

# Our people and culture strategy 2022 - 2025

Creating a great place to work



# Foreword

Maidstone and Tunbridge Wells NHS Trust (MTW) provides acute hospital services (both general hospital services and specialist complex care) to around 590,000 patients.

This can only be achieved through the dedication and commitment of our outstanding people, many of whom are also patients and users of our services, and take great pride in what they do. We thank each and every one who has been part of our journey so far.

We employ a team of over 6,000 full and part time staff across our sites, supported by a team of dedicated and committed volunteers. We have significantly invested in the workforce numbers over the last 12 months. Every single one of our employees, whatever their role, contributes to the delivery of high quality care and experience for the communities we serve.

We recognise and value this contribution and have listened to our people in the development of this strategy, through focus groups and engagement sessions, to understand what matters most to them.

This strategy outlines our commitment over the next three years to deliver our strategic vision – through continuous improvement to create an environment where our people can thrive and be their best self at work.



Best wishes,

**Sue Steen**  
Chief People Officer

This is a strategy  
for our people, by  
our people.



# Maidstone and Tunbridge Wells NHS Trust

## Our people and culture vision

Creating an inclusive, compassionate and high-performing culture where our people can thrive and be their best self at work.

The achievement of this vision is everyone's responsibility and our culture is something our patients and other stakeholders experience when they visit or connect with our services, and what our people see, hear and feel when they come into work. With this in mind, this strategy has

been developed and informed through engaging with and listening to our teams to understand what really matters to them, and enables the delivery of outstanding care in a great place to work. This ensures we are focusing on the things that people want us to improve and resolve.

## Our strategic goal:

We will achieve continuous improvement to take MTW to the best place in the NHS Staff Survey amongst acute trusts.

To achieve this, our people identified six strategic priorities:

 <p><b>Staff engagement and growth</b></p> <p>We will listen to, enable and strengthen the staff voice and help people to develop and grow.</p>	 <p><b>Supportive team behaviours</b></p> <p>There will be a consistent experience of the Trust values in our teams and we will reward the right things.</p>	 <p><b>Recruitment and resourcing</b></p> <p>Through workforce planning and clear career pathways we will create a sustainable productive workforce.</p>
 <p><b>Collective and compassionate leadership</b></p> <p>We value effective and compassionate leadership at all levels, learning from experience and seeking continuous improvement.</p>	 <p><b>Equality, diversity and personalisation</b></p> <p>We will continue to champion respect of difference, ensure equity of opportunity and enable people to bring their best selves to work.</p>	 <p><b>Health and wellbeing</b></p> <p>We will take a holistic and preventative approach to health and wellbeing in caring for our people.</p>

The future health and social care challenges are to some extent unknown and there are likely to be changing circumstances, therefore we will review this strategy

annually to keep the focus current and most meaningful for our people.

# Strategic context and known challenges

Our people tell us that we are already doing great things, but this isn't a consistent experience for everyone and we have further ambitions to be better.

The Trust's Clinical Strategy was published in 2019 and now is an ideal time to refresh and refocus our people and culture priorities to enable this.

The strategy is being written at a time when our teams have faced tough challenges in responding to a pandemic for nearly two years and they have done so marvellously and selflessly to continue to care for our patients. We predict that there will be ongoing challenges and service pressures ahead with future COVID waves, undiagnosed conditions and patient waiting lists.

This period has further emphasised the importance of staff health and wellbeing and flexibility for our people in terms of their work life balance. The health inequalities that exist also need to be addressed.

Recruitment and resourcing will continue to be challenging with the need to fill existing and emerging roles to proactively create a pipeline of suitably skilled staff for the future. Recent changes to freedom of movement across Europe and other parts of the world has increased this challenge and the cost of living for people is influencing social choices of working in our sector. We will need to attract people to MTW across all ages and re-balance the demography and age profile through attracting school leavers and apprentices at entry level while recognising that people will also be working longer in their careers.

This will require creativity and flexibility in the roles we create.

There are structural changes taking place in the NHS which devolves funding at a system level. We will work in partnership as a system to develop a sustainable workforce for the future that is representative of the communities we serve.

## How it all fits together

We have targeted our priorities for this strategy based on the feedback from our people, and as a Trust we also commit to supporting the plans of our local system and national plans and expectations from NHS England and Improvement.

## The National People Plan and People Promise

The NHS is the largest employer within the UK and The National People Plan 'We are the NHS' was published in 2020 setting out expectations for all provider organisations, and focusing on developing a culture of belonging, keeping staff safe, health and wellbeing and creating the workforce of the future, including new ways of working and recruitment and retention.

We support the NHS People Promise as a Trust and this ambition will be delivered through our People and Culture Strategy.

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## Our NHS People Promise

## Our system – Kent and Medway People Plan

Locally we are adopting a ‘system first’ approach to how services are planned and provider organisations are working more closely together in collaboration. This will mean some of our people will be working

across organisational boundaries and in collaboratives, which is a new way of working and requires ongoing development of a spirit and ethos of partnership and patient centred care.

Our system People Plan highlights the following priorities:



The system plan of work will include recruitment campaigns, international recruitment, workforce planning as a system, a virtual academy, flexible working and rostering, bank staff harmonisation, a preventative wellbeing hub, ED&I strategy and a system approach to talent.

These priorities will cross map with our strategic priorities. The system has capacity and resource to drive key initiatives and our Trust will benefit in economies of scale, lack of duplication, knowledge sharing and increased workforce supply and capacity.



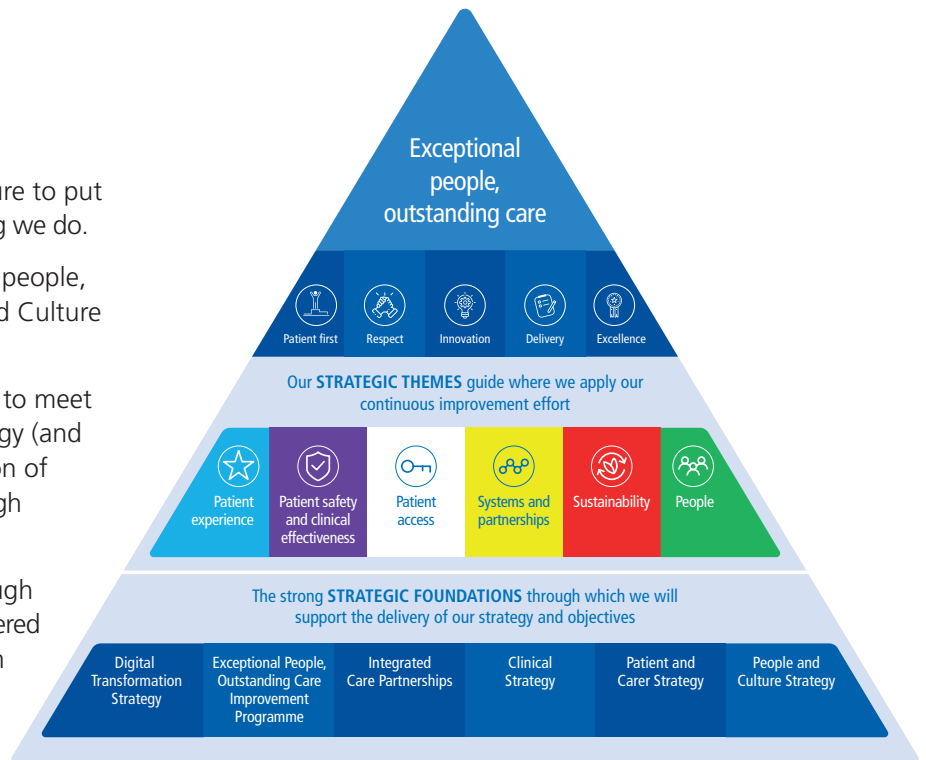
## Our Trust

In 2018 we moved to a clinically-led structure to put our expert clinicians at the heart of everything we do.

Our overarching Trust strategy 'Exceptional people, outstanding care' recognises the People and Culture Strategy as a key enabler for success.

We have cross referenced our people plans to meet the deliverables stated in the Clinical Strategy (and other Trust strategies) to ensure prioritisation of resources to achieve outstanding care through exceptional people.

Previous work on culture assessments through culture change ambassadors has been considered in this refresh, along with feedback data from our annual national NHS Staff Survey and quarterly climate surveys.



## Our values

Our values are the things that we do not compromise on. They guide our decision making and set an expectation of the behaviours that our people exhibit (and experience) in the workplace.

These are implicit within the priorities identified and together, combined with our approach to systems and processes, create and define our culture.



# What our people are proud of and recognise

Our people tell us that we are already doing many things well and over 65% of our people who responded to the Climate Survey throughout 2021 said that they were likely or extremely likely to recommend MTW as a place to work.

We want to build on these successes to enable further development of our services and to proactively respond to the workforce challenges that we predict over the next three years.

## What we are proud of and what we do well



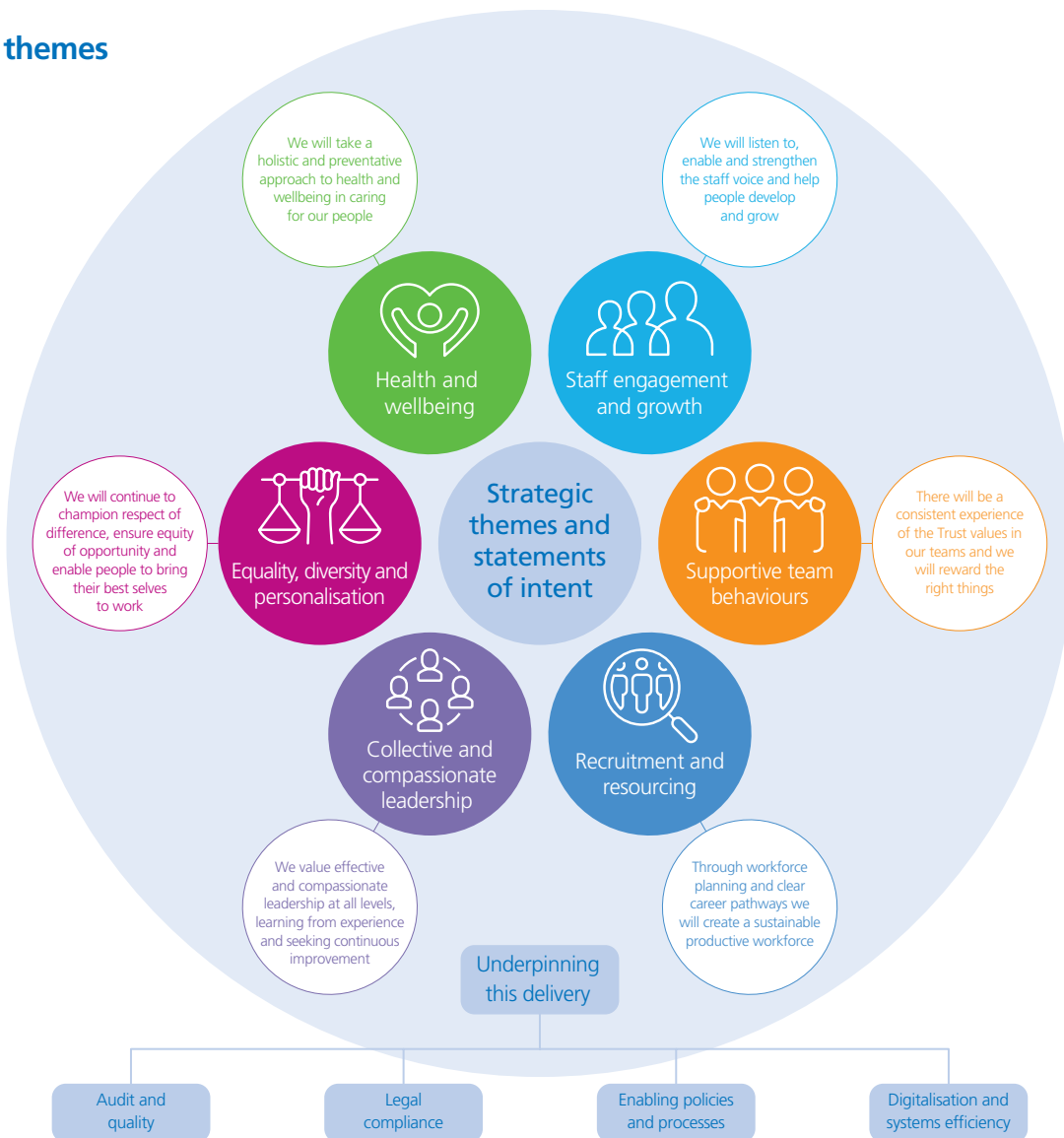
# Strategic themes for continuous improvement

To achieve our vision, we need to improve on the consistency of experience for our people and tackle areas where individuals have a poorer experience than other colleagues, while recognising and learning from the good practice that exists.

Through engagement and feedback our people told us what they identify as the continuous improvement areas which have been grouped into the following key strategic themes. These are not stand alone and are

interdependent with one another. When delivered collectively, they will take MTW to the best place in the NHS Staff Survey amongst acute trusts, creating a great place to work and further improve patient care.

## Strategic themes



Each of these strategic themes will have an associated programme of work and be delivered through our operational teams.



# Outcomes

## Strategic goal

We will achieve continuous improvement to take MTW to the best place in the NHS Staff Survey amongst acute trusts.

Within each strategic theme, we have success markers and improvement outcomes which will be monitored through annual survey and quarterly Climate Surveys, heatmaps and workforce information data. A full workforce dashboard is outlined on page 24. The high impact improvement aims are:

- Be in the top quartile in our peer group in the national NHS Staff Survey
- Improved retention levels and reduced voluntary turnover and vacancy levels ensuring sustainable services and safe staffing levels for our people and patients
- Improved engagement scores and effective team working (as measured by the staff and climate surveys)
- Consistency of experiences across our staff demographic groups and significant progress towards the Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES) targets for our Trust
- Eradication of bullying and harassment, creating an environment where people can deliver outstanding care and feel valued
- Reduced sickness absence through continuing to focus on health and wellbeing.



# Staff engagement and growth



We will listen to, enable and strengthen the staff voice and help our people to develop and grow.

Our people tell us that they value the opportunity to make change happen, to be innovative and share ideas. They also value the accessibility and availability of the Executive Team and senior leaders to share information in a meaningful way. This breadth and depth of knowledge and creativity will be facilitated further as an asset of MTW through a structured approach to staff engagement.

We define engagement as 'a positive relationship where staff are satisfied and enriched in their jobs and at the same time empowered and focused on the Trust goals'. This requires a clear vision and direction, support from line managers, aligned values and visibility of leadership.

The opportunity for job enrichment and personal development is also a significant factor in levels of engagement. As the Trust delivers the Clinical Strategy and develops innovative pathways of care, we will continue to invest in training and learning opportunities and continuing professional development, considering protected time and equal access for our people to participate.

## The commitments we will make:

- Effective engagement is everyone's responsibility, but we will clearly define our expectations of roles and responsibilities in engagement
- We will implement annual engagement plans providing listening forums and all staff events to maintain dialogue and shared accountability for our Trust's purpose
- We will provide feedback on how staff views have informed change and why (when appropriate) they can't be implemented
- We will create the capacity and improve accessibility to enable people to contribute to engagement whatever their roles (especially on the wards, remote workers with lack of IT access)
- We will support divisions to use training needs analysis and effective development and delivery conversations to invest in the right personal development opportunities for growth
- We will work with the system to design and develop a Talent Management and Succession plan to strengthen internal and broader opportunities
- We will continue to provide resource so staff are confident and enabled with the 'freedom to speak up' about any concerns
- Offer extended roles and apprenticeship training to optimise the skill mix in our services.

We define engagement as 'a positive relationship where staff are satisfied and enriched in their jobs and at the same time empowered and focused on the Trust goals'.



## Our three year plan

2022-23

- Implement a structured annual engagement plan.
- Use climate surveys to act quickly on feedback.
- Design and pilot inclusive talent management and a succession planning approach.
- Invest in additional advanced practitioner roles to support clinical service development.
- Review how we communicate with people across our organisation and improve access including IT and language preferences.
- Design and pilot executive roadshows and open discussion forums for small staff groups.
- Increase uptake in surveys from under-represented groups.
- Scope and design appraisals into development and delivery conversations which focus on our values.
- Continue to build on the role of staff side and networks across the Trust.

2023-24

- Develop and rollout all staff listening events, leadership forums and co-production forums.
- Set and deliver local engagement forums.
- Continue to rollout talent management and succession planning.
- Build additional competency frameworks to the MTW portfolio to enable personal development pathways.
- Continue to develop executive roadshows.
- Widen access through use of learning technology and remote solutions.
- Back to the floor programme for Executive Team.
- Review and refine learning and development offer.
- Review of communication flows and Team Brief.

2024-25

- Continue all staff listening events and leadership forums.
- Rotational and development career pathways.
- Review and refine learning and development offer.
- Embed appraisals into development and delivery conversations and values based.
- Learning, Development and Education strategy developed.
- Strengthen staff voice through staff events.
- Pilot and review appraisals into development and delivery conversations and values based.
- Review and relaunch Trust values.



### Our aims:

- **Improved** perception of availability of learning and development.
- **Improved** engagement scores: staff feeling listened to and valued; quality appraisals.
- **Strong** career pathways and equitable access to promotion and development.

# Supportive team behaviours



There will be a consistent experience of the Trust values in our teams and we will reward the right things.

Our people tell us how important effective team working and collaboration are for them (and increasingly so through the challenges of the last few years). Civility and mutual respect are fundamental to this. We spend a significant amount of time at work and we commit to focus on creating an environment where our staff can thrive and feel happy. This starts at a team level and involves all colleagues in the team as well as people leaders. Our core values provide a framework for the expectations of behaviours, but our people tell us that there isn't always a consistent experience across our teams.

Overall we are one team 'the MTW Team' but we recognise that within this there are sub teams, cross functional teams (and none are fully independent of each other). How collaboratively we work in and across our sub-teams directly impacts on the patient experience and outcomes, efficiency, and responsiveness of our services.

New system level teams will function to deliver care across organisational boundaries and we will provide organisational development to support staff working in this new way. There will be increasing levels of teams working in a blended way or working remotely and this will require new ways of working, communicating and developing collaborative cultures remotely to ensure staff don't feel excluded or isolated in their work.

Supportive behaviours are essential for a culture of safety, where decisions and actions are 'just' and staff feel safe to speak out about concerns.

## The commitments we will make:

- To promote and reward behaviours aligned to our values without exception and hold people to account where there is a difference
- To provide focused team development in creating high performing teams and increase the level of team learning opportunities
- Ensure equity across team members including banding levels, site/location, professional groups and job roles
- Provide a programme of organisational and team development for system and place-based teams
- Recognise blended working will change the way some teams operate and provide guidance on how to ensure collaborative cultures remotely
- Identify connectivity lines for effective information sharing and set guidelines for effective meeting structures and communication in and across these 'streams'.

How collaboratively we work in and across our sub-teams directly impacts on the patient experience and outcomes, efficiency, and responsiveness of our services.



## Our three year plan

2022-23

- Develop and pilot divisional Organisational Development (OD) plans for team development.
- Refresh our behavioural framework and summarise expectations of people leaders and civility within teams.
- Climate survey data to be integrated into the divisional performance management processes.
- High performing team development with Executive Team.
- Identify connectivity across teams and evaluate information flows and decision making.
- Review and design OD support for hybrid and remote teams.
- Review and pilot values-based recruitment.
- Onboarding of new HR Business Partners and introduction of new operating model.

2023-24

- Developed OD plans for team development across all divisions.
- Provide training for people leaders on developing cultures and managing remote / blended teams.
- Review staff reward and recognition schemes to re-enforce behavioural framework including awards.
- Review and develop schemes of delegation to enable local ownership of team ideas into action.
- Outline an effective Teams model as an internal diagnostic tool.
- Training for staff on teams and streams effectiveness.
- Monitor the speed of knowledge sharing and innovation spread through sub-teams.
- Review and develop 'One Team Runners'.
- Implement values-based recruitment across the Trust.

2024-25

- Introduce peer review scheme.
- Review team structures to improve productivity and staff acting to top of licence.
- Review and develop schemes of delegation to enable local ownership of team ideas into action.
- Review staff awards and recognition framework to introduce and champion team delivery.
- Continued delivery of high-performance teams development.



### Our aims:

- **Organisational Development programme** for each division.
- **Reduction** in claims of bullying and harassment and improve the lived experience of our people.
- **Improved** staff survey and climate score for team working and experience of organisational values.
- **Aligned** staff awards to reward and recognise supportive behaviours and teamwork.
- **Early** and informal conflict resolution.



## Through workforce planning and clear career pathways, we will create a sustainable productive workforce.

Our Clinical Strategy sets out clear ambitions for service development and new roles. We can be sustainable through proactive workforce planning, reviewing the skills, knowledge and job functions required and diligently building a pipeline of appropriate resources. Innovative pathways of care will require a transformation in the workforce including increased use of technology, a different skills mix and new roles.

We will work with the system to capitalise on building a strong employer brand for the area and the NHS, and build on successful attraction campaigns promoting what MTW can offer. We know that the future of staffing will be competitive and difficult, so we will rethink partnerships with our local educators and other providers and build on our existence as an anchor institution to provide key employment opportunities to our local communities.

Through creating a great place to work, we are confident that retention levels will improve. To do this, we will seek feedback, monitor exit interviews and be increasingly flexible and personalised in the way we contract with our people.

Our values will be implicit and embedded through our attraction and selection processes and appraisal, development and succession planning.

Our people highlight an opportunity to increase the availability of internal career pathways beyond the traditional hierarchies that exist. This will involve establishment reviews and consideration of new roles and skill mix. It will also consider not just recruiting for current vacancies but using data and trajectories and scenario planning to mitigate risks for the future.

Our values will be implicit and embedded through our attraction and selection processes and appraisal, development and succession planning.

### The commitments we will make:

- Promote the Trust as a great place to work to ensure a healthy pipeline of people to meet our workforce needs
- Guide and participate in the system approach to developing an attraction campaign for the area
- Develop new career structures and pathways that provide greater flexible opportunities for existing staff, enabling people to retrain and be redeployed at different stages in their career
- Ensure equity across the whole employee lifecycle by monitoring protected characteristics and other EDI data setting aspirational goals for improvements
- Effective workforce planning and reporting annually for each division
- Using the talent mapping and succession planning data to offer internal moves more easily and investment in development and qualifications for our people
- Define our brand as an anchor institution and offer increased entry and experience to the health service
- Increased flexibility in our contracts to provide opportunities for people at all stages of their careers
- Increase divisional capacity and capability for analysis of workforce information making the right and timely choices for recruitment and resourcing.



## Our three year plan

2022-23

- Develop and implement a workforce planning process and annual reporting cycle.
- Participate in system level recruitment drives and overseas recruitment.
- Increase social media presence and modernised recruitment and interview end to end processes.
- Resourcing incentives plans (e.g. retire and returners, referrals, flexible benefits, secondments, rotational posts).
- E-rostering roll out.
- System level agency agreements.
- Pilot and design values-based recruitment and widen training.

2023-24

- Rotational programmes developed for the system.
- Graduate, student and work experience programme expansion.
- Clinical and non clinical career pathway reviews.
- Expand the 'One Team Runners' cohort of staff to improve flexible and responsive staffing cover.
- Open days, virtual hosting and cohort attraction campaigns.
- Divisional talent pools and succession planning / talent mapping to the next phase.
- Increased external local routes into the Trust (apprentice and graduate schemes).
- Target and invest in internal sponsorship of professional qualifications (including apprenticeships).

2024-25

- Mapping roles for the future.
- Divisional workforce planning.
- System talent pool development.
- Flexible working pattern review and expansion.
- Explore automation and systems for managing rolling recruitment advertising.
- Shadow interviewing trials.
- Productivity review and job carving.



### Our aims:

- **100%** compliance against recruitment KPIs.
- **Improved** experience of candidates and reduced time to hire.
- **Reduced** vacancy levels.
- **Reduced** bank and agency usage.
- **Reduced** turnover and number of staff leaving within the first 12 months of employment.

# Collective and compassionate leadership



We value effective and compassionate leadership at all levels, learning from experience and seeking continuous improvement.

Our people are passionate about leadership existing at all levels in their teams and this will be promoted through collective leadership principles. Collective leadership ensures empowerment of everyone in MTW to make decisions in their every day work and levels of competence, to improve the experience for staff and patients. This requires an understanding and commitment from individuals to their team and Trust goals so these will be communicated regularly and informed through engagement and co-production.

Inclusive and compassionate people leaders create the most conducive team culture and environment for people to thrive. They can seek to understand and improve reasons why some of our people have poorer experiences at work. We will provide training and guidance to embed these principles and broaden to consider virtual and hybrid teams. We will continue to take action where these attributes are not exhibited but ensure we provide the capacity for leaders to lead and grow.

It is through coaching and inclusion that we will encourage learning and continuous improvement, always seeking to drive change for the better. Our people recognise that there is the opportunity to do this and value this characteristic as being part of a great place to work. It is a leader's role not only to coach but to create an environment where coaching happens.

Through an inclusive and equitable approach to talent management, we will strengthen our pipeline of management and people leadership capability and define competencies required to be successful. We will also ensure that more senior roles are representative and unlock any career barriers some groups face and ensure fair access.

## The commitments we will make:

- All managers/people leaders will undergo an induction to managing people at MTW so that expectations on them are clear
- Quality assure and monitor the competence of our managers and people leaders through a 360-degree feedback process (a skill review)
- Rollout the next phase of the Exceptional Leaders programme to facilitate consistency of experience across the organisation
- Make decisions about change efficient and responsive to encourage a climate of creativity and continuous improvement.

It is through coaching and inclusion that we will encourage learning and continuous improvement, always seeking to drive change for the better.





## Our three year plan

2022-23

- Managers/people leaders' behavioural framework developed.
- Completion of the first level of Exceptional Leaders programme.
- Managers' induction programme developed.
- Outline the coaching culture required to deliver Exceptional people, outstanding care.
- Continuous improvement plans targeted training and processes.
- Internal coaching pool.
- Mediation training developed and rolled out.

2023-24

- All people managers to attend a development programme first cohort.
- 360-degree feedback process for managers first cohort.
- Managers' induction programme rollout.
- Increased graduate cohort intake.
- Review of non-clinical managerial posts, releasing time for care.
- Mentor programme pilot.
- Capacity planning for clinical managers.
- Provide skills needs assessment for innovation hubs and quality improvement initiatives.
- Ongoing Board and executive development.

2024-25

- All people managers to attend a development programme second cohort.
- 360-degree feedback process for managers second cohort.
- Training locally on QI methodology.
- Mentor programme rollout.



### Our aims:

- **A succession** plan and talent map for hard to fill posts and senior roles.
- **Improved** survey score for support from line manager and manager taking care of wellbeing.
- **Reduced** employee relations cases and more issues resolved informally through mediation and prevention.



We will continue to champion respect of difference, ensure equity of opportunity and enable people to bring their best selves to work.

Diverse organisations deliver improved success and we are proud of the diversity we have in our Trust. Our EDI strategy will address differentials in experience and inequalities where they exist. We have a proactive equality, diversity and inclusion agenda which we will build on over the next three years and add a focus on the concept of personalisation which recognises that whilst being equitable, fair and operating within the boundaries of UK employment law, there is opportunity to be flexible to an individual's circumstance and make person-centred decisions which are empathetic and inclusive.

This principle of respecting difference is implicit within our Trust values and we want everyone to feel valued and respected. It also cuts across the other aims of this strategy and wider operational policy and process, creating an inclusive culture and one that enables our people to bring their best selves to work.

Through publishing and reporting on our Workforce Race and Disability Equality Standards and from our staff surveys and freedom to speak up information, we know some staff groups are more likely to be involved in disciplinary cases and investigations than others and we will seek to understand the reasons for this and reduce unwarranted and disproportionate sanctions across all protected characteristics. For some of our people, they report different experiences of workplace conflict, bullying and harassment and this strategy will continue to address this and not accept or tolerate these inequalities.

Our people tell us that they want to see increasing levels of respect from colleagues beyond protected characteristics for example banding levels, place of work professional groups and job roles, so that everyone feels valued and recognised as a contributor to patient outcomes and experience without negative bias or judgement.

We will educate and promote this through networks, mentors, engagement forums and learning and development programmes. We will evaluate and monitor our data to act swiftly on evidence that suggests otherwise.

## The commitments we will make:

- Insist on a culture of equity and inclusion where all staff expect and respect difference
- Consider individual differences and experience as we make people-centred decisions at work
- Publish and deliver on our WRES and WDES and Gender Pay Gap action plans and monitor this at a divisional level
- Strengthen and promote our staff networks to strengthen their voice and improve knowledge and understanding about individuals' lived experience and different privileges
- Undertake equality impact assessments across all people policies and processes and demand equity of access and opportunity irrespective of difference and beyond protected characteristics
- Refocus investigations and handling of conflict through early intervention and mediation.

This principle of respecting difference is implicit within our Trust values and we want everyone to feel valued and respected.



## Our three year plan

2022-23

- Set and monitor WRES and WDES and gender pay gap data across divisions.
- Invest in a network lead development programme.
- Include self-nomination in succession planning opportunities.
- Early intervention and mediation process.
- Widen work with Kickstart, Mind, Prince's Trust, supported employment and disability confident standards.
- Ally programme expansion.
- Reverse mentoring programme expansion pilot.
- Interview skills for BAME and disabled staff.
- Disability leave policy.
- Implementation of the Race Equality Code 2020.

2023-24

- Audit of objective assessments.
- Rollout disability confident and job carving training for hiring managers.
- Cultural awareness training in teams cohort one.
- Annual WRES and WDES and EDS Plan.
- Evaluate the central budget for reasonable adjustments.
- Continued implementation and review of the code requirements.
- Ethnicity pay gap reporting.
- Expansion of reverse mentoring programme.
- Implement WRES targets at divisional level.

2024-25

- Annual WRES and WDES and Equality Delivery System (EDS) Plan.
- Cultural awareness training in teams cohort two.
- Ethnicity pay gap reporting.



### Our aims:

- **Improved** WRES, WDES and gender pay gap targets.
- **Reduced** levels of perceived difference in experience of our people and discrimination.
- **Improved** perception of fairness in career progression.



## We will take a holistic and preventative approach to health and wellbeing in caring for our people.

We have a duty of care as an employer to ensure that our people are safe in the workplace and our aim is also to ensure that our people feel well (physically and psychologically) and are appropriately supported in their roles. In line with the NHS National People Plan, we have appointed a guardian and will ensure all staff have wellbeing conversations to promote early identification of potential concerns.

Demographically, there are shifting health issues presenting in people of working age (a factor which is also increasing). The impact of home and remote working will also play a part in the changing needs of our people in the timeline of this strategy. We will build on the evidence-based model that was introduced during previous COVID-19 surges using a stepped-care model, helping staff develop self-awareness and self-care practices and ease of access to appropriate help and support.

We will take a holistic approach to wellbeing which starts with a collaborative and respectful team climate and compassionate and caring support from people leaders. They will be the custodians of the Trust values and ensure that without exception they are creating the right environmental support. Alongside this, we will provide rapid access to occupational health and psychological support where needed and build in capacity for restorative supervision and building resilience.

We will improve the access and variety of preventative wellbeing activities that will refresh and re-energise staff and promote a sense of belonging and community spirit. This will be evaluated and redeveloped annually, focused on the needs of our teams.

We recognise that with staffing pressures and vacancies, we need to undertake regular risk assessments and be realistic about the capacity in people's roles and ensure breaks, rest and annual leave are taken. We will continue to invest in the physical environment and availability of resources and equipment that enable people to deliver their roles to the best of their ability.

### The commitments we will make:

- Listen to staff concerns around wellbeing and work pressures and consider this in the requests we make of people
- Improve accessibility to preventative wellbeing initiatives
- Proactively support staff to build self-awareness and self-care practice
- Train our people leaders in their role in health and wellbeing and develop these as expectations in the behavioural framework of our managers and leaders
- Provide team development and psychological support to build resilience and collaboration
- Ensure specialist occupational health services are readily available
- Promote and refine our Employee Assistance Programme (EAP)
- Create and nurture a sense of togetherness and community
- Promote psychological safety in the workplace so that our people feel safe to share their concerns.

We will take a holistic approach to wellbeing which starts with a collaborative and respectful team climate and compassionate and caring support from people leaders.



## Our three year plan

2022-23

- Health and wellbeing annual programme.
- Activity and access to support and facilities through the wellbeing lounges.
- Schwartz rounds expanded.
- Support circle facilitation.
- Psychological support for teams (tier 1 – 4).
- Health and wellbeing conversations.
- Review of supervision trees.
- Occupational Health specialist nurse training programme.
- Review use of Mental Health First Aiders.
- #OnlyHuman campaign rollout and evaluation.
- Review and scope use of health apps.
- Flexible working, leave and benefits packages scoped.
- Increased support and offering for team debrief following traumatic events.

2023-24

- Capacity and work level programme.
- Health and Wellbeing Guardian programme.
- Estates plan to review rest rooms, hubs, prayer rooms and collaborative space.
- Implement actions from best practice review.
- Further development of wellbeing partners providing increased team services.
- NHSEI Wellbeing guide self-assessment and action plan, benchmarking.
- Flexible working, leave and benefits packages piloted.
- Clinical psychologist team providing post-pandemic recovery support.
- Rollout use of health apps.
- Review leave year to reduce pressure points in the year.

2024-25

- Evaluation of Wellbeing offer, including exploration of regional partnerships.
- Flexible working, leave and benefits packages embedded.
- EAP offer review.
- Annual risk assessments for staff.



### Our aims:

- **Increased** resilience.
- **Reduction** in sickness absence and long term sick.
- **Achieve** mandatory training target.
- **Improved** score for staff survey organisation taking concern for wellbeing.

# Underpinning this strategy: High quality, responsive People and Organisational Development service delivery

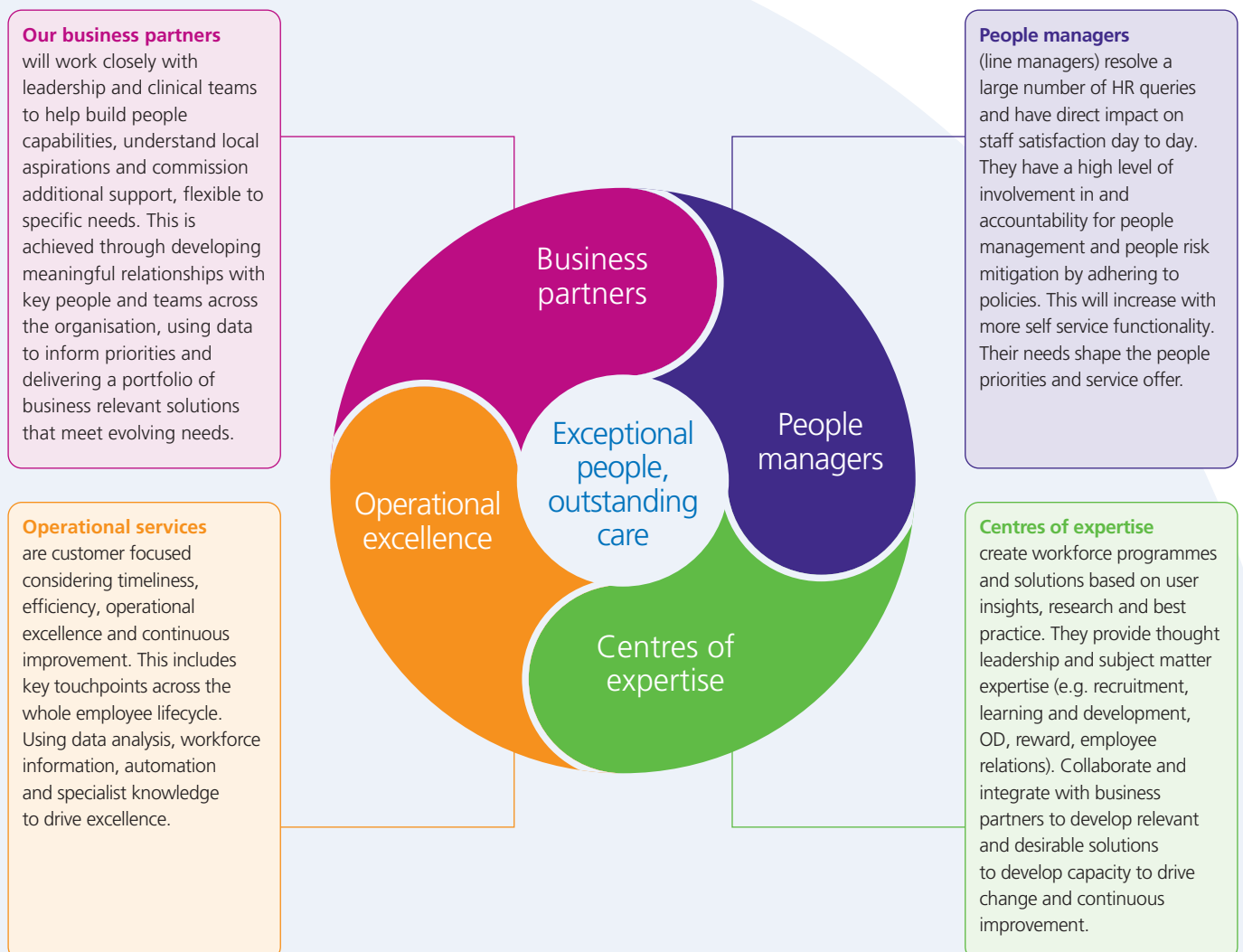
Although this strategy is organisationally owned, the People and OD Team will continue to develop its service offer to be responsive, effective, efficient and proactive in supporting its delivery.

The team exists to support clinical and corporate teams to deliver outstanding care.

The structure of the function will be informed by the 'NHS National Guidance on the Future of HR & OD' and also national best practice guidelines. This will include being appropriately resourced and structured to support clinical and corporate teams to deliver the best patient

care, with ongoing development for the team including continuing professional development, legal updates and effective business partnering. This includes strong and effective relationship working with staff side and union/professional bodies who represent employees through recognised unions.

## Operating model



## Underpinning this delivery

### Audit and quality

Quality will be monitored by seeking feedback and through planned audits, setting and safeguarding high quality standards and regulatory requirements

### Legal compliance

Expert advice and guidance will be provided to maintain compliance with UK Employment Law and develop managers to effectively manage their people.

### Enabling policies and processes

Policies will be reviewed and updated to ensure fairness, person-centredness, effectiveness and simplicity. They will be updated in line with new law and statutory requirements.

### Digitalisation and systems efficiency

Use of automation and digital software solutions to improve access, performance, flexibility and responsiveness. Digitalisation of HR records will start 2022-23

### The team will have annual detailed operational delivery plans for:

- Health and wellbeing
- Recruitment and resourcing
- Education, learning and development (including induction and statutory and mandatory training)
- Talent management
- Staff engagement
- Equality, Diversity, Inclusion and Personalisation
- OD (including culture, values and leadership)
- Reward and recognition
- Workforce intelligence (including workforce planning)
- Digitalisation.

### Through these plans, the vision for the People and OD Team is:

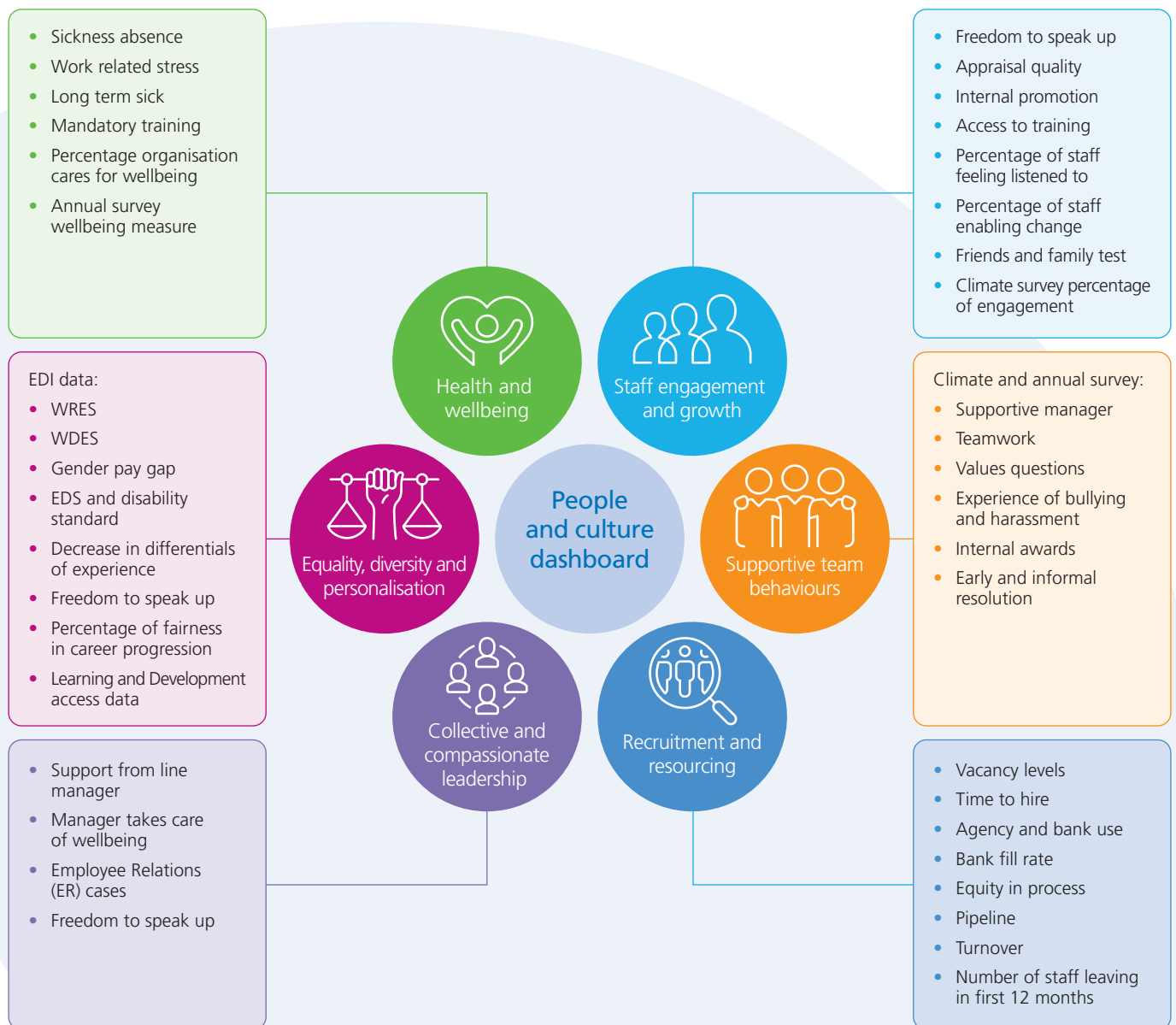
- To develop an employer brand and reward package that attracts, appoints and retains the best
- To develop effective and equitable resourcing informed through robust workforce planning and rostering to ensure sustainable services delivering outstanding care and fit for the future
- To ensure a focus on quality standards through expert advice, audit, risk management, regulatory requirements, data accuracy, responsive operational HR services, evaluations and quality improvement to enable teams to deliver the best for patients

- To embed an inclusive culture consistent with the Trust values where staff are engaged and leaders are developed as enablers of the strategy
- To offer clear career pathways, succession plans and opportunities for development and re-training to increase knowledge and capability in the organisation irrespective of an individual's role
- To improve the retention of staff through developing a great place to work where people feel valued listened to, safe to speak out and supported
- To focus on staff health and wellbeing at work and the effective and equitable management and advice for people policies
- To support clinical and corporate teams to deliver their business plans and transformation through high quality responsive provision and in partnership with trade unions
- To ensure decisions are informed and evaluated by accurate and timely analysis of workforce information
- Working in partnership with the system; develop a pipeline fit for the future ensuring sustainability of our clinical services.

These objectives will be monitored, evaluated and reported to the Executive Management Team; the People and OD Committee and the Trust Board as part of the Trust Governance/Leadership Structure. There will be additional workforce information available to inform annual priorities and review workforce trends. The team will produce an annual workforce report on this basis, making recommendations for the future investment priorities.

# Governance and the people dashboard

The measures of success and progress on delivery will be measured through the people dashboard which will be reported through the People and OD Committee (a sub-committee of the Trust Board). There will also be key people measures within the divisional performance dashboards.



Analysis of the data will enable proactive focus on 'hot spot areas' to facilitate corrective action at pace and to evaluate the success or learning from targeted interventions.



# Conclusion

Delivering the People and Culture Strategy will improve working lives for everyone employed at MTW and improve the experience and outcomes of the patients and communities we provide care for.

The Strategy is trust-wide and everyone has a part to play in making MTW a great place to work where people can thrive and be their best selves.

With support from everyone and through operational delivery plans we will:

Provide sustainable services and outstanding care through exceptional people.



# Appendix: Cross-mapping Trust priorities with national and system level aims

NHS strategic themes							
	 Staff engagement and growth	 Supportive team behaviours	 Recruitment and resourcing	 Collective and compassionate leadership	 Equality, diversity and personalisation	 Health and wellbeing	Underpinning Functional Operations
<b>NHS people promise</b>							
We are a team		✓					✓
We work flexibly			✓		✓		✓
We are always learning	✓			✓			✓
We are safe and healthy			✓			✓	✓
We have a voice that counts	✓						✓
We are recognised and rewarded		✓				✓	✓
We are compassionate and inclusive	✓			✓	✓		✓
<b>System priorities</b>							
Supporting developing people professionally							✓
Improvement, change and innovation	✓			✓			✓
Digital-enabled solutions							✓
Prioritising health and wellbeing						✓	✓
Ensuring inclusion and belonging	✓				✓		✓
Great employee experience	✓	✓	✓	✓	✓	✓	✓
Harnessing talents of all our people	✓			✓	✓		✓
Enable new ways of working and planning for the future	✓		✓				✓





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