



MEETING	Trust Board	Ref No. 6.2
DIRECTOR	Human Resources/ Organisational Development	Date: 01 April 21
People and Culture Priorities 2021 to 2023		
Purpose	<p>Approval by the Board of the People and Culture Priorities</p> <p>The priorities laid out within are informed by numerous staff feedback initiatives including, our baseline cultural assessment and most recently, the 'Learning from COVID' work.</p> <p>Our staff have told us that we need an increased focus on: Staffing levels, the safety and wellbeing of our workforce, the capability and style of leadership, how valued and recognised staff feel, two-way communication and engagement. All of which are intrinsically linked to our ability to achieve our aim of - Delivering Safe, Effective & Compassionate Care through Right Care, Right Time, Right Place</p> <p>The document sets out the People and Culture metrics that will enable improved accountability, via the QMS, for directorates and divisions.</p> <p>The proposed structure will provide the strategic oversight and accountability of the high-level priorities as well as drive improvement activity at a local level.</p>	
Corporate Objective	<ul style="list-style-type: none"> • Safety, Quality and Experience • Service Delivery • People and Culture • Strategy and Partnerships • Resources 	
Key areas for consideration	<ul style="list-style-type: none"> • Issues /risks <p>Treating our staff as our most valuable resource and working to create the best possible workplace culture are both inextricably linked to our ability meet our objectives under 'Right Time, Right Place, Right Care.' By embedding our core People and Culture metrics in our Quality Management System, we commit to improving how it feels to work in the Belfast Trust.</p>	

	<ul style="list-style-type: none"> • Challenges <ul style="list-style-type: none"> - Recovering from COVID including supporting team recovery and the support for staff wellbeing. - Workforce shortages. - Organisational culture change • Internal/External engagement <ul style="list-style-type: none"> - Staff engagement is a central tenet of the People and Culture work to date and in the future. Staff feedback will be gathered via scheduled, pulsed, real-time and targeted surveys. - Trade Unions have been engaged with. - External engagement through expert consultancy from Northumbria Healthcare NHS Foundation Trust. • Human rights / Equality <ul style="list-style-type: none"> - Equality and Human Rights considerations are integral to the People and Culture priorities.
Recommendations	<p>The Trust Board to approve and sponsor the People and Culture priorities and strategic approach. This will enable the setting up of the enabling structures, the embedding of the core metrics into the QMS and drive locally owned programmes of work.</p>

PEOPLE AND CULTURE PRIORITIES

2021 – 2023



**Delivering Safe, Effective & Compassionate Care
through *Right Care, Right Time, Right Place***

Purpose: Treating our staff as our most valuable resource and working to create the best possible workplace culture are both inextricably linked to our ability meet our objectives under ‘Right Time, Right Place, Right Care.’ By embedding our core People and Culture metrics in our Quality Management System, we commit to improving how it feels to work in the Belfast Trust.

Context: These People and Culture Priorities are outlined at a time of unprecedented challenge both in our personal lives and within the Health and Social Care System from the COVID 19 pandemic. We have a collective responsibility to build upon the learning that the pandemic has brought to enable us an organization to develop an engaged workforce that is able to meet any future challenges that we might face.

What staff have said: Over 10,000 staff have had their say about the culture they want to experience.

<p>Workforce</p> <ul style="list-style-type: none"> • Improve staffing levels • Keep me safe and help support my wellbeing 	<p>Engagement</p> <ul style="list-style-type: none"> • Keep me informed and listen to me 
<p>Leadership</p> <ul style="list-style-type: none"> • Lead me well 	<p>Recognition</p> <ul style="list-style-type: none"> • Recognise me and value my efforts 

We commit to:	Measured Centrally and Locally through
Improving our staffing levels	Substantive Workforce, Vacancy rates, Turnover rates, , Absence rates, Temp Workforce Expenditure
Keeping our staff safe and helping staff realise their best possible state of wellbeing	‘Organisation support for Wellbeing’ Wellbeing scores, Statutory and Mandatory training
Building a culture that facilitates an engaged workforce	Engagement scores and feedback
Continuously communicating and listening to our staff and service users to enable us to make the Belfast Trust the best possible place to work and to receive treatment.	Communication scores and feedback
Developing and supporting leaders so that they can lead staff collectively and with compassion	Communication between managers and staff Support from manager
Improving how we recognise and value our staff	Recognition scores, feedback and appraisals
Building a culture that is compassionate, just and trauma informed.	Working Well Together metrics

Data Driven Improvement: Through the collection, analysis, benchmarking and sharing of people and culture data services will be able to prioritise efforts to make their area a better place to work.

PEOPLE AND CULTURE – STRATEGIC APPROACH

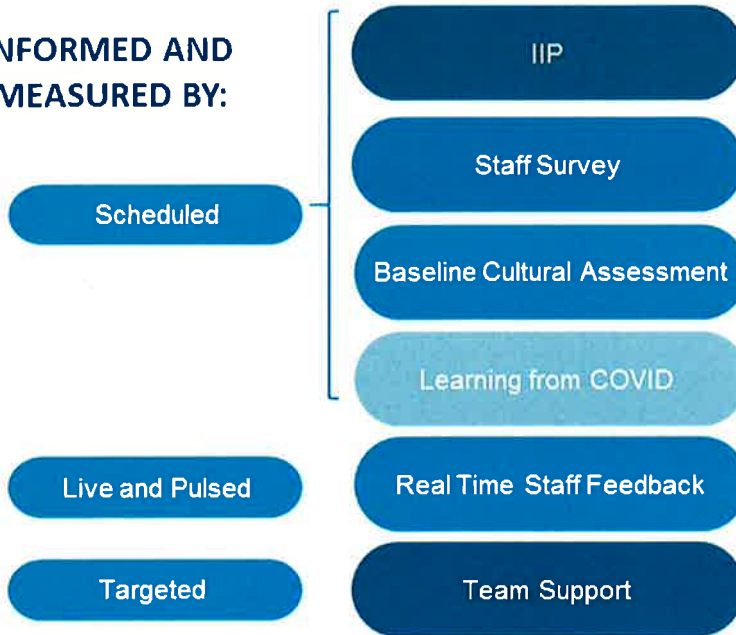
PEOPLE AND CULTURE PRIORITIES



STAFF SUPPORT DURING COVID

- Wellbeing
- Team Support
- Management and Leadership Support
- Recognition activity
- Internal Communication

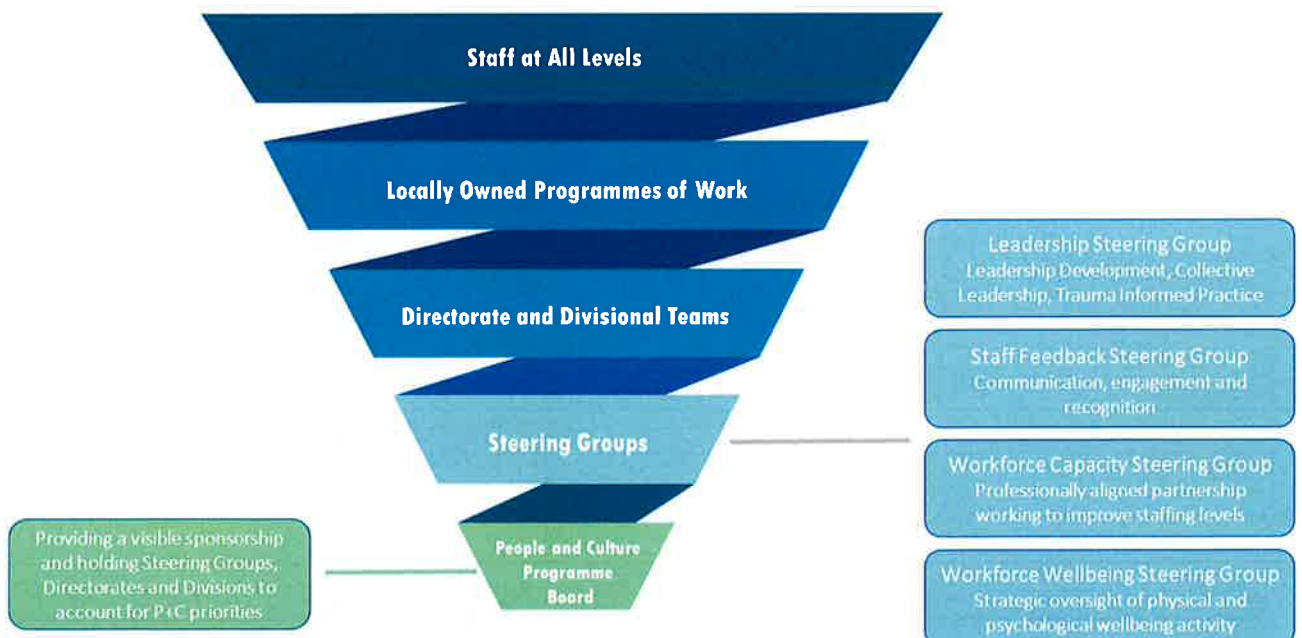
INFORMED AND MEASURED BY:



CORE METRICS as part of the QMS

- Workforce Data
 - Turnover
 - Vacancies
 - Attendance
 - Wellbeing
- Teamwork
- Communication
- Leadership
- Working Well Together metrics
- Recognition

ENABLED BY:





Insert name of Directorate
People and Culture Improvement Plan
 2021 – 2023

Purpose: Treating our staff as our most valuable resource and working to create the best possible workplace culture are both inextricably linked to the delivery of safe, effective compassionate care. The core priorities and associated metrics contained below allow for targeted actions.

Aim:

- 1) To clarify the baseline position and the target for each of the directorate’s core metrics under Engagement, Recognition, Workforce and Leadership.
- 2) To help identify priority areas of attention and set out an action plan under each of these priorities.
- 3) To monitor and track improvement outcomes in workforce capacity, levels of staff engagement, recognition and leadership as demonstrated by metrics set out in the QMS

People and culture Theme	Core People Metrics	Data Source	Position	Target
High level metric	Directorate IIP Score	IIP		
	Working Well Together metrics	Staff Survey & workforce data		
Engagement	Engagement Score	Staff Survey		
	Team Effectiveness	Staff Survey		
	Communication	Staff Survey		
Workforce Capacity	Substantive Workforce	Workforce data		
	Vacancy Rates	Workforce data		
	Turnover Rate	Workforce data		
	Absence Rates	Workforce data		
	SDR	Workforce data		
	Statutory and mandatory training	Workforce data		
	Temporary Workforce Expenditure	Workforce data		
Workforce Safety & Wellbeing	Organisation and Management interested in and take action on HWB	Staff Survey Learning from COVID		
Recognition	Recognition and value of staff	Staff Survey Learning from COVID		
Leadership	Support from immediate managers	Staff Survey		
	Values and behaviours	IIP		

***Targets explained**

IIP: As an organisation a 12% improvement is needed to meet the industry standard	Staff Survey: a 5% stretch target (applied to the 5point likert scale) has been set for culture scores.
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People and Culture Action Plan

People & Culture Theme	Activity	Who is responsible?	Time frame (from/ to)	Progress indicators
Workforce				
Engagement				
Recognition				
Leadership				

