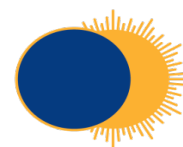
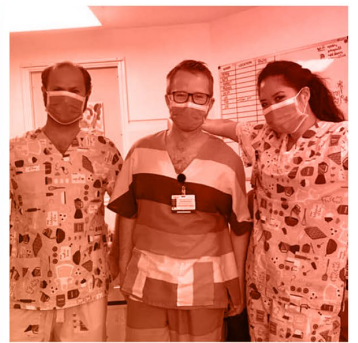


OUR PEOPLE STRATEGY

2022 - 2027



Royal Hospital for
Neuro-disability

OUR PEOPLE STRATEGY

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INTRODUCTION

At the RHN, we aspire to be an outstanding organisation for everyone, our staff, our patients, residents and their families. Whatever their role, wherever they work – every single one of our colleagues plays an outstanding role in delivering high quality care.

We employ approximately 700 staff, including doctors, nurses, physiotherapists, dieticians and many other healthcare and administrative professionals.

This five year People Strategy will help us to build our reputation as an employer of choice, a centre of excellence – a great place to work where everyone can thrive and grow. Our people are our most valued asset, without them, we could not deliver our mission or achieve our vision.

Our vision is to continue developing our culture so that we are a place where our staff want to work and stay.

Our People Strategy will support the delivery of the RHN's overall strategy and links in with other strategies, such as Nursing, Research, Clinical and Estates

Our challenges

The arrival of the Covid-19 pandemic has meant that we have been faced with unprecedented challenges, responding to a pandemic, with some putting their lives on hold to save others whilst everyone juggling work and family life. It has brought about an incredible scale and pace of transformation and highlighted the enormous contribution that all our staff make every day.

Our ambition

Describing our ambition is one thing; delivering is another. This strategy identifies five themes for action, which we will focus on for the next five years to continue to engage, retain and recruit our staff. It is clear that we live in an uncertain and ever changing environment, so we will

need to regularly update and adapt our People Strategy during the timeframe it covers.

The Action Plan included in the People Strategy sets out how we aim to achieve our ambitions.

NATIONAL PICTURE

The Covid-19 pandemic has impacted both our home and working lives. The arrival of Covid-19 acted as a springboard, bringing about an incredible scale and pace of transformation, and highlighting the enormous contribution of all our staff. The challenges we face 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.

Nearly one in five employees have suffered from poor mental health during the past two years. Although people of all ages report suffering from poor mental health, younger employees are seeing the biggest impact. Given that millennials (born between the early 1980s and the late 1990s) make up such a significant proportion of the workforce today, acknowledging the prominence of mental health issues among this generation is crucial.

During lockdown, employee burnout hit a peak. People reflected on their lives and how their organisations treated them. Huge numbers of employees reassessed their careers, and thousands in the UK left their employment.

According to the Office for National Statistics (ONS), the number of vacancies in the UK soared to an all-time high between July and September 2021, reaching over one million for the first time.

'The Great Resignation' is happening in many sectors as workers rethink and reset their working lives. It has disrupted an already unstable post-pandemic labour market, making it difficult to recruit and

retain talent. According to the CIPD report Addressing Skills and Labour Shortages post-Brexit, four in 10 (39%) employers have hard-to-fill vacancies.

LOCAL PICTURE

There are approximately 1.5 million people living in the six local London boroughs that the RHN serves, and we face significant financial challenges, partly due to the funding from the NHS not rising at the same pace as costs and demand and funding is reducing due to budget pressures.

The NHS are introducing local integrated care systems (ICSs). The system will be made up of GP practices working together in primary care networks and developing integrated care partnerships, drawing together all NHS and Social Care organisations in a designated area and working more closely with health improvement services and social care with a single commissioner. This should lead to improved and seamless health care for local people. The RHN will need to adapt to meet the commissioning and delivery agenda of the ICSs which may require changes to the knowledge and skills of the current workforce.

OUR PEOPLE STRATEGY

Our People Strategy is an enabling strategy to deliver our vision of care, achieve the organisation's strategic objectives and be ready for future changes and challenges. It outlines how we will recruit, retain and engage staff to unlock their potential and achieve the strategy.

It outlines how we will 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.

We want our people to be proud to work at the RHN, feel supported and recognised

and feel able to speak up and enjoy coming to work.

We will continue to engage with our staff through staff surveys, road shows, buddy sessions and staff clinics.

We will be collaborating with the Nursing Directorate to achieve the Pathway to Excellence accreditation. By achieving this we will have developed a blueprint to foster and sustain a positive practice environment.

RECRUITMENT & RETENTION

Recruitment will always be a vital element for the RHN and we will continue to focus on recruiting the best people to our roles.

We will recruit, retain and engage staff to unlock their potential, build and maintain the culture, capacity and capability required to meet the challenges we face and improve on delivering high quality patient centred care, with staff setting the pace.

We will do this through our values-based recruitment programme making use of assessment centres and values-based questions for all applicants. Evidence shows that recruits who share the same values of the organisation, stay longer and provide better care and service. We will use online and innovative recruitment methods to reach potential employees, who might otherwise not consider employment with the RHN as a career option. Promoting career development opportunities for staff will be integral in our recruitment offering.

One of our challenges is to reduce the high turnover of staff. While some turnover is healthy in an organisation, we feel that our turnover is too high, currently averaging 15% per annum (110 staff). We need to focus on making the RHN a place where people want to stay and work. We can do this by working to ensure that staff feel that their needs are being met. For example, by reviewing staff remuneration, introducing flexible working, moving towards equity with more staff in senior positions from diverse

ethnic and socioeconomic backgrounds, and providing them with autonomy and growth with the establishment of development programmes to enable them to achieve their full potential. Staff who feel their needs are being met are more likely to be motivated and productive, with much higher levels of engagement, resulting in less turnover.

In a tight employment where there are more vacancies than people, remuneration is a key factor in the recruitment and retention of staff, and it also meets a basic need in the motivation and productivity of staff. A shift from spot salaries to job evaluated payment structure would signal equitable employment. Pay and reward systems would be reviewed regularly for affordability and through benchmarking with sector comparators to ensure that the RHN remains competitive.

Attracting, training and retaining a diverse workforce has many benefits. It means we are able to keep skilled staff, reduce wasted time and money by not having to continually recruit and train new people, and reduce pressure on existing staff whose workload often has to increase to fill gaps.

Significant increases in fuel, food and energy prices are contributing to high levels of inflation which is increasing the cost of living and working in London for our staff. We will need to consider measures to support our staff to enable them to continue to work at the RHN

Our ambition is to reduce our voluntary staff turnover to 12% per annum (88 staff) by March 2024 and to reduce the number of staff that leave with less than 24 months service by 50% (from 37 staff down to 18 staff) by March 2024

Establish a values based recruitment process ensuring that the people we recruit embody our values by March 2023

Reduce vacancy rate by 50% by 2027

Improve the onboarding and offboarding processes, including the employee journey and implementing the HRIS by March 2023

Introduce standardised localised induction process and buddy scheme

Introduce a job evaluation scheme to establish equity and to benchmark salaries against competitors

CAREER DEVELOPMENT

To provide safe patient care we need competent, agile and capable people. Training and education are also key to improving patient and staff experience in the workplace. We will continue to train and develop our staff so that everyone can reach their potential, progress to new roles and be equipped with future facing knowledge and skills to help them develop in their career.

We will continue to provide the highest quality clinical training and professional development to maximise the capabilities of our clinical workforce to deliver safe and effective patient and family centred care, now and into the future. It is our ambition that the RHN becomes a centre of excellence for highly complex neurological rehabilitation and care supported by its education academy to provide sector leading training and education for our staff.

The RHN has a nationally recognised Research Department, and we would want to provide opportunities for all staff to undertake research in areas that will benefit the RHN.

Career development and opportunities for progression are both vital for growing our own and retaining a competent workforce and we will make sure that we provide this, for example by using the apprenticeship levy for clinical and non-clinical staff.

We will continue to use technology and innovation to develop new training programmes and increase our training capacity in areas of high demand.

Career development opportunities are vital in ensuring that the RHN has a robust and educated workforce, becomes a centre of excellence for research, whilst ensuring that we are developing clear pathways to grow our own staff to ensure our future.

We will do this through the upskilling and reskilling of our workforce, using internal and external training options and funding routes, and ensure that our senior leaders are equipped with the skills to identify emerging talent and support them with an individual development plan to stretch them to their fullest potential.

By upskilling staff, we will:

- Create the capability needed for future success by motivating and engaging our people to take responsibility for their own performance and development and to adapt to continuous change.
- Strengthen career development pathways and make them clear and accessible for all staff.
- Utilise the apprenticeship levy and the learning management system as a funding alternative for training costs.
- Develop reputation for high quality, top class training amongst all professional groups.

- Focus on 'growing our own talent' through the use of the apprenticeship levy, qualifications delivered by the RHN Academy and internal progression routes.
- Create an environment in which staff strive to continuously improve their own performance through training, development and research.
- Identify who our talented staff are through a clear and transparent talent framework, aligned to the annual performance review and the RHN values.
- Ensure that those identified as future leaders or top talent are developed and inspired to reach their full potential and have a clear succession plan to enable them to achieve their ambition.

Through our Leadership and Management programmes we will:

- Build confidence and capability in our leaders and managers to deliver innovative and creative solutions that enable the ambitions of the RHN.
- Continue to define the skills and knowledge required for leaders within the RHN.
- Continue to provide managers with the tools and resources needed to manage teams compassionately and dynamically – compassionate leadership development.
- Introduce successful succession planning, identifying emerging leadership talent.
- Train leaders and managers in coaching based approaches.
- Develop our leaders to be highly visible, capable, positive, confident and enthusiastic leaders, who exemplify our values.
- Use the talents of our existing and future leaders to inspire the wider community, address organisational

challenges, and prepare the RHN for the future.

- Deliver a forward-thinking approach to developing the skills in our leadership through an inspirational Leadership Programme focusing on behaviours, authenticity and emotional intelligence.
- Establish a 360 degree appraisal system for all leaders which will incorporate a central review of 360 degree appraisals to identify any areas of development.
- Undertake an annual review of leaders against our organisational values.
- Require all leaders to mentor a new or existing member of staff.
- Introduce job shadowing to enable staff to gain insight into the roles and responsibilities of others.

Our ambition is to complete a review of our learning and development programmes, and make sure there is sufficient training and clinical education provision to meet the needs of our workforce now and in the future by March 2024

To make sure our programmes are equally and easily accessible to all staff by March 2023

To utilise the learning management system to its full potential by 2023

To establish a development programme for all staff at all levels in the organisation by March 2025

HEALTH & WELLBEING

Following the pandemic, we understand more than ever the importance of “being well” and ensuring that the physical, emotional and mental needs of our workforce is at the forefront of everything we do. Our strategy aims to reduce the

amount of time staff are absent from work due to sickness and implementing several proactive approaches to support staff in adopting healthy habits and lifestyle changes.

The wellbeing of our people is at the centre of our organisational culture. Our aim is to make sure our people feel well and supported at work. Wellbeing starts with good managers who lead with compassion and care and being part of a team with caring and supportive colleagues. We can only thrive and perform well at work if we feel engaged, valued, and physically and psychologically supported.

We know the main reasons our people are off sick are anxiety, mental health and muscular skeletal problems. The added pressure of Covid 19 has strengthened the focus on looking after our people. Therefore, we will focus on reducing work related anxiety, mental health and muscular skeletal problems, and achieve a positive and timely return to work for our people who have a period of sickness absence.

To achieve these aims we have so far established a wellbeing hub on the intranet that provides staff with health and wellbeing information available both internally and externally, staff networks for staff to discuss any aspects of their working experience in a safe environment, Mental Health First Aiders to support staff within the RHN and an internal mediation service. We will continue to offer advice, knowledge and activities that inspire staff to look after their own health and wellbeing.

We will work with our Occupational Health Service and other wellbeing providers (including the Employers Assistance Programme) to ensure we provide a proactive, preventative service, that

connects managers and staff to high quality care and expertise.

Our ambition is that our staff feel safe, healthy and well both physically and psychologically

All staff within RHN to have a Health and Wellbeing plan by 2024, which is discussed and regularly reviewed during supervision

Reduce the number of staff who are away from work with work related anxiety by 15% by March 2025

NEW WAYS OF WORKING

The Pandemic has made us reconsider how and where we work. We have learnt how to work more flexibly and remotely and of the benefits of homeworking for many staff.

Since March 2020, we have overcome many immediate challenges, from practical equipment issues to the wellbeing of those working remotely for the first time. This transformation of many of our processes using new technology is ongoing.

We will continue to work using technology efficiently, learning from our experiences during Covid and embracing further developments. Some of the changes will be sustained, for example, the use of virtual meetings in many recruitment interviews and also supporting our clinical staff to work remotely where appropriate. Remote working and digital transformation have attracted a wider range of candidates for some roles as they are able to work from home. This means we can now potentially attract more people with disabilities for whom working from home is either easier or essential.

Our staff tell us that home working benefits their wellbeing, and work life balance. We will look to improve the work-life balance for staff for example by having effective

policies on flexible working in place, have provisions in place for staff who need to take time off at short notice, promote the use of self-rostering tools, and encourage a culture where work breaks and rest days are seen as a contributor to both staff and patient safety and wellbeing.

We want to continue to learn from this experience and, where we are able, take a more flexible approach to how we work in the future – whether that is by offering more flexible working patterns, or more home and remote working.

We will use our learning from the last two years to continue to enhance our use of digital technology to streamline our people processes and services. To gain the greatest benefits from technology, we also need to ensure that our staff and leaders have the digital confidence and competence to use digital tools to deliver their services, identify and develop new models of care provision, promoting inclusive ways of working and supporting staff wellbeing and work life balance.

Our ambition is to deliver a plan to introduce automated people processes that will release the administrative burden and eliminate manual and paper processes, saving staff time and providing more time to care for our patients

Review current working practices and support flexibility wherever possible (clinical and non-clinical staff) to ensure that there is greater flexible working across RHN while ensuring the needs of the business are met

EQUITY, EQUALITY & DIVERSITY

Ensuring that the RHN is a safe space and place to work in for all staff members, giving them equity, equal opportunity and access to information, advice and guidance, as well as to training, education and internal promotion.

We will create an open and inclusive environment where all staff feel that they belong.

We aspire to exceed the benchmarking of our competitors in Workforce Racial Equality Standard reporting by increasing the number of Trustees and very senior managers from under-represented groups.

We want to achieve equality for disabled people by increasing the opportunities for employment of staff with learning, mental health and physical disabilities.

We will introduce a programme of reverse mentoring. Reverse mentoring starts a conversation across the cultural divide as well as the divides of senior and junior leaders, allowing staff to explore different ways of thinking and to create tools for change together.

The aim of mentoring enables people in senior positions to learn from and understand issues from the perspective of people in less senior roles from under-represented groups, whilst exposing less senior staff to new ideas, experiences and networking opportunities.

- Increase commitment among senior managers to recruit, train and promote talented people from under-represented groups.
- Educate senior managers about the challenges colleagues from under-represented groups face within and outside the workplace
- Enhance leadership, conflict management and coaching skills of mentors and mentees

- Provide colleagues from under-represented groups with a greater understanding of RHN and skills required for senior positions, as well as access to professional networks
- Develop strategies to improve the work environment of under-represented groups within the RHN.

We have established a BAME and LGBTQIA Staff Network. We would like to discuss with staff how we can increase the number of networks in order to provide support and add value to other under-represented groups in the RHN.

We want to promote a culture that:

- Focuses on fairness and accountability rather than blame and sanction
- Links to quality and safety
- Is free from harm – not from error
- Encourages and supports speaking up, especially for those staff who are disproportionately represented/ implicated in formal cases
- Has restorative actions/conversations where possible which aims to put things right (meeting hurt and harm with healing, not with more harm)
- Reduces formal ‘cases’ – and those that do occur are handled efficiently and limit harm.

Our ambition is to increase the number of Trustees and very senior managers from under-represented groups of staff

To introduce more staff networks for under-represented groups

To promote a culture of fairness and accountability rather than blame or sanction

Introduce a programme of celebrating success

Action Plan

	2022	2023	2024	2025	2026	2027
People Strategy	People Strategy to link into overarching RHN Strategy	Introduction of staff clinics Achieve the Pathway to Excellence accreditation		Review People Strategy and Action Plan		
Recruitment & Retention	Establish a values-based recruitment process Reduce vacancy levels by 5% each year to 2027 Consider measures to support staff to continue to work and live in London	Improve on-boarding and off-boarding processes to include First Impressions and Exit Interviews	Reduce voluntary staff turnover to 12% Reduce by 50% number of staff leaving with less than 2 years' service	Patient/Residents/relatives on all interview panels		

	2022	2023	2024	2025	2026	2027
Career Development		<p>All programmes to be easily accessible to all staff</p> <p>Utilise the learning management system to its full potential</p>	<p>Complete a review of all L&D training modules</p> <p>All leaders to mentor a member of staff</p> <p>Introduce job shadowing scheme</p>	<p>Establish development programme for all levels of staff</p> <p>Introduce talent management and succession planning processes</p> <p>Introduce 360 degree appraisal system</p>	Introduce new senior leaders development programme	Introduce new emerging leaders development programme
Health & Wellbeing	Reduce number of staff absent from work with MSK by 5% each year to 2027	Develop a series of on-line resources to support staff to recognise signs of anxiety and stress	<p>Review Occupational Health service provision</p> <p>All staff to have a health and wellbeing plan</p>	Reduce number of staff absent with work related anxiety by 15%		
New ways of Working	Launch new Flexible Working Policy	Introduce new technology to support flexible working and reducing the administrative burden on managers				

	2022	2023	2024	2025	2026	2027
Equity, Equality & Diversity		<p>Make a shift towards equity and more staff in senior positions from under-represented staff groups</p> <p>Introduce a programme of celebrating success</p>	Introduce a reverse mentoring programme			

