



OUR PEOPLE STRATEGY

2022 to 2026

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“**HEALTH, SAFETY AND WELLBEING, COMPASSION AND INCLUSION HAS NEVER BEEN MORE IMPORTANT. THE PANDEMIC HAS LEFT THE NHS WITH CRITICAL CHALLENGES IN EMERGENCY AND ELECTIVE DEMAND”**



FOREWORD BY STEVE HARRIS – CHIEF PEOPLE OFFICER

The Coronavirus pandemic has fundamentally shifted the way people across the world think, act and what they value. Our people at UHS have worked relentlessly through challenging conditions over this time. They are our greatest asset and, as we move into our new future, their health, safety and wellbeing, compassion and inclusion has never been more important.

The days of competition for resources, for patients, and for people are over as the new world of healthcare places collaboration at its core. Working as part of the Integrated Care System (ICS) will shape and determine our future workforce planning and success.

As one of England's largest acute teaching trusts our ongoing partnership with the University of Southampton will also be a key component to recruitment and ongoing education opportunities.

We will also be driven more from the central NHS approach to people leadership. With a regularly evolving national People Plan, and a new blueprint for how the Human Resources (HR) and Organisational Development (OD) profession will operate over the next 10 years.

In this context the Trust developed its 5 Year Strategy – World Class People delivering World Class Care – guided by the principles of our Trust Values: Patients First, Always Improving and Working Together. One of its pillars is ‘World Class People’, our strategy for our UHS family for the next 5 years. Its success is interwoven with the wider ambitions for research and development (R&D), patient outcomes and experience, creating sustainable foundations for our future and delivering on the integrated networks agenda.

A strategy for our 13,000 people in the UHS family is a big challenge. We face national and international shortages of talented people, the conditions under which our people work in are not always ideal, and people have lacked time and space to develop and grow. Our people strategy is designed to give us light, give us hope, and provide a roadmap for achieving our World Class People ambition.

Steve Harris
Chief People Officer



WORLD CLASS PEOPLE

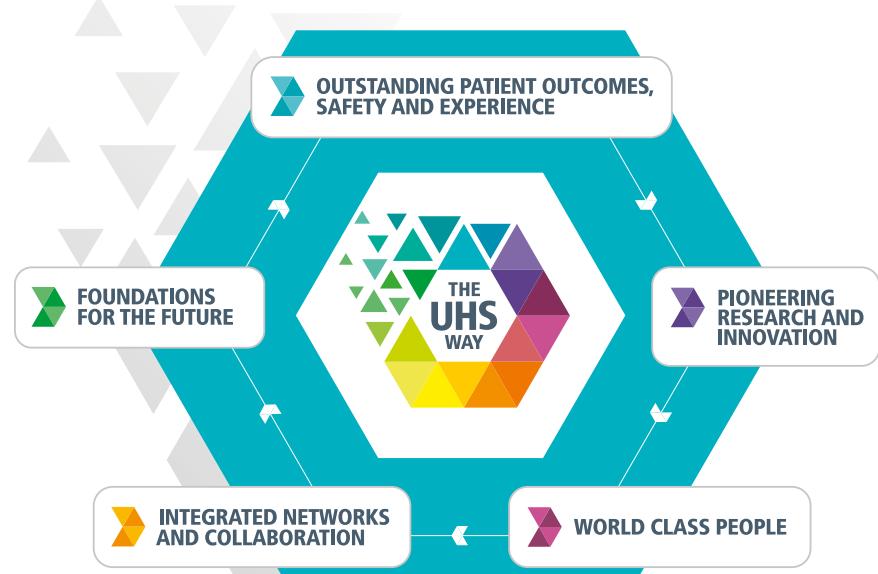
OUR STRATEGIC FRAMEWORK

Collectively, our **Vision**, our **Mission**, our **strategic themes** and our **Values** form our **strategic framework**.



Our approach is underpinned by our **systematic approach to quality improvement** at every level, facilitated by the implementation of our **always improving strategy**.

ALWAYS IMPROVING



Our vision of '**World Class People, delivering World Class Care**' is underpinned by our constant commitment to making ourselves even prouder tomorrow than we are today of the outstanding patient care, inclusive culture, spirit of teamwork and collaboration (both within and outside our organisation). That commitment is embodied in our determination to always improve which directs how we do things at UHS. We call it **THE UHS WAY**. The thread that brings everything together and provides a unifying measure of our progress towards achieving our corporate vision.

The people strategy will deliver its part by enabling our people to thrive, excel and belong.

INSIGHTS FROM THE UHS FAMILY

Our people strategy is based on feedback and insights. Using a series of techniques and interventions, over 1,500 staff shared their experiences with us. This, coupled with our annual Staff Survey results, pulse surveys, and our social media insights and engagements, gave us a rich picture of what our people feel The UHS Way means to them.



IN SUMMARY THESE THEMES TELL US THAT OUR PEOPLE:

- Want the time to ensure they can deliver their best care for our patients.
- Are proud to be part of a leading teaching hospital with access to research.
- Believe that inclusion and belonging is important.
- Want health and wellbeing to always be a key priority.
- Value time for personal and team development and are frustrated they cannot always get this.
- Were energised by the creativity and speed of decision making that was unleashed during the first wave of COVID.
- Are strong advocates of UHS.
- Believe that kindness, civility, and compassion are crucial.
- Are concerned about the current and future pressure on UHS and the NHS.
- Want better rest facilities, improved digital people systems, and a better work environment.
- Want to ensure they have fair and equitable access to development and growth to be their best, whatever their background or stage in life.

Insight work in Appendix 1



THE NATIONAL NHS PEOPLE AGENDA



In 2020, **The National NHS People Plan** was published. This focused on 4 key areas and was underpinned by the People Promise. Together, the People Plan and People Promise are grounded in inclusion, belonging, growing and developing our people, and embracing new and innovative ways of working.

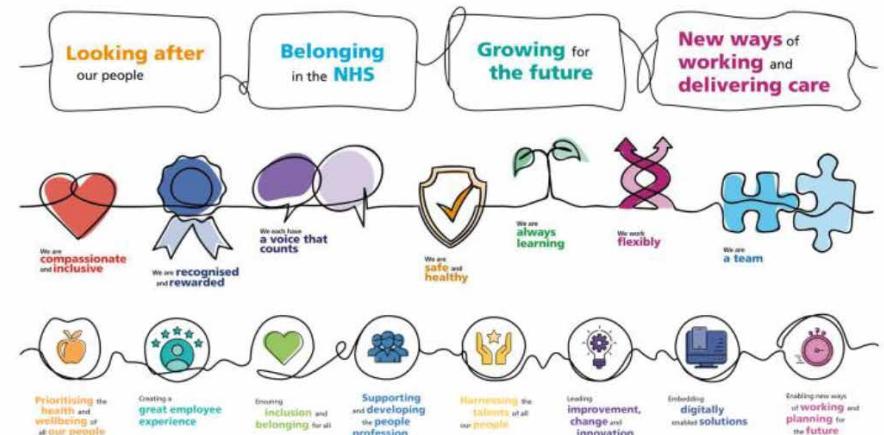
In November 2021, **The Future of HR and OD in the NHS** was published. Following detailed consultation with stakeholders across the service and acquiring expert advice from the Chartered Institute of Personnel and Development, and Lancaster University, the reports set the blueprint for the delivery of people services in the NHS for the next 10 years.

WHAT DOES THIS MEAN FOR UHS?

The national direction of travel aligns well with the 5 Year Strategy for UHS. It meets our ambitions, matches the insight from our own people, and provides a platform to continue to transform people practices in our organisation. It aligns to our values, particularly a goal to ensure we are Always Improving through 'The UHS Way'. It matches our collective ambitions to ensure inclusion, wellbeing, belonging and compassion are at the heart of our people experience.

The forward plan of the NHSI People Directorate will mean, over time, our individual approach to strategy will be driven by central NHSI, and our ICS, rather than organisational goals. Our progress against national people priorities will be measured through the ICS, and NHSI regional teams. We will review and refresh our people priorities at UHS as the emergent national review begins to be implemented.

What is the 2030 vision for NHS HR and OD?



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The people directorate at UHS will align activities with the emerging national agenda which will include:

- Enhancing our digital people offerings to improve experience and increase productivity.
- Work with our partners in the ICS to build capacity and capability at scale across NHS.
- Deliver the continued development of this in the people profession at UHS, ensuring we continue to recruit, retain, and grow a values-driven, agile and innovative team.
- Aligning to national frameworks and policies developed as standardisation increases across the NHS.
- Strengthening further our partnership with the University of Southampton (and other education partners) to deliver our shared ambitions in education, workforce development and enhanced career opportunities.

OUR KEY STRATEGY GOALS

To achieve our ambition of World Class People our strategy sets out **3 key areas** of focus. These will inform our intention to grow our UHS family to:

- 1. THRIVE** by looking to the future to plan, attract and retain great people and to ensure every area is resourced to meet demand. Working with our education partners, we will invest in opportunities for people to nurture and grow their skills, as well as work with them to grow our future workforce. We will offer flexible careers and make the best use of technology to ensure we plan and deploy our people to provide safe, high quality care.
- 2. EXCEL** within an organisation where forward-thinking people practices are delivered at the right time and where team structures, culture and environment are all designed to support wellbeing and develop potential. We will deliver progressive opportunities for individuals to develop their knowledge and skills to become their best selves. We will recognise and reward our people for the great work they do in well-designed roles that provide the freedom to innovate and improve.
- 3. BELONG** in a compassionate, inclusive and welcoming environment that values and supports every individual, both personally and professionally. We will ensure that every person feels free and comfortable to bring their whole selves to work, safe in the knowledge that they are welcomed, respected and represented.

These 3 principles will guide our activities, allocation of resources, and the management of our capacity and capabilities.



THE COLLABORATION BETWEEN OUR STRATEGIC PILLARS

World Class People is critical to the delivery of the four other strategic pillars in our 5 Year Strategy. Our people, and the innovation, quality, motivation, and care they provide, is critical to driving our strategy forward. The co-dependency and collaboration between pillars is critical to success.



► OUTSTANDING PATIENT OUTCOMES, SAFETY AND EXPERIENCE

- Recruiting, retaining, and developing compassionate, inclusive people.
- Fair and Just culture – learning from successes and improving from errors.
- Caring for our people so that they can care for others.
- Harnessing the power of our diversity to improve our patient experience.

► PIONEERING RESEARCH AND INNOVATION

- Attracting and retaining the best clinical minds to UHS.
- Supporting time and space for innovation in all our professions.
- Strong partnership with the University of Southampton in the people space.

► WORLD CLASS PEOPLE

► INTEGRATED NETWORKS AND COLLABORATION

- People agility and flexibility across organisational boundaries.
- Seamless movement between Trusts.
- Building people capacity at scale in the ICS.
- Standardisation of roles, terms, policies across the ICS.
- A deeper partnership between the NHS, social care, and third sector to meet people challenges.

► FOUNDATIONS FOR THE FUTURE

- Sustainable, fair, flexible employment to grow opportunity.
- Building social purpose.
- Growing our future workforce.
- Improving health and wealth through great employment.
- Productivity and value for money through people practices.
- Achieving net zero through the engagement, energy, and passion of our people.
- Providing and maintaining a fit-for-purpose estate and environment for our people.

“THE WORLD CLASS PEOPLE
STRATEGY IS ABOUT
GROWING AND DEPLOYING
THE WORKFORCE OF TODAY
AND THE FUTURE. A THRIVING
COMMUNITY, DELIVERING
WORLD CLASS PATIENT CARE
AND PEOPLE SERVICES”



WHAT ARE WE AIMING FOR?

AREA	OUR GOALS
THRIVE Growing, deploying, innovating our workforce	<p>Meeting demands through innovation, focus on people, and development of talent:</p> <ul style="list-style-type: none"> PLAN AND INOVATE – Design a workforce plan which aligns to the ambitions in our Digital Strategy and Always Improving Strategy, where we develop roles for the future, aligned to transformation and emerging clinical practice. As key collaborators with our ICS partners we will focus on workforce capacity, growth and sustainability now and in the future at scale. EDUCATE – Work with the University of Southampton, our wider education partners, and ICS colleagues to grow our future professionally qualified workforce capacity, specifically through more qualified nurses, Allied Healthcare Professionals, scientific and technical roles, and junior doctors. ATTRACT – Develop a comprehensive inclusive talent attraction plan which will: <ul style="list-style-type: none"> Expand our overseas recruitment. Increase our apprenticeships with an ambition to grow our own. Offer career pathways and progression routes. Ensure succession plans for all leadership roles and critical/hard to recruit roles. Work with people in local communities to attract future talent into UHS and the wider NHS. Ensure a diverse and representative UHS leadership and workforce community. Focus on a flexible employment offering to meet diverse needs. Maximise our opportunities as a university teaching hospital. INSIGHT – We will develop our people analytics, creating insights and intelligent dashboards to enhance the rigour of decision making. LEARNING – Transforming professional learning and development to a more inclusive, discovery-based approach, self-driven development of knowledge, skills and experience, supported by leading educational provision. AGILE DEPLOYMENT – Agile deployment; maximising technology and workforce systems to ensure skills and experience are in the right place at the right time. Greater flexibility to work at UHS and through our partner organisations in the ICS seamlessly. CONTINGENT WORKFORCE – Ensure maximum value and opportunity from our contingent workforce focusing on agency, bank and our volunteers.

AREA	OUR GOALS
EXCEL 	<p>A great place to work, develop and achieve</p> <ul style="list-style-type: none"> HEALTH AND WELLBEING – The health and wellbeing of our people is a top priority. We will ensure we consider the impact of wellbeing initiatives and activity to promote and sustain wellbeing and a healthy work environment. We will focus on what really makes a difference in supporting people to stay well and healthy, and strive to achieve these. THE UHS CAREER PROMISE – Everyone has a career plan who wants it. We will refresh our appraisal and performance system to ensure continual feedback, and clarity of purpose for all roles, connecting people to The UHS Way. We will link our careers opportunities and support to diversity, including different parts of peoples life experience and expectations. LISTEN AND ACT – We will listen to our diverse UHS family, integrated team members, partners and communities to develop a deep understanding of how they are treated and what it feels like to work at UHS, and to respond accordingly. We will seek to make year-on-year improvements in the annual NHS Staff Survey and continue to raise participation. RWARD AND CELEBRATE – We will reward people for the amazing work they do. We will celebrate success and raise the profile of our people and teams regionally and nationally. We will ensure our reward and celebration reflect our amazing diversity with the UHS family. A WHOLE EMPLOYMENT APPROACH – We will major on the “UHS experience”, we will delight people from our advert, to our induction, and right the way through their UHS journey. If they leave, we will ensure that is positive too. GREAT JOBS, WELL DESIGNED – We want to get our job design right. We will simplify our processes and structures and ensure our jobs allow innovation and creativity. NURTURING TALENT – we will grow and nurture diverse talent from all parts of the UHS family. We will enable this talent to flourish at UHS and across our partners in the ICS. OUR EMPLOYER BRAND – We will generate a compelling offer for potential candidates through investment in our employer value proposition and brand. OUR ENVIRONMENT – We will develop our physical estate to improve the working, learning and rest environments for our people, including meeting diverse needs. PARTNERSHIPS – We will ensure those we commercially partner with, align with our values and our expectations on the importance of the people agenda. SAFETY – We will continue to make every effort to ensure our staff are not harmed, injured or become ill whilst at work; we will develop and implement a safety competence framework of knowledge and skills for staff in order to reduce the number of injuries and ill-health that occur as a result of our activities. RESEARCH AND DEVELOPMENT – We will develop roles across our organisation that support our research for all strategy.

AREA	OUR GOALS
<p>BELONG Compassionate and inclusive culture for all</p> 	<ul style="list-style-type: none"> LIVING OUR VALUES – We will aspire to live our values every day through our interactions and decision making. We will review the behaviours that underpin our values, and ensure they remain true to our strategies and the driving force behind our aspirated culture. LEADING THE UHS WAY – We will continue to invest in our leaders and managers, recognising the impact they have on our people. We will create a variety of leadership programmes, interventions and offerings which will enable leaders to develop their skills for the future and equip them to deal with current challenges. Our leaders will focus on improvement in all that they do. BEING YOU AT WORK – We will focus on creating the conditions where people can thrive and be their best self at work, where difference is celebrated and respected. We will drive the ethos of inclusion and belonging through all our strategies, and leadership development and culture programmes. We will collaborate with external partners who will assist us in this ambition. JUST AND LEARNING CULTURE – We will develop our culture of civility where people can confidently speak up, learn from errors and improve services. We will train more people in appreciative inquiry techniques so we can identify what works well and replicate success. REPRESENTING ALL OUR PEOPLE – We will take positive action to develop people from underrepresented groups with an aim of diversifying leadership at all levels. OUR NETWORKS GUIDING US – We will support our Staff Networks to grow and thrive, ensuring people can get involved, share their lived experiences, and input in to decision making. BELONGING FOR ALL – We will tackle inequality in the workforce driven through a progressive and bold Diversity and Inclusion Strategy, and we will not tolerate bullying, harassment and discrimination towards our people. A FAMILY OF ALLIES AT UHS – We will focus on allyship and offer bystander training for all our leaders and people.



HOW WILL WE DO THIS?

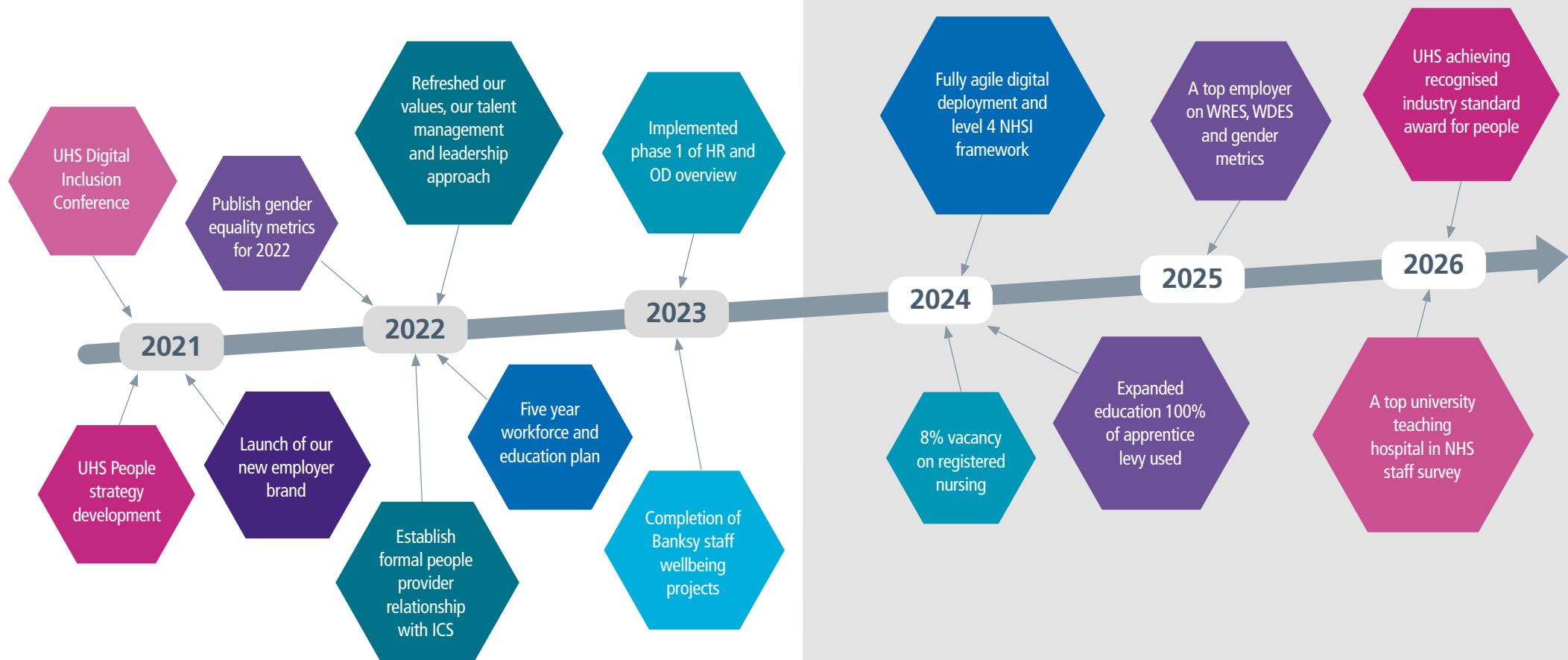
How we approach the implementation of the people strategy is key.

We will deliver our five year strategic goals through:

Driven by our values	Our approach to delivery will be driven by our 3 Trust values. We will keep Patients First, Working Together, and Always improving at the centre of how we work. We will listen to our people who will help us to refresh and evolve the values underpinning meaning and behaviours to meet our desired culture and strategic aims.
Insight led	Our approach will be driven by the insight of people, by national and local intelligence, and by industry standard practice on what works.
Inside out approach	The brand of UHS will be driven by our people; our people are the core focus of our attention. Our communication will be driven by an inside out approach, where our people are the key influences and drivers of our messages, engagement, and involvement.
Collaboration at UHS	We will aim to break down silos, work flexibly across corporate and clinical teams, and maximise talent and engagement. Our overall strategy at UHS can only be achieved by effective collaboration between all of the 5 pillars. We will proactively partner with our staffside groups, building on our strong relationships. We will continue to develop our Staff Networks to ensure diverse voice is at the heart of our decision making.
Collaboration with our partners	We will collaborate and share with our NHS and other health and social care partners locally and nationally to collectively address the workforce challenges of today and solutions for tomorrow. We will work to remove organisational boundaries and work together to maximise economies of scale and capitalise on innovation.
Sustainability	Sustainability is important to our people and it is important to the Trust. We will ensure a sustainability focused approach to our work that: <ul style="list-style-type: none">• Reduces environmental impact.• Aims to deliver long term benefits for our people and our communities.• Can demonstrate our social responsibilities.
Delivery through the UHS family	We have so much talent and enthusiasm across the UHS family. We will deliver our goals where possible through using the creativity, passion, and experience of our people. We will develop communities of practice for OD initiatives, we will offer opportunities for people to engage on key projects and initiatives, and we will provide time, space and resources away from the workplace to do this.



TIME HORIZON



MEASURING SUCCESS

We will measure success through clear key performance indicators (KPIs) based on best in class in the NHS and industry. These will be reported through our Trust governance mechanisms, reported to Trust Board, and through to the ICS and regional oversight groups.

Our KPIs are driven by our own peoples experience (inside out), but also our comparison with peers and other industries (outside in).

Our KPIs may evolve over time and may be informed by national priorities and standardisation. They will continue to be informed by the priorities at UHS, our strategy, but also the national people agenda.

AREA	KPI measure	Source	Current	2024 Target	2026 Target
THRIVE Growing, deploying, innovating our workforce	Vacancy rate: All staff	ESR	7.0%	6%	5%
	Vacancy rate: Registered nursing	ESR	13.4%	10%	8%
	All staff turnover	ESR	13.7%	12%	11%
	Sickness absence	ESR	4.2%	3.4%	3.2%
	NHS Staff Survey: We work flexibly	Staff survey theme	6.4%	6.7%	7.0%
	NHSI levels of attainment (Rostering and deployment maturity)	National NHSI team	TBA	Level 1	Level 4
EXCEL A great place to work, develop and achieve	NHS Staff Survey: Recommendation as a place to work	Annual and pulse staff survey question	72%	76%	80%
	NHS Staff Survey: Staff engagement score	Annual staff survey theme	7.2%	7.4%	7.5%
	Trust NHS Rank engagement of official channels on social media	Social and digital media tracking	Top 5	Top in all channels	
	% of Appraisals completed	ESR	72.6%	92%	92%
	NHS Staff Survey: We are always learning	Annual staff survey theme	5.7%	6.0%	6.5%

AREA	KPI measure	Source	Current	2024 Target	2026 Target
EXCEL A great place to work, develop and achieve	Satisfaction with quality of work environment	Annual staff survey local question from 2022	-	60%	70%
	% Apprentice levy utilised each year	Apprentice Levy	TBC	TBC	TBC
	NHS Staff Survey: Safe environment measure	Annual staff survey theme	6.1%	6.5%	7.0%
	NHS Staff survey: My organisation takes positive action on health and wellbeing	Staff survey Question	61%	75%	80%
	External industry accreditation	Times top 100 Employers			Award achieved
BELONG Compassionate and inclusive culture for all	NHS Staff Survey: We are compassionate and inclusive	Annual staff survey theme	7.6%	7.8%	8.0%
	Percentage of staff who definitely feel a sense of belonging	Quarterly pulse survey	74%	77%	80%
	Percentage of staff employed at Band 7 and above from non-white backgrounds	ESR	10%	14%	19%
	Percentage of staff employed at Band 7 and above with a disability or long term condition	ESR	-	-	-
	Recommendation as a place to work from our diverse communities	Quarterly pulse survey	Race, gender, LGBTQ+, disability and LID to mirror all staff		
All AREAS	CQC Outstanding for well led	CQC	Good	Good	Outstanding

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**“ENSURING CONTINUED
PROGRESS AGAINST
THE STRATEGY IS KEY,
INCLUDING VISIBILITY TO
THIS VITAL ISSUE AT TRUST
BOARD LEVEL”**



GOVERNANCE AND OVERSIGHT

Ensuring continued progress against the strategy is key, including visibility to this vital issue at Trust Board level.

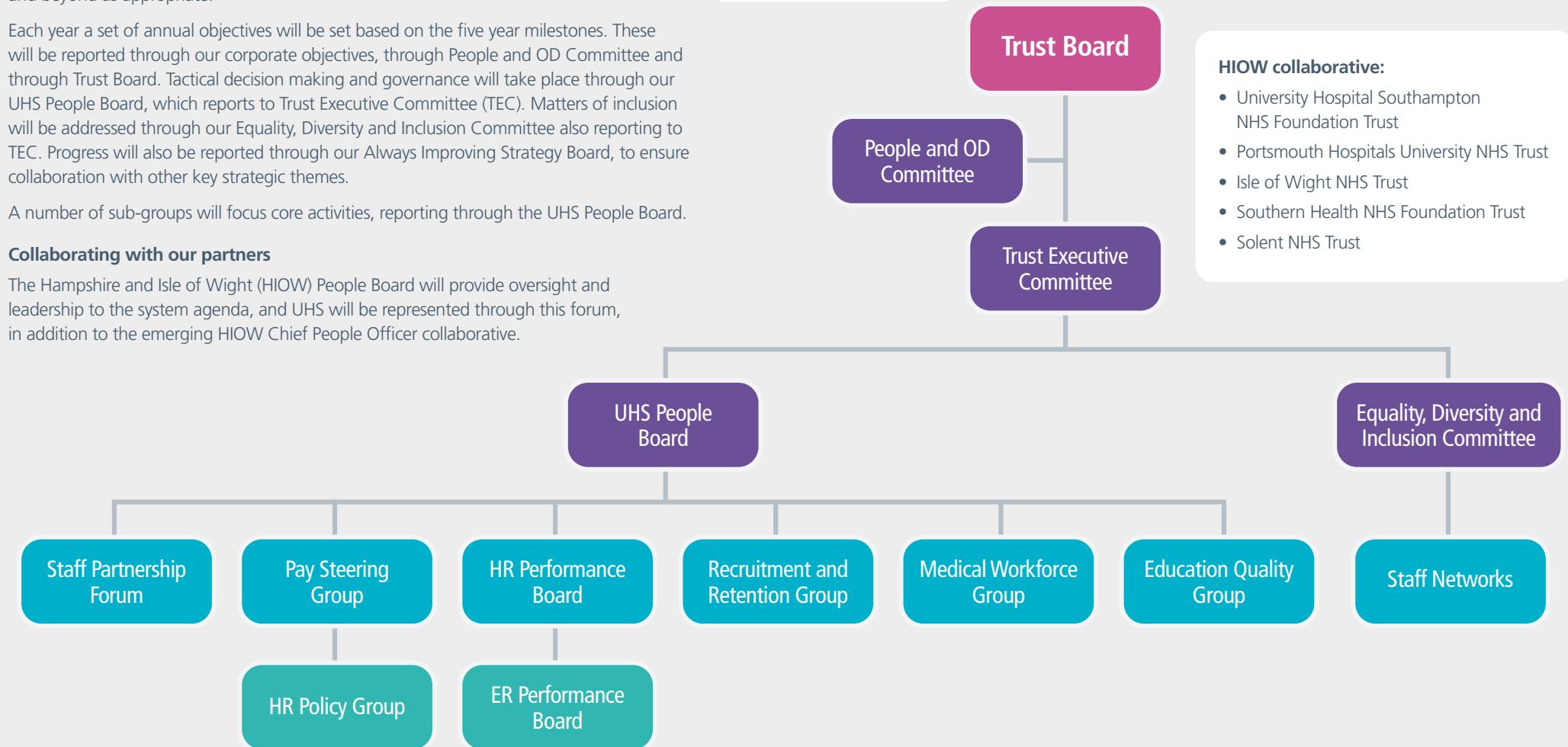
The strategy will become our guiding document for all activities in the People Directorate and beyond as appropriate.

Each year a set of annual objectives will be set based on the five year milestones. These will be reported through our corporate objectives, through People and OD Committee and through Trust Board. Tactical decision making and governance will take place through our UHS People Board, which reports to Trust Executive Committee (TEC). Matters of inclusion will be addressed through our Equality, Diversity and Inclusion Committee also reporting to TEC. Progress will also be reported through our Always Improving Strategy Board, to ensure collaboration with other key strategic themes.

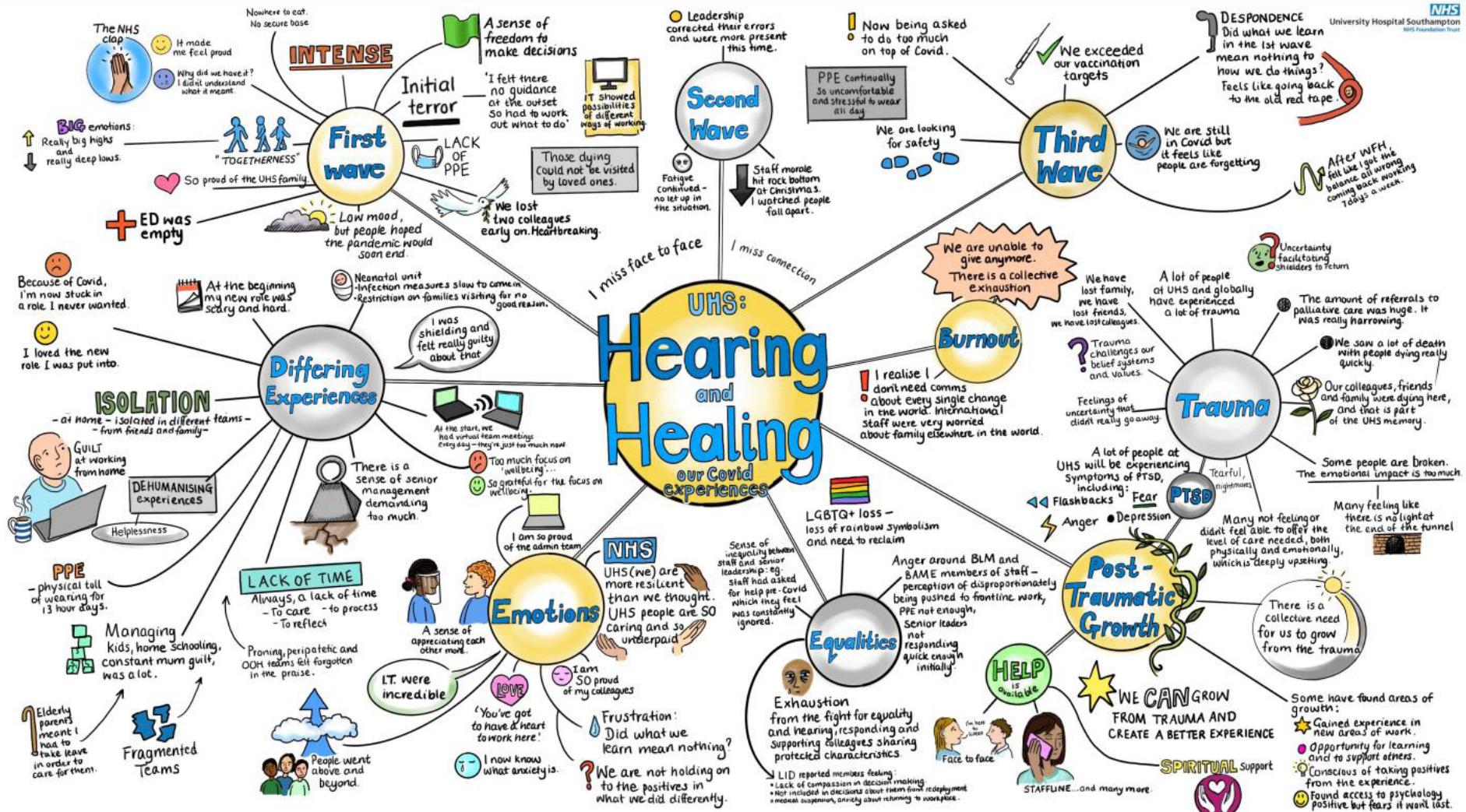
A number of sub-groups will focus core activities, reporting through the UHS People Board.

Collaborating with our partners

The Hampshire and Isle of Wight (HIOW) People Board will provide oversight and leadership to the system agenda, and UHS will be represented through this forum, in addition to the emerging HIOW Chief People Officer collaborative.



APPENDIX 1 – INSIGHT WORK



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“OUR PLAN WILL SUPPORT OUR GREATEST ASSET – OUR PEOPLE. TO BUILD A FUTURE FOR UHS WHERE WORLD CLASS PEOPLE ARE ABLE TO DELIVER THE WORLD CLASS CARE OUR PATIENTS DESERVE.

WE LOOK FORWARD TO WORKING WITH YOU ALL ON THIS JOURNEY”



WORLD CLASS PEOPLE



“ ”

**“A WORLD CLASS
ORGANISATION IS MADE
UP OF WORLD CLASS
PEOPLE. THEY ARE OUR
GREATEST ASSET”**



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