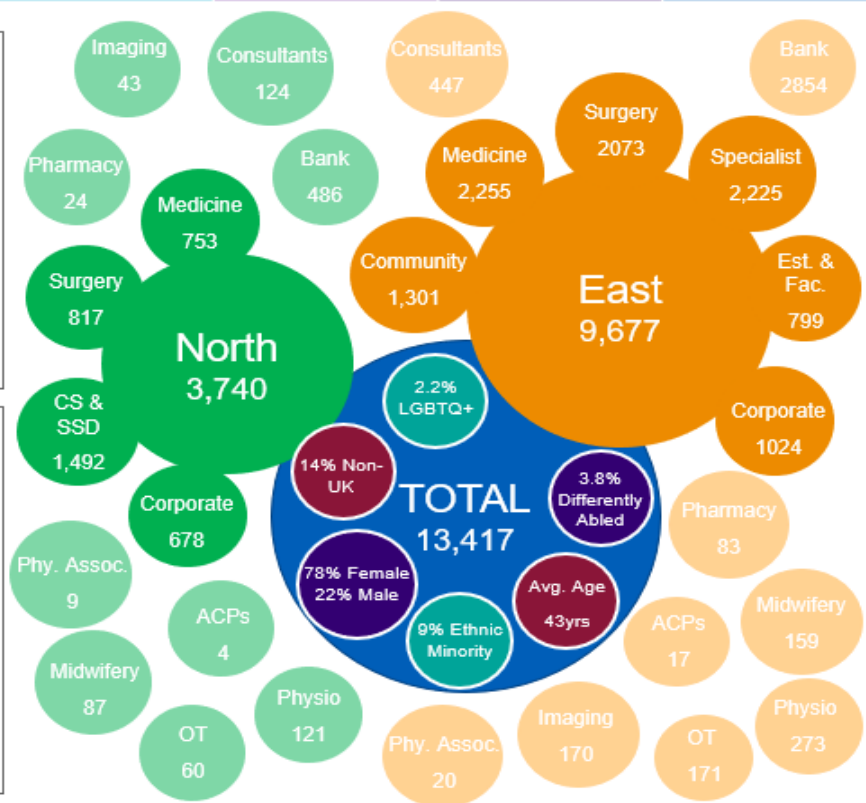
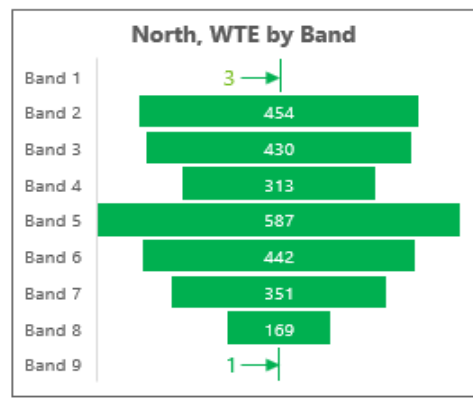
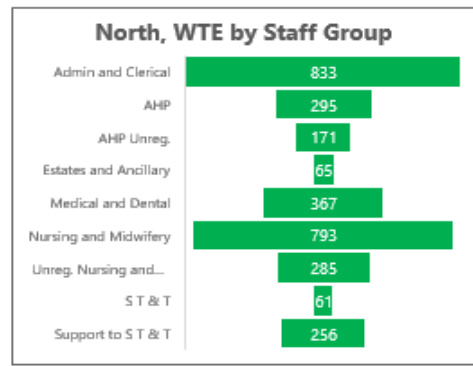
Appendix 2 – Roadmap



Appendix 3 – Royal Devon Workforce Overview

Data as at Apr '23

Royal Devon Workforce Highlights



Appendix 4 – Cultural Roadmap

1. Patient Experience and Patient Safety

- 1a. Embed a patient safety culture
- 1b. Embed a culture of just and learning
- 1c. Promote a culture of support, reflection and learning

2. Transformation

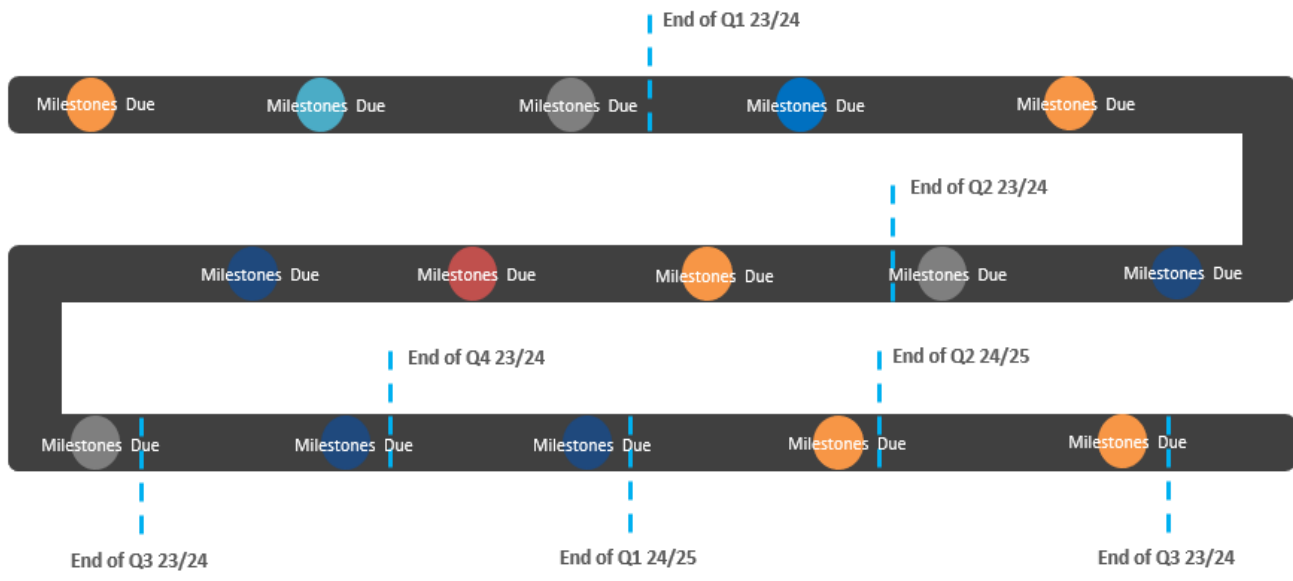
- 2a. Enabling an agile mindset to change management outside of HR
- 2b. Improved engagement with employees
- 2c. Make transformation and innovation an every day topic

3. Employee Experience

- 3a. Enable improved measurement of employee experience.
- 3b. Embed a culture of recognition and ensure our staff feel valued.

4. Wellbeing

- 4a. Decrease work-related stress and burnout
- 4b. Prevent and control violence in the workplace, in line with existing legislation.
- 4c. Support financial wellbeing



5. Inclusion

- 5a. Ensure that everyone has equal access to our services and has a positive experience of the Trust.
- 5b. Easy access to support available (right time, right place).

6. People Development

- 6a. Work towards embedding a just and learning culture.
- 6b. Understand succession in alignment to workforce plans, supporting with strategic resourcing and grow our own.
- 6c. Identify talent and measure development and progression through the organisation, maximising the skills available.
- 6d. Develop a coaching culture to support empowerment.
- 6e. Educate and upskill managers to ensure staff can be supported in a compassionate and inclusive way.
- 6f. Promote and role model compassionate and inclusive leadership.
- 6g. Develop a culture of learning

8. Sustainability

- 8a. Embed sustainable principles
- 8b. Delivery of our Sustainability Plan

7. Project Simplify & People Practices

- 7a. To enable HR to review and align local policies to the new principles.
- 7b. To simplify policies, guidance and resources to improve accessibility and promote a just and learning culture.
- 7c. Promote a healthy work life balance, while ensuring a sense of belonging for agile working.
- 7d. Improve hygiene factors and infrastructure to enable other interventions.