OUR People Strategy 2017-22

VISION

Positive 
Productive 
people

Attract 
Educate 
Build 
Perform 
Transform 
Nurture

to be our best!

Educate, train & develop

Educational Opportunities 
Hillingdon Clinical School

Transform 
The workforce model

Productive, high performing workforce

Healthy 
Workplace 
Change

Nurturing 
All our people

Pleasing 
Working life

High patient satisfaction

Shorter stays in hospital

Better care for older people

Hillingdon Hospitals
NHS Foundation Trust

https://www.youtube.com/watch?v=wKdpqZkK5ts&t=1s
Working in partnership

1. Staff Side can be long-term strategic partner
2. Strategy is different as a result of Staff Side input
3. Integrate Staff Side into governance of Strategy delivery (Workforce Board)
4. Legacy to pass on within the organisation

- Different priorities
- Enabling Staff Side to be more ‘strategic’
- Getting focus on real issues – not simply ‘wordsmithing’
- Need for ‘plain English’
- Time and capacity
- Need to develop iteratively – lengthy process could lead to frustration

- Team visions
- Staff
- Staff Side
- Hierarchy
- Trust Board

Workforce Board – implementation & review

Joint Leadership
Trust. Able to challenge. Respect. Open minds. CARES values

Partnership from the outset

Clear planning to implement

Sustaining our success

Overcoming challenges

Asking the right questions

Is our vision ambitious enough?

What's important in a People Strategy?

What are the immediate People issues? How should we seek to address them

Problem identification Went out to staff jointly JNCC meetings & pre-meetings Staff Side Chair & Director 1:1s Staff Side went to Members
Outcomes

• Accelerated a range of improvements for staff and patients:
  • Learning management system implemented, improving the learning & induction experience
  • Development of our ‘employer brand’
  • Range of overseas & domestic recruitment initiatives
  • Streamlined recruitment processes
• Improvement in a range of key people metrics – including vacancy rates, turnover, agency expenditure, time to hire, and number of starters leaving within a year
Top Tips

• Build a foundation of mutual trust and ability to challenge, starting from the top, in this case Staff Side Chair and the Director of People and OD, but working all the way down, framed within the organisation’s values

• Focus on real issues that staff care about and use language they understand, avoid management speak

• Ensure clear processes for planning, implementing and monitoring – so that things stay on track
And the winner is ...