



People Plan

WELCOME TO OUR People Plan for 2023 and Beyond

A welcome from our Director of People & Culture – Angela Wilkinson



Welcome to our People Plan, which sets out our approach to developing, strengthening and retaining colleagues over the coming years. Through the enactment and bringing to life of this strategy, making The Best Place to Work in the NHS being @teamHDFT.

Now more than ever we need our people to feel valued, safe, equipped and empowered to provide the best possible experience and outcomes for their patients and service users. To enable them to do this consistently, on every single day of the 365 days a year, we need to provide our colleagues with the best possible daily lived experience of working @teamHDFT.

The challenges brought by a global pandemic, together with an ageing and growing population, a greater prevalence of chronic diseases and innovations in technology, mean we need to think differently about how we work together and how we provide care.

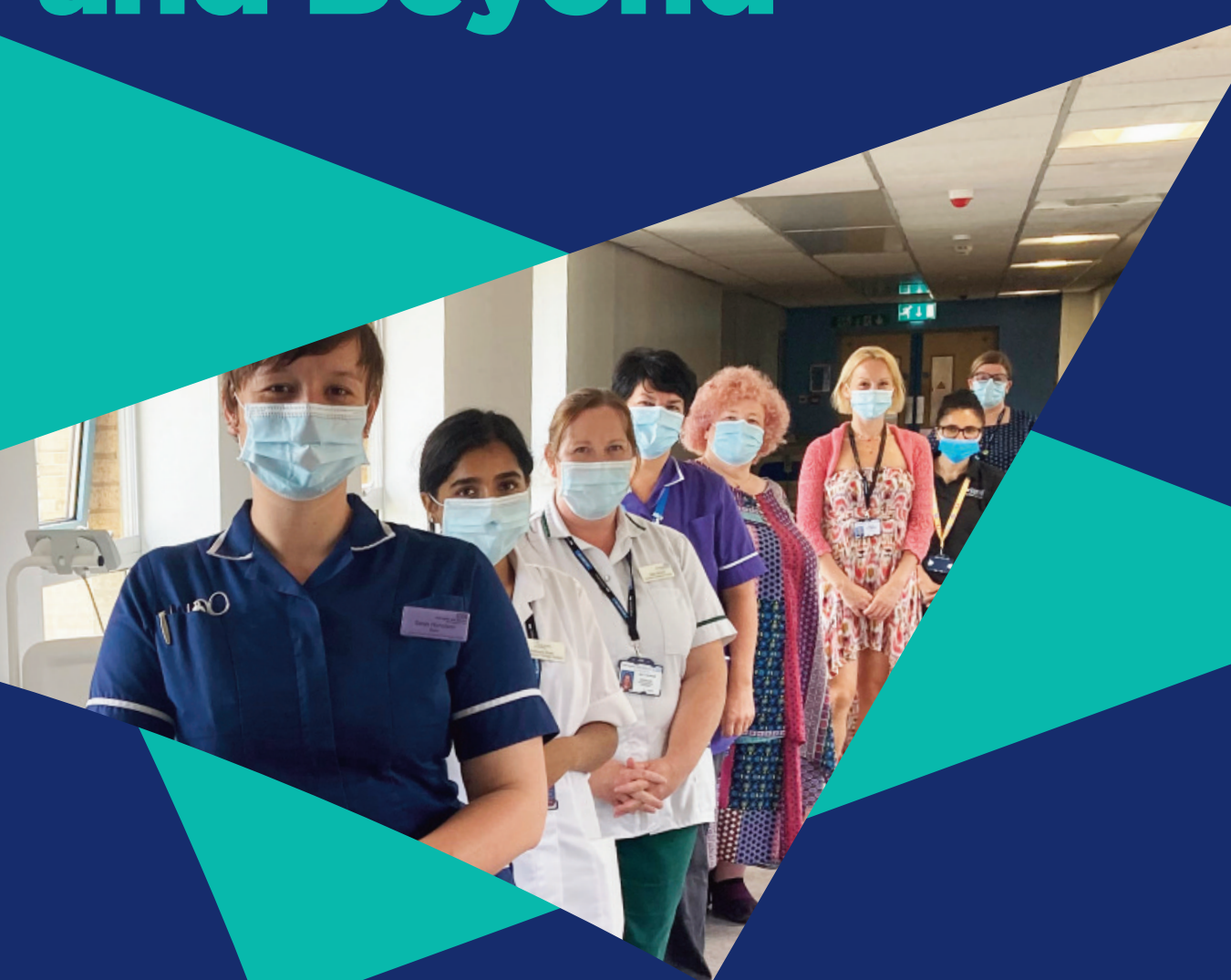
Every colleague has a key role to play in helping us to deal with these challenges. We know that those who are involved in the daily delivery of

care and support to our patients and the very people who have the knowledge and expertise to help us to continually improve and strengthen our services. We also know that equality, diversity and inclusion must be a consistent thread that runs through everything that we do, for ourselves, our colleagues, our patients/service users and our wider communities.

Creating this strategy has involved listening to our colleagues, and exploring best practice both within the NHS and other organisations. We will continue to listen and explore as we implement the strategy in practice. We have also focused on the priorities in the 'We are the NHS – People Plan 2020/21' and those of our partners in the Harrogate Place and within our Integrated Care System (ICS).

A handwritten signature in black ink.

Angela Wilkinson
Director of People & Culture



OUR PURPOSE, AMBITIONS & ENABLING AMBITIONS

Trust Strategy



Purpose



THE PATIENT AND CHILD FIRST

Improving the health and wellbeing of our patients, children and communities

Ambitions



BEST QUALITY,
SAFEST CARE



PERSON CENTRED, INTEGRATED
CARE; STRONG PARTNERSHIPS



GREAT START
IN LIFE



AT OUR BEST: MAKING HDFT THE BEST PLACE TO WORK

Our KITE Behaviours

KINDNESS

INTEGRITY

TEAMWORK

EQUALITY

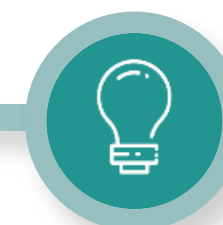
Enabling Ambitions



AN ENVIRONMENT
THAT PROMOTES
WELLBEING



DIGITAL
TRANSFORMATION
to integrate care and improve
patient, child and staff experience



HEALTHCARE
INNOVATION TO
IMPROVE QUALITY

Ambition

At Our Best – Making HDFT the Best Place to Work



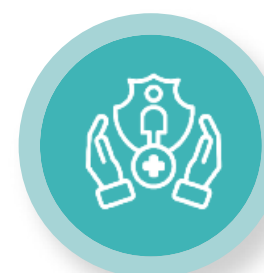
Our People & Culture Strategy, 'At Our Best', follows the NHS People Plan themes and our teamHDFT 'KITE' values and culture.

As reflected in our Trust Strategy, our ambition is to make HDFT the best place to work. We will provide physical and emotional support to enable us all to be 'At Our Best'.

We will build strong teams with excellent leadership and promote equality and diversity so everyone is valued and recognised and we are all proud to work for HDFT.

We will offer everyone opportunities to develop their career at HDFT through training and education.

We will design our workforce, develop our people, recruit and retain, so we have the right people, with the right skills in the right roles to provide care to our patients and to support our children and young people.



LOOKING AFTER OUR PEOPLE:

physical and emotional support to be 'At Our Best'



BELONGING:

teams with excellent leadership, where everyone is valued and recognised; where we are proud to work



NEW WAYS OF WORKING:

the right people with the right skills in the right roles



GROWING FOR THE FUTURE:

education, training and career development for everyone

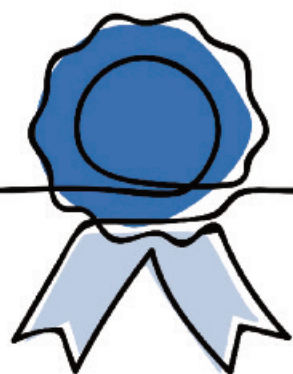
NHS People Promise

The NHS is an extraordinary, world-class service. Together we have achieved, and continue to achieve, the extraordinary. We should all feel proud of this.

We want our culture to be positive, compassionate, and inclusive – and we all have our part to play.



We are **compassionate** and **inclusive**



We are **recognised** and **rewarded**



We each have **a voice that counts**



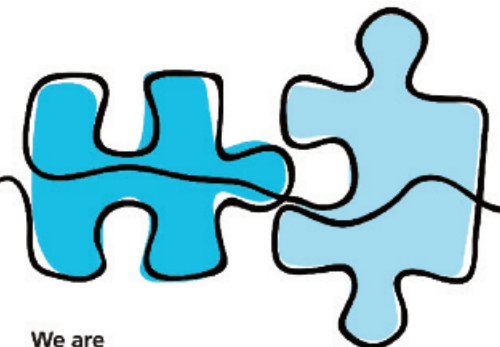
We are **safe** and **healthy**



We are **always learning**



We work **flexibly**



We are **a team**

We are **compassionate** and **inclusive**

We do not tolerate any form of discrimination, bullying or violence. We are open and inclusive. We make the NHS a place where we all feel we belong.

We are **recognised** and **rewarded**

A simple thank you for our day-to-day work, formal recognition for our dedication, and fair salary for our contribution.

We each have **a voice that counts**

We all feel safe and confident to speak up. And we take the time to really listen – to understand the hopes and fears that lie behind the words.

We are **safe** and **healthy**

We look after ourselves and each other. Wellbeing is our business and our priority – and if we are unwell, we are supported to get the help we need. We have what we need to deliver the best possible care – from clean safe spaces to rest in, to the right technology.

We are **always learning**

Opportunities to learn and develop are plentiful, and we are all supported to reach our potential. We have equal access to opportunities. We attract, develop and retain talented people from all backgrounds.

We work **flexibly**

We do not have to sacrifice our family, our friends or our interests for work. We have predictable and flexible working patterns – and, if we do need to take time off, we are supported to do so.

We are **a team**

First and foremost, we are one huge, diverse and growing team, united by a desire to provide the very best care. We learn from each other, support each other and take time to celebrate successes.

We are more than 1.3 million strong.
We are all walks of life, all kinds of experiences.
We are the NHS.

HDFT KITE Behaviours



We Value

We value kindness, integrity, teamwork and equality. We demonstrate this through our everyday behaviours with colleagues, patients and families.

I will...	I won't...
-----------	------------

KINDNESS

Compassion	treat people as valued individuals, protect their dignity and privacy with compassion	belittle or dismiss others, be rude, uncivil, or use an abrupt tone of voice, undermine or bully others
Understanding	take the time to understand others' concerns, with empathy, putting myself in their shoes	fail to consider other people's perspectives, be dismissive of others' feelings, stories or journeys
Appreciative	notice what others do to make a difference and say 'thanks' so they feel valued	ignore it when people do great things or 'take the credit' for other people's achievements

INTEGRITY

Professional	display personal and professional integrity, set and deliver high standards, be responsible for my attitude: calm, patient, reassuring	accept low standards, 'walk past' issues when I see them, come across as 'too busy' or often be late
Honest	be open and honest when communicating with others, build trusting relationships	make no effort to share information, withhold information others need, or leave them 'in the dark'
Positive	welcome change, bring an optimistic, 'can do' attitude, and smile rather than not	focus on the problem rather than the solution, moan, be negative or complain without acting

TEAMWORK

Helpful	be attentive to other people's needs and feelings, willing to offer help, do what I say I will	not help when I see someone in need, make people feel 'a burden', have a 'not my patient / job' attitude
Listen	listen with curiosity, involve and consult other people and help others to take responsibility	dismiss others' views or ideas without giving them a chance to explain, talk over people as if they aren't there, ignore valid concerns, dictate, interrupt, lecture people or argue rather than discuss
Communicate	communicate clearly and regularly, adjusting communication so others can understand	use language or jargon people don't understand, make no effort to communicate or give mixed messages

EQUALITY

Respect	treat people equally, embrace diversity and difference, be impartial and open-minded	belittle or dismiss others, be rude, uncivil, or use an abrupt tone of voice, undermine or bully others
Inclusive	be approachable and welcoming, involve people and adjust to different people's needs	fail to consider other people's perspectives, be dismissive of others' feelings, stories or journeys
Fair	act fairly towards everyone, and make it safe and easy for people to speak up, as well as being open to giving and receiving feedback myself as a chance to learn	criticise people for mistakes, stay silent when needing to speak up, be closed to feedback about myself

NHS People Promise

Looking after our people:

Physical and emotional support to be 'At Our Best'



Looking after
our people

Belonging
in the **NHS**

Growing for
the future

New ways of
working and
delivering care

We will have
strong focus on all aspects of health and wellbeing
to retain colleagues.

We will continue to
develop employment practices and policies,
which support colleague work life balance.

We will develop our leaders to ensure a
compassionate and inclusive leadership

is the accepted and expected leadership culture, in line with our KITE values.

We are
compassionate and inclusive

We are
recognised and rewarded

We each have
a voice that counts

We are
safe and healthy

We are
always learning

We work
flexibly

We are
a team

NHS People Promise

Belonging:

Teams with excellent leadership, where everyone is valued and recognised; where we are proud to work



Looking after
our people

Belonging
in the **NHS**

Growing for
the future

New ways of
working and
delivering care

We will be an organisation
where everyone demonstrates

our **KITE** behaviours

(Kindness, Integrity, Teamwork and Equality),

to care for our patients, children
and communities

who are the focus of everything we do.

We will **build strong teams**
who support each other,

work collaboratively and with collective goal of
delivering excellent care to our patients.

We will promote
equality and **diversity**

so everyone is valued and recognised through the embedding of Equality
Impact Assessments as expected practice, the continued development of our
Staff Support networks, leadership development and training of all colleagues.

We will seek to
increase diversity
across our decision making forums.

We are
compassionate
and **inclusive**

We are
recognised
and **rewarded**

We each have
a **voice that**
counts

We are
safe and
healthy

We are
always
learning

We work
flexibly

We are
a team

NHS People Promise

Growing for the future:

Education, training and career development for everyone



Looking after
our people

Belonging
in the NHS

Growing for
the future

New ways of
working and
delivering care

We will
develop career pathways
and offer development opportunities

to enable colleagues to grow their skills and access career progression at teamHDFT.

We will be a
collaborative partner
to Health Education England
and Higher Education Institutions.

We will be an
**excellent place to learn
and develop**
for all colleagues and students
from all professions

(international and UK based), offering great placements.

We are
**compassionate
and inclusive**

We are
**recognised
and rewarded**

We each have
**a voice that
counts**

We are
**safe and
healthy**

We are
**always
learning**

We work
flexibly

We are
a team

NHS People Promise

New ways of working:

The right people with the right skills in the right roles



Looking after
our people

Belonging
in the **NHS**

Growing for
the future

New ways of
working and
delivering care

We will
**plan and design
our workforce**
as creatively as possible

to have the right number of skilled colleagues in the right roles.

We will
recruit great colleagues
by building a strong employer brand
and implementing effective recruitment practices,
making the best use of digital solutions.

We will continue with the
**implementation
of e-rostering**
to ensure that safe staffing levels
can be allocated and managed with maximum efficiency.

We are
**compassionate
and inclusive**

We are
**recognised
and rewarded**

We each have
a voice that
counts

We are
**safe and
healthy**

We are
**always
learning**

We work
flexibly

We are
a team

This is how we listen...

We each have a voice that counts...



There are many ways in which colleague voices can be heard. These include staff support networks, HDFT colleague app, employee surveys and everyday conversations.



Carried out every year to improve staff experiences across the NHS

The survey is aligned to the NHS People Promise



Your Voice Colleague Forum

Community of colleagues who are empowered to oversee, support and challenge

not just our "At Our Best" work, but also the wider day-to-day issues that impact HDFT



Surveys carried out on a quarterly basis

to improve culture, engagement and performance within HDFT



STAFF SUPPORT NETWORKS

BAME and Allies Network
LGBT+ Staff Network
Menopause Staff Network
Men's Health Network
Disability and Long-term Conditions Staff Network
Neuro-diversity Staff Network

We have a number of staff support network groups

which give our staff the chance to come together and discuss issues and share experiences, allowing their voice to be heard and to shape our organisation and improve equal opportunities.

Conversations with colleagues...

To understand your development, health and wellbeing needs

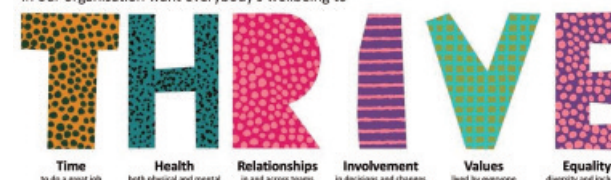


There are many channels for employee voice these include networks, digital platforms, employee surveys and everyday conversations.

Your wellbeing conversation

1. How are you?
2. How is your wellbeing?

In our organisation want everybody's wellbeing to



3. How can we help you to thrive?

Your THRIVE Discussion

We want everybody here to THRIVE at work. And when you thrive - the people we care for THRIVE too.

Evidence shows when healthcare staff are physically well, mentally healthy and feel connected to their work patient safety improves, quality of care improves, outcomes improve.

And that's not all. With better wellbeing of course people take less sickness absence, there's lower staff turnover, people are more engaged.

But the opposite is true too. When people are struggling with their wellbeing at work, quality suffers, productivity suffers, teamwork suffers. And their wellbeing at home suffers too.

The NHS People Plan has set out an ambition for everyone in the NHS to have regular wellbeing conversations with their manager. To develop a personalised plan to optimise their wellbeing.

Our response is THRIVE wellbeing conversations.



The Four S's of Appraisal

Great appraisals have so many benefits. As employees they help us understand ourselves better. Our contribution. Our strengths. And where we can develop to achieve more.

For managers they help you to get to know your people better, to align performance to team goals, and to stay consistent so you give everyone a fair opportunity to develop.

They help create a happier, more engaged team, in an organisation that's achieving its goals.

We will be a Great Partner

We are accessible to, and are here to support, every colleague to be successful in their role.



At HDFT we work closely across a range of partners to ensure that our work is well connected, collaborative and is aligned to support the delivery of high quality, safe and patient centred care:

Clinical and Corporate Directorate Leadership Teams 	Staff Governors 	Trade Union Colleagues 	Freedom to Speak Up Guardian 
Health Education England 	Higher Educational Institutions 	Integrated Care System 	NHS England/Improvement 



www.hdft.nhs.uk