



Our People
Our Future
Together, Putting
Patients First

Our People Strategy 2017 – 2022



Bradford Teaching Hospitals
NHS Foundation Trust



Our People, Our Future. Together, Putting Patients First

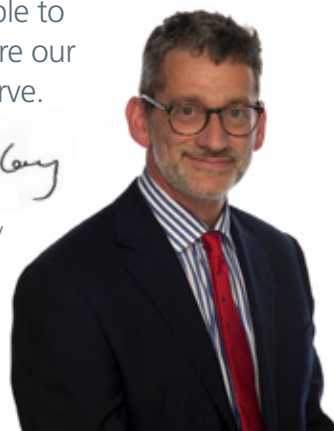
At Bradford Teaching Hospitals NHS Foundation Trust we aim to provide the highest quality healthcare at all times.

We strive for excellence and are committed to learning from and leading best practice to make sure we are delivering quality care. We aim to have a workforce representative of the communities we serve so we're the best place for our patients and our people.

As the NHS evolves to meet new challenges and we continue to transform our services and patient care around the needs of our

local population, we recognise successful delivery of these changes relies on our people. Our People, Our Future sets out the strategic aims and objectives for our people over the next five years. Without their dedication, commitment, care and compassion we are not able to deliver the care our patients deserve.

Professor Clive Kay
Chief Executive



Valuing Our Patients, Valuing Our People

We need to develop a modern workforce, with the skills, flexibilities, values and behaviours to deliver new models of healthcare, to enable the delivery of our transformation programme and support the delivery of our overall Trust priorities.

This strategy brings together our organisation, cultural and leadership development work and provides strategic direction for all people-related activities, so we are all working towards the same patient-centred goals. We will focus on three inter-related areas:

Our People

- creating an environment that attracts and retains the best people, who represent our communities.
- supporting and developing our people so they excel at putting patients first and deliver the best possible services.
- embracing diversity, this runs through all our work.

Our Leaders

- developing excellent leaders and managers, so our people feel empowered, valued and well led.
- encouraging creativity, developing the skills and knowledge to create innovative healthcare models and improve quality.

Our Culture

- creating a culture where creativity, imagination and innovation flourish, where staff feel engaged and work together putting patients first.
- taking ownership, responsibility and accountability and ensuring quality improvements are continuously sought.

Valuing Diversity

Everyone will be treated fairly in the workplace. Our people can expect to work in an environment where diversity is valued and equality of opportunity is promoted; we will tackle discrimination against our people on any grounds. This will create a culture which is inclusive of all sections of the community. Getting this right for our people, means we get this right for our patients too.

Our Vision

We want our people to feel valued, motivated, engaged and well led and be representative of our communities.



Our Values

Our values are important to us; they underpin all we do, drive our behaviours and culture and make us who we are. They are the focus for all our people-related activities and make sure we work together, putting patients first:

- We Care
- We Value People
- We Strive for Excellence
- We Make Every Penny Count



Our Aims

We have five strategic aims:

1. Attract
2. Develop
3. Retain
4. Happy, Healthy and Here
5. Lead



Strategic Aims	Strategic Objectives	Key Measures
Attract We attract and recruit quality people, representative of our communities, who share our values.	We embrace diversity and this is reflected in our people. Our recruitment strategy is aligned to workforce plans, selecting the best people. We create a modern, flexible and agile workforce, which enables us to deliver new models of healthcare. We inspire and attract young people.	Recruitment data Workforce and Race Equality Standard (WRES) data Diversity data
Develop We support and develop our people, equipping them with the skills to deliver high quality care wherever and whenever the patient needs it.	We have an inclusive approach to all our development opportunities. We create an environment of continuous learning and improvement, where our people excel at putting patients first. Our appraisal scheme unlocks the potential of our people, develops individual performance and drives personal and professional development. We develop and manage our talent, enabling effective career development and succession planning.	Appraisal completion rates Appraisal quality WRES data Business Disability Forum (BDF) Disability Standard Learning and development evaluations

“We promote, celebrate and embrace diversity”



Strategic Aims	Strategic Objectives	Key Measures
Retain Our people are proud to work for our Trust, working together putting patients first.	We promote, celebrate and embrace diversity.	Turnover rates
	We reward, recognise and celebrate our achievements regularly.	Staff Survey outcomes
	We pay attention to our people throughout the employee life cycle in particular our new starters and those leaving.	Exit interview uptake
	We retain our best people within the wider healthcare system to maximise resilience & sustainability of our services	Induction evaluation WRES data BDF Disability Standard
Happy, Healthy and Here Our people feel valued, motivated and engaged.	We value diversity and harness the benefits.	Attendance rate
	We create a culture where creativity, innovation and imagination flourish.	Staff Survey outcomes
	We create a positive, healthy work environment which supports the health, wellbeing and attendance of our people.	Engagement measures
	We give regular feedback, focusing on our values and behaviours: how we do things as well as what we do.	Friends & Family data WRES data
	We have a strong employee voice and a culture of partnership working.	BDF Disability Standard NHS Workforce Disability Equality Standard (WDES) (2018 onwards) Commissioning for Quality and Innovation (CQUIN) measures

“Our leaders work together to provide seamless healthcare”



Strategic Aims	Strategic Objectives	Key Measures
<p>Lead</p> <p>Our people feel supported and well led.</p>	<p>Our senior leaders represent the communities we serve.</p> <p>We develop our leaders at every level and increase the confidence and capability of managers.</p> <p>We communicate regularly, so our people feel well informed and engaged.</p> <p>Our leaders encourage innovation and imagination, supporting and developing our people to continuously improve to deliver quality patient care.</p> <p>Our leaders work together to provide seamless healthcare across the healthcare system.</p>	<p>WRES data</p> <p>Staff Survey outcomes</p> <p>Ward Accreditation</p> <p>Leadership Development evaluation</p>



Delivering Our People, Our Future

Our People, Our Future is owned and delivered throughout our Trust and leaders will play a key role in its delivery. It provides a strategic framework for our service strategies and annual plans to be developed, enabling us to monitor and measure our progress. Our strategy supports the system wide work and is aligned to Bradford District and Craven Workforce Strategy; we will work collaboratively to deliver these priorities.

Our Human Resources team play a key role in driving and supporting this strategy, working with key stakeholders to make sure these outcomes are delivered:

Working together, putting patients first.



For more information about this strategy please contact
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