

Our People Journey to Change

Preface

Welcome to our People Journey to Change, which explains how the people who work in the Trust and the culture we create together, will help to deliver the Trust's goals described in Our Journey to Change:

1. Co-creating a great experience for our patients, carers and families
2. Co-create a great experience for colleagues
3. Be a great partner

Our People Journey is about anyone who works with us – including those on permanent contracts, temporary contracts, through the bank or agencies, students, and volunteers. Everyone who works with us is contributing to Our Journey to Change and helping us to support people to live their best possible lives.

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1. Co-creation of this Journey

Our People Journey has been developed with a strong focus on what we've already heard from colleagues and others about what it's like to work at TEWV and what would make TEWV a great place to work. We've heard very strong examples of what contributes to this, such as people feeling they are making a difference, feeling valued, and supported by strong leadership and management, in teams where they feel they belong. We know some people do not feel heard or valued, and some people do not feel supported by good relationships at work – we want this to change.

2. Our People Ambition

We have three main areas of focus to help us to get to where we need to be and we have already started significant pieces of work in these areas.

We will have a compassionate and inclusive culture. This means:

- We will feel we can bring our whole self to work
- There will be multiple ways in which we can all contribute ideas and concerns and be confident that these are heard and acted upon
- We will have strong working relationships and feel safe at work, which will enable strong therapeutic relationships in the care we provide
- Our leaders and managers will be self-aware and lead services in a way that has a positive impact on the health and wellbeing of colleagues.

We will:

- Improve the health and wellbeing of people who work with us through a supportive, safe culture and sophisticated health and wellbeing offers in partnership with the wider system
- Have a sophisticated understanding of equality, diversity and inclusion so that we understand the differences in experiences for all colleagues and act to ensure staff from all groups can flourish
- Ensure that people are able to share ideas and concerns and are supported to find ways of collaboratively developing innovative ways of working
- Foster a working environment which supports our people to celebrate success and to share and learn together when things don't go well
- Bring a trauma informed approach to the way we think about how we work together and how we carry out our employment duties
- Ensure that when people choose to leave the Trust we understand why and make sure they are able to leave well

We will have **more people**. This means:

- We will have the right level of staffing with the right skills to provide high quality care

- We'll be known as a great place to work where everyone is able to develop and thrive, meaning more people will choose to join us and to stay in the Trust for longer.

We will:

- Have a simple, timely recruitment process and ensure a great first experience for our people as they join our Trust
- Be creative and flexible in the plans we make for the workforce we need now and in the future whilst meeting our statutory and core requirements
- Ensure that our teams are filled with skilled staff who feel supported in their careers
- Offer a competitive package for all staff which demonstrates the importance of our staff to the care we provide
- Develop our employment systems alongside partners so that colleagues can move easily and develop their careers across the region
- Work with our education partners, schools, colleges and universities both at home and overseas, so we are the employer of choice as people complete their training
- Have a workforce which represents and is embedded within the communities we serve, strengthening our role in reducing health inequalities in our area
- Give our patients and their families/carers greater control in recruiting the care providers they'd like to see in TEWV
- Ensuring our workforce are skilled in the work they are employed to do and have time and support to carry it out in a way which shows our values every day.

We will **work differently**. This means we will:

- Utilise different ways of working, ensuring we develop new roles, skills and career paths
- Ensure that people have access to flexible working patterns, using smarter working practices as the norm.

We will:

- Introduce new and development roles in collaboration with our partners
- Ensure workforce planning is based on clear guidance on core required roles and opportunities for flexibility
- Ensure staff have fair and transparent access to develop opportunities to support their career progression and personal development
- Ensure that leaders and managers understand how to support colleagues through change and periods of crisis in a compassionate way
- Have strong leaders and managers who understand the evidence base, are self aware, constantly developing and can balance creative ways of thinking and working with consistent management practices
- Have staff with the right equipment and skills to do their roles
- Increase our connectivity across our organisation and our care systems to ensure collaboration and co-creation
- Celebrate the good things that are happening in TEWV so that more people from our communities consider coming to work with us.

What will this mean for people?

When this Journey is complete....

For staff this means that

People who work in TEWV will be thriving and feel proud of the work they do. They will be and feel valued in their role. When they see or experience any problems will have confidence in raising it and seeking support. We will see an increase in the number of people saying they look forward to going to work, and that they would recommend the organisation as a great place to work. We will have teams with the appropriate skills and access to development across their career with us. People will have strong working relationships and feel they belong and are part of Our Journey to Change. This will enable us to provide high quality care that meets the needs of the communities we support and achieve the ambitions of our Clinical Journey.

	How we will know
Compassionate and inclusive culture	<p>Staff survey; Pulse Survey; especially 'the organisation takes positive action on health and wellbeing' and our response rate will be in the top quartile</p> <p>We will have a sophisticated understanding of the differences in outcomes and experiences for staff from protected groups and will be taking informed, evidence-based action to tackle discrimination in all its forms. Indicators in WRES, WDES and SOWES around bullying, harassment and abuse from patients and staff will have improved. Feedback from the staff networks on their experience will improve.</p> <p>Reasonable adjustments will be put in place quickly.</p> <p>We will know why people are leaving the Trust and will have systems in place so that people can raise issues early before they make the decision to leave and are supported to move rather than leave.</p> <p>Leaders and managers will be able to clearly articulate the way they work, their impact on others and how they support our teams to deliver our strategy in a well governed way</p> <p>Staff will know how to access a wide range of support within the Trust and from other partners.</p>

<p>More people</p>	<p>Our turnover/ leaver rate will be reduced and be in the bottom quartile for comparable Trusts. When people do leave we will know that it is linked to positive choices.</p> <p>Our vacancy and absence rates will be significantly reduced – to the bottom quartile.</p> <p>Greater number of students will choose to work for the Trust.</p> <p>We will increasingly attract external candidates and people who have not worked in the NHS before</p> <p>Candidates and recruiting managers will have a positive experience of the whole recruitment process from initial engagement to starting on day 1 with all the equipment and information that they need.</p> <p>We will be using no agency staff and a more consistent group of Trust bank staff.</p>
<p>Working differently</p>	<p>The training we commission will be directly tracked back to individual appraisals which in turn will link directly to our three strategic goals.</p> <p>Staff will understand how to access training for their role and the process of decision making will be transparent.</p> <p>There will be a range of potential career routes for all colleagues across their working career.</p> <p>There will be an increase in the number of staff ready for promotions and successful at interview.</p> <p>Our leaders and managers will be rated increasingly positively in the staff survey in the top quartile of comparable Trusts.</p> <p>People will increasingly enjoy coming to work and feel fulfilled - the number of people considering leaving will reduce on the staff survey.</p> <p>Staff will feel proud to work for the Trust and recognise each other's achievements reflected in a greater number of nominations to the Star awards and values awards.</p> <p>Our leaders and managers will be working regionally and nationally to help develop other leaders across health and care.</p>

3. Our Guiding Principles

The following principles describe how we will achieve our ambitions and how we will work together:

Co-creation

- Ensuring everyone who works in TEWV has a voice – meaning that they are heard when they raise concerns or ideas and they know that this has been listened to by colleagues and change is possible.
- Working with service users and carers to understand how we can support our colleagues to provide a great experience of care.
- Working with our partners, collaborating on regional priorities, working with education and training providers, social care and the voluntary sector so that our workforce is skilled, innovative and emotionally astute.
- Working with our communities to build attractive and supportive routes into employment across the wide range of current and future roles that we embody.

Value-based

- Underpinned by our values of respect, compassion, and responsibility in the way we work, the way we behave, and the way the organisation is run.

Centred around our Clinical Journey

- Our future work will be prioritised and planned to support the ambitions of our Clinical Journey, to help to ensure patients and families have great experience of care.

Evidence-based and expert-led

- Our work will have a strong foundation in data and evidence.
- We will stay focused on our priorities and plan work, which is realistic, achievable and measurable.

4. Delivering Our People Journey to Change

Each professional group and corporate service will develop separate appendices to set out any specific priorities in this five-year period. These will link directly to our workforce delivery plans and key risks.

Appendix 1 External Environment (PESTLE) analysis

This Journey, and the others produced by TEWV, includes an examination of the external environment. The analysis below is a list of those external environmental changes that are considered most important for this journey. We have used the PESTLE tool which comprises the headings of Political, Economic, Social, Technical, Legal (including regulation) and Environmental and is designed to explore wider influences that affect the overall organisation.

<p>Political</p> <p>At the national level, there has been a period of significant political change and uncertainty which has been occurring as a result of the various changes in leadership of the current Conservative government.</p> <p>In addition there is mounting unrest across public sector services related to rates of pay and terms and conditions. This is affecting us directly and also indirectly with the impact of industrial action in other sectors on our own staff and families.</p>	<p>Economic</p> <p>The increasing cost of living and government intervention is having a significant impact on residents within the TEWV areas due to people experiencing significant hardship and less disposable income enjoyed than in previous years. Additionally, interest rates are increasing. The Covid 19 pandemic (and the war in Ukraine) has impacted on the UK, disproportionately affecting lower earners and those on benefits. We are seeing this impact for some of our staff and the difficulty of responding to this in light of national terms and conditions.</p>
<p>Social</p> <p>The need for urgent Mental Health services is increasing with greater demand for responsive and flexible care and treatment. People within our communities have a greater awareness of mental health issues and needs related to Learning Disabilities and Autism and people are more likely to seek help than in previous years. Wider media campaigns have resulted in greater take up of services, which means that, in general, people have greater awareness of the need to look after their own wellbeing and seek help when it is needed.</p>	<p>Technological</p> <p>In 2019 the then Health Secretary Matt Hancock pledged to make the NHS a world leader when it came to technology. Consequently, the NHS is at the forefront of implementing new digital technologies and using meaningful data to improve services for end users from service-users, carers, staff to partners. However, we know that some staff are not confident in using technology that we need to put into place.</p>
<p>Legal</p> <p>The wider landscape is changing with the establishment of Integrated Care Boards and Partnerships now legally in place following the Health and Care Act 2022 now tasked with producing an Integrated</p>	<p>Environmental</p> <p>The NHS has a big role to play in sustainability. This links to the government’s aim to be net zero in line with the United Nation’s 17 Sustainable Development Goals (SDGs) of which the</p>

<p>Care Strategy by the end of the financial year, this could have an impact on our priorities and on current partnership commissioning governance.</p> <p>The new Mental Health Act reforms mean services will need to adapt to this legislative change resulting in improved rights for those with a learning disability and autism. Also, the changes to the Mental Capacity act with the new Liberty Protection Safeguards (LPS) will result in changes to practices.</p>	<p>government has signed up to achieve. As a result, the NHS has a part to play in meeting the SDGs by becoming net zero in reducing carbon footprint, emissions and tackling inequalities. The net zero target for the NHS, set in October 2020, is:</p> <ul style="list-style-type: none"> • for the NHS Carbon Footprint (emissions under NHS direct control), net zero by 2040, with an ambition for an interim 80% reduction by 2028-2032, and
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Thank you

For taking the time to read this document.

We hope you support our *People Journey* ambition and join us in this dynamic journey of change to improve our service offer to everyone who needs safe, compassionate, and effective care from us.