

Maximising our Potential (MoP)

A strategy for enabling dedicated people to deliver outstanding healthcare

MoP is overarching strategy for workforce which underpins the Trust vision, values and strategic priorities (particularly no.2 – to support each other to do a great job). It sets out how the contribution of every member of staff will be maximised to deliver outstanding care. It amalgamates separate strategies such recruitment & retention; health and well-being, leadership development, organisational development and staff engagement, learning and development and the workforce plan.

MoP has 6 key elements which reflect its priorities. Annual implementation plans are refreshed each year and progress is monitored. Workforce KPI's and feedback from staff inform these.



Element	2017/18	2018/19	2019/20	KPIs
Attract – Fill our jobs with the right people, reducing gaps and reliance on agency staff.	Develop innovative recruitment campaigns harnessing social media. Increase bank staff. Introduce assessment centres.	Extend new branding to all SFH jobs and widen the assessment centre approach. Embed international recruitment.	Aim to attract ex-forces personnel to SFH jobs. Focus on diversity & inclusivity to make the SFH workforce more representative.	vacancy rates; agency spend; bank worker usage, international recruits and D&I data
Engage – Create a healthy culture and staff who are engaged and motivated to deliver outstanding care	Re-engage staff with the Trust values and introduce MoP staff events. Conduct a full census staff survey and plan actions	Use NHSI culture toolkit to assess our culture, articulate the SFH style and develop a culture “heat-map”. Continue patient safety culture work.	Strongly articulate the SFH leadership style and culture. Use PSC format to engage non-clinical staff in service improvement.	Staff survey returns & scores, pulse surveys; culture work feedback, exit interviews
Develop – Provide outstanding education, training & development, making sure all staff have the skills to do their job well.	Launch managers induction, refresh our leadership programmes and increase mandatory training take up. Baseline new roles in SFH	Launch senior leadership program. Expand new role development. Review all training. Increase apprenticeships using the levy.	Share training capacity with system partners. Provide the ICS talent hub. Embed new roles such as nursing associates	MAST compliance; % leaders attending training; apprentices, No of new roles
Nurture – Help staff to plan their careers, aligning their aspirations with the future needs of the Trust	Pilot leadership talent conversations and talent mapping. Develop a graduate work experience scheme	Embed talent conversations into appraisals. Produce guidance on career paths, including the leadership framework. Wise owls launched.	Have a succession plan for all key leadership roles. Coaching and wise owls fully embedded. Hold regular SFH staff careers events.	Appraisal rates; leadership succession plan RAG
Perform – Remove barriers, set and maintain standards and recognise and reward excellence	Rollout Allocate CAM for medics and embed consultant job planning. Deliver flu campaign	Rollout Allocate to AHPs. Model workforce plans on system plans. Improve our HR efficiency index	Model hospital WAUs guide workforce productivity. New clinical excellence awards in use	WAUs & model hospital data; sickness; Allocate dashboards; flu uptake.
Retain - Make SFH a great place to work and encourage staff to spend their whole career with us	Make staff reward & benefits information available. Tackle bullying & harassment. Introduce an in house Physiotherapy service	Develop retention initiatives in response to HMRC pension changes. Enhance team inclusion. Hold weekly wellbeing clinics	Work with ICS partners on system retention initiatives, more unified reward arrangements and system wide wellbeing interventions	Turnover; grievances, bully & harassment complaints; workforce demographics

Potential risk	How the risk might arise	How the risk is being mitigated
A critical shortage of workforce capacity & or capability which affects safe staffing or quality of care	National shortages in key professions; age demographics; Trust reputation; agency market factors; limited time for training; industrial action	All elements of MoP delivery; System wide workforce planning
Key elements of MoP not delivered or do not result in the anticipated outcome	Financial restrictions diminish the HR & OD resources available to deliver the MoP; Other priorities take precedent; gap between action & impact	RAG reporting of action plans monitored by board; KPI tracking; Heat-map

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The MoP Strategy identifies key workforce KPI's that will be monitored to assess, not only if the content of the strategy was delivered, but also if it had the anticipated positive impact on Trust performance.

Element	KPI	2017/18 baseline	2018/19 Target	2019/20 Target
	Agency spend remains within NHSI control total	£17.9m	£16.66m	Not yet known
Attract	% of band 5 Registered Nurse vacancies	14% by 31/03/18	12% by 31/03/19	10% by 31/03/20
	% of medical vacancies	11% by 31/03/18	9.5% by 31/03/19	8% by 31/03/20
	Staff survey engagement score	Above average	In top 20%	In top 5 acute Trusts
Engage	% Staff recommending the Trust as a place to work or receive treatment	3.92	4.10	4.20
	NHS staff survey response rate	56%	60%	65%
	Mandatory training achieves target 10 months / 12	90%	93%	95%
Develop	Staff survey – support from immediate managers	Above average	In top 20%	In top 5 acute Trusts
	Increase in apprentice numbers	27	48	70
	Appraisal compliance achieves target 10 months / 12	95%	95%	95%
Nurture	Completion of leadership talent map	n/a	50%	90%
	No. of Nurse Associate Trainees / Nurse Associates / Nurse apprentices	12	To be determined	To be determined
	Flu vaccinations	78%	90%	90%
Perform	Sickness absence rates ≤3.5%	3 months / 12	6 months / 12	9 months / 12
	% temporary staffing	7.5%	7.3%	7%
	Staff turnover is below threshold	1% per month	0.9% per month	0.80 per month
Retain	% of staff experiencing discrimination at work in staff survey	9%	8%	7%
	Staff reporting effective team working in staff survey	In top 5 acute Trusts	In top 5 acute Trusts	In top 5 acute Trusts

Dedicated to *Outstanding care*