



James Paget
University Hospitals
NHS Foundation Trust

BUILDING A HEALTHIER FUTURE TOGETHER

Paget's People: Our People Plan for
the next five years
2023-2028



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of the
Paget



INTRODUCTION

We have pleasure in introducing *Paget's People* - our five year People Plan for our Trust. This supports the delivery of our Trust Strategy, Building a Healthier Future Together (2023 – 2028).

We are proud of our Trust and know that what makes it such a special place to receive care and to work is its people. Friendly, welcoming and caring are words often used to describe people's experiences of our hospital. We know that great staff experience leads to great patient experience and better outcomes – and that's what we're all here for: building a healthier future together for our local population, clinically led and patient-centred.

We're the biggest employer in the heart of our local community, with many of our staff and their loved ones also living locally and receiving care from our services at different times in their lives. We therefore really care, not only for our staff and patients, but also about the important role we play in improving local population health.

We want everyone who works or has educational placements with our Trust to be our best advocates, proud to work here, to feel empowered and supported and to be able to be their whole selves at work. Compassion, fairness and inclusion are therefore key elements of our People Plan.

Working increasingly collaboratively with system partners, including community, mental health, primary care and social care services, our Plan sets out how we will support people with new ways of working, including working across traditional organisational boundaries.

Not only do we want our staff to be kind, we want them to be brave – speaking out when things do not feel right, continuously learning and leading innovations and improvement. Having a culture where this feels safe is really important to us.

Paget's People are special. Not only are they skilled, they share our Values of Collaboration, Accountability, Respect, Empowerment and Support (CARES). Our Plan sets out how we will continue to recruit, engage, develop and deploy talented people, aligned to our Values. Our staff have risen to the unprecedented challenges of recent years with the pandemic and operational pressures on our services. They have demonstrated their resilience but, alongside all staff working in the NHS, there has inevitably been impact. Looking after our staff, with an increasing focus on psychological wellbeing, is therefore a priority for us.

Our People Plan has been developed in collaboration with our staff, for our staff. It takes account of the *NHS Long Term Plan* and *NHS People Plan*, the *2030 NHS Vision for Human Resources and Organisational Development* and Norfolk and Waveney Integrated Care System's *We Care Together* and builds on the great foundations already in place, as well as focusing on the areas we know we need to improve.

We are proud of our staff. We want them to continue to be really proud of the Trust too.



Jo Segasby
Chief Executive



Sarah Goldie
Director of People
and Culture



HOW WE DEVELOPED OUR PEOPLE PLAN

In developing our People Plan, we took account of:

- What is important to our staff – based on engagement with our staff, including our staff networks, and feedback from the Staff Survey 2022 on staff experience
- Engagement with our managers and clinical leaders, including what is important for the delivery of our new Trust Strategy's Ambitions.
- Workforce performance (for example, vacancies, turnover, sickness)
- National and local system people priorities and plans

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WHO WE ARE



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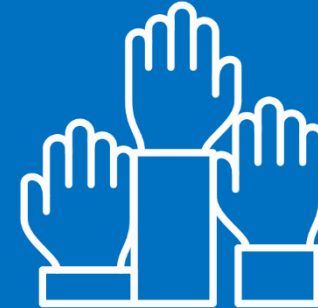
4,223

Substantive / fixed term
staff



610

Bank staff



128

Volunteers



66

Different nationalities



9

Different professional
groups



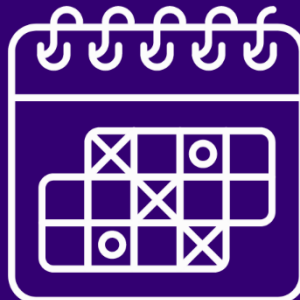
1341

Different jobs



7.7 million

Hours worked in the last
year



8.2 years

Average service at the
James Paget



WHAT WE ARE PROUD OF

- One of the lowest vacancies rates in the country, supported by a strong 'grow our own' approach
- Higher than acute sector average number of staff recommending the Trust as a place to work
- Higher than acute sector average number of staff satisfied with the standard of care provided
- Much better than average staff retention

WHAT WE WANT TO IMPROVE

- Creating great team working
- Improving the experiences of our ethnically diverse staff and other staff with protected characteristics
- Ensuring a consistent culture of civility and respect
- Supporting staff psychological wellbeing

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OUR VALUES

Our Values were refreshed in April 2023 with engagement from staff, patients and carers.

Our Values are more than nice words. Every person working in our Trust is accountable for upholding them through their own behaviour and constructively challenging behaviours that do not align.

Our Values shape HOW we approach everything we do, including how we will deliver our Trust Strategy, as well as the Ambitions and Objectives set out in this People Plan.

Our Values align to the NHS People Promise, which applies to everyone working in the NHS.

People Promise



Collaboration

We work positively with others to achieve shared aims

Accountability

We act with professionalism and integrity, delivering what we commit to, embedding learning when things do not go to plan

Respect

We are anti-discriminatory, treating people fairly and creating a sense of belonging and pride

Empowerment

We speak out when things don't feel right, we are innovative and make changes to support continuous improvement

Support

We are compassionate, listen attentively and are kind to ourselves and each other



NATIONAL AND LOCAL CONTEXT

Our People Plan aligns to the Interim NHS People Plan (2019), the 2030 NHS Vision for Human Resources (HR) and Organisational Development (OD) and Norfolk and Waveney Integrated Care System's (ICS's) We Care Together.

The **NHS People Plan** focuses on key drivers, including:



#WE CARE
TOGETHER

There are four key objectives in Norfolk and Waveney ICS We Care Together Plan:

1. Creating new opportunities for our people
2. Promoting good health and wellbeing for our people
3. Maximising the skills of our people
4. Creating a positive and inclusive culture for our people

OUR STRATEGIC PRIORITIES



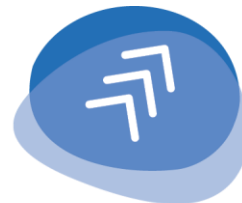
OUR
PATIENTS



OUR
PEOPLE



OUR
PARTNERS



OUR
PERFORMANCE

Whilst aligning to national and local system People Plans, our People Plan focuses on what is most important for our Trust as an enabler to the delivery of our Trust Strategy, *Building a Healthier Future Together* (2023 – 2028).

Priority 2 relates to Supporting Our People.

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PRIORITY TWO

SUPPORTING OUR PEOPLE

1. Promote an inclusive, fair and safe workplace
2. Develop compassionate and effective leadership
3. Attract, engage, develop and deploy our staff to deliver the best care for our patients
4. Promote well-being opportunities to keep our staff healthy and well



PRIORITY TWO SUPPORTING OUR PEOPLE

Ambition 2.1:

Promote an inclusive, fair and safe workplace

We want our staff to be representative of the community we serve and for everyone to have a sense of belonging, working in a psychologically safe culture that is focused on learning

Ensure equity, diversity and inclusion (EDI) is a thread through all we do	<ul style="list-style-type: none">• Embed our new Trust Values in all our people processes• Strengthen training and education for leaders and staff in EDI• Grow and empower our staff networks to influence and lead positive change• Review our recruitment processes to remove bias• Take firm action to prevent and address violence, aggression, bullying, harassment and discrimination towards staff
Operate as an anchor institution within our local community	<ul style="list-style-type: none">• Engage with our local schools and colleges to promote job opportunities and careers, expanding work experience opportunities• Support recruitment pathways that remove barriers to entry, including support to care leavers• Grow and develop our volunteer workforce, attracting from our local community and working with local charities
Embed a just and learning culture, where everyone feels safe to speak out	<ul style="list-style-type: none">• Revamp our people policies and train managers in a just and learning approach• Review our model for speaking out, ensuring capacity and effectiveness• Develop plans to support psychological safety
Celebrate successes	<ul style="list-style-type: none">• Refresh our approach to recognition and reward
Embed learning	<ul style="list-style-type: none">• Systematically review and share learning for all formal employee relations cases• Provide opportunities for involvement in quality improvement, research and innovation

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PRIORITY TWO SUPPORTING OUR PEOPLE

Ambition 2.2:

Develop compassionate and effective leadership

Our managers and other leaders, whether at team, service or Trust level, should be capable and feel confident in their roles, exemplifying our Trust values in all they do to create an environment where people can flourish, aligned to shared goals. Whilst operating with compassion and fairness, they are able to effectively hold our people and services to account. As we move towards new ways of working, our leaders must build the capacity for change across the Trust, place and system.

Recruit and develop diverse, talented leaders, who exemplify our Trust Values	<ul style="list-style-type: none">• Set ambitious targets, supported by delivery plans, for the diversity of our leaders from Band 7 to the Board• Take positive action to support development and progression for under-represented groups• Develop James Paget's Leadership Way – a competency framework aligned to our Trust Values
Enable our current and future leaders to be the best they can be through a range of development offerings and individualised support	<ul style="list-style-type: none">• Invest in leadership development, expanding our core management programme offering to provide tailored opportunities for current and aspiring leaders at all levels of seniority and experience• Deliver regular leadership summits to engage and develop our leadership community on key people-related topics, supporting a distributed leadership approach
Develop our approach to talent management and succession planning so we are spoilt for choice for our next generation of leaders at all levels of the organisation	<ul style="list-style-type: none">• Develop and implement a talent management framework and succession planning approach, with annual reviews and alignment to recruitment, appraisal and other feedback processes





PRIORITY TWO SUPPORTING OUR PEOPLE



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Ambition 2.3:

Attract, engage, develop and deploy our staff to deliver the best care for our patients

Our staff are crucial in order to deliver the high quality and safe services our patients need. We want all our staff to feel proud to work at the Paget and that they are listened to, valued, supported and able to make a difference. Our staff need the training, development and mindset to support them to excel in their current roles, to reach their full potential and to adapt to new ways of working. We need to use the full range of people's skills and experience and to effectively deploy our staff to deliver the best possible care

An unswerving focus on improving all aspects of staff experience	<ul style="list-style-type: none">• Establish a Staff Experience Programme Board to oversee work in this area, aligned to priority areas indicated by our Staff Survey• Increase opportunities for staff involvement in experience improvements• Get the 'basics' right, including appraisals and mandatory training
Use digital solutions to support new ways of working, including remote working and consultations, and to support the effective deployment of staff to meet service needs, including e-rostering and e-job planning	<ul style="list-style-type: none">• Promote and increase the proportion of virtual clinical consultations• Implement plans to ensure all areas use e-rostering and to drive quality and efficiency improvements, including the implementation of 12 week lead in times• Implement team e-job planning for all medical teams, aligned to service plans, and extend job planning to other relevant staff groups where beneficial
Develop innovative roles, and adapt existing, to meet changing service and population needs	<ul style="list-style-type: none">• Review opportunities for new roles, including Advanced Clinical Practitioners, to address recruitment challenges and meet changing operational needs, including cross system working• Adapt existing roles and support development in line with changing needs
Ensure we have an effective pipeline of skills, from attracting external talent to growing our own	<ul style="list-style-type: none">• Implement innovative approaches to attract to hard to recruit roles• Develop and implement plans to be a centre of excellence for education• Develop a more robust approach to workforce planning across staff groups and specialisms to support short to longer term needs, including our new hospital• Continue investment in our 'grow our own' approach for hard to fill roles, including nursing and Allied Health Professionals

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PRIORITY TWO SUPPORTING OUR PEOPLE



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Ambition 2.4:

Promote wellbeing opportunities to keep our staff healthy and well

Our staff have challenging jobs. Being as healthy and resilient as possible enables them to work at their best and to be positive role models for the people they care for. We care for our staff and want them to feel supported in the workplace and able to make healthy choices that positively impact all aspects of their lives, with the ability to access more specialist support where needed

Keep staff wellbeing as a core consideration through annual wellbeing conversations, providing options to support better work-life balance, focusing on improving health inequalities, and offering a range of staff support, including psychological support and treatment

- Implement annual manager-led wellbeing conversations
- Continue to promote options for better work-life balance across all staff groups
- Refocus our wellbeing support activities to improve health inequalities (physical and mental health)
- Implement a range of psychological support for staff, including trauma-related assessment and treatment for work-related issues

Creating a physically healthy work environment as a key element of our new hospital design plans, including the refurbishment or replacement of staff residences

- Ensure there are suitable spaces available to support staff wellbeing
- Engage staff and our Ability network / other experts by experience in the design of new hospital
- Refurbish or replace our staff residences so these are appropriately equipped and comfortable to modern standards



PEOPLE AND CULTURE PROFESSIONALS

The delivery of our People Plan is a responsibility of everyone working within our organisation. It is particularly reliant, however, on being driven by an ambitious and effective People and Culture function. We are fortunate to have passionate and committed Human Resources and Organisational Development professionals.

The NHS Vision for HR and OD sets out a vision to 2030 for the future of HR and OD services, focused on:



To support delivery of our People Plan, we therefore commit to:

- Reviewing the skills and capacity of our People and Culture function
- Embracing opportunities to improve our processes, using digital solutions where possible
- Develop our people professionals and support talent pipelines
- Working collaboratively as a system to improve consistency, share expertise and good practice, and to support efficiency



HIGH LEVEL MILESTONES



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2023-24

New Values; Just and Learning Culture; Fair Recruitment review; Enhanced Psychological Wellbeing

2024-25

New conflict resolution training; Recognition/Reward review; Talent Management Framework; Medical Team e-Job Planning

2025-26

Education Centre of Excellence

2026-28

Refurbish / replace staff residences



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ACCOUNTABILITY FRAMEWORK

Creating a great work environment where staff can thrive, supporting the delivery of great care to our patients, is everyone's responsibility. Specific accountabilities for the delivery of this strategy are, however, set out below:

Who	What
Board of Directors	<ul style="list-style-type: none">• Ensuring we have a realistic People Plan relevant to our Trust's strategic priorities and the needs of our staff.• Assurance on progress through People & Culture Committee.
Executives	<ul style="list-style-type: none">• Director of People & Culture is responsible for the development and delivery of a robust People Plan and supporting delivery plans.• Other Executives will lead and / or support aspects of People Plan delivery as relevant to role.• Ensuring adequate prioritisation of the People Plan delivery and adequate provision of resource to support the delivery of the Plan.
People and Culture Team and Education departments	<ul style="list-style-type: none">• Responsible for developing and implementing plans to deliver the People Plan and for monitoring impact.• Role modelling the principles set out in our People Plan, aligned to our Trust Values.
Divisional / Corporate Leadership Teams	<ul style="list-style-type: none">• To lead staff in line with the direction and spirit of the People Plan and Trust Values.• Engaging in the development and implementation of plans aligned to the People Plan and ensuring alignment of local people-related plans.
Managers	<ul style="list-style-type: none">• Leading people and operating in line with the People Plan, Values and supporting policies and processes.• Always having staff experience as a focus of what and how you and your teams do things.
Everyone working at James Paget (Our Paget's People)	<ul style="list-style-type: none">• Consistently living the Trust's Values in your actions.• Engaging in opportunities to continuously improve how it feels to work at the Paget.• Taking responsibility for personal and professional growth and development.

MEASURING SUCCESS

Our People Plan will be supported by a range of annually reviewed delivery plans. These will include success measures to review impact.

The following, however, are our over-arching five year impact goals:

- Be in the top quarter of acute Trusts in East of England for staff recommending the Trust as a place to work*
- Better than acute Trust average for staff engagement and morale*
- Average, if not better, performance for equity, diversity and inclusion metrics relating to violence, aggression, harassment, bullying and discrimination and equal access to job and development opportunities compares favourably to acute Trust average*
- Maintain good workforce stability (90% or above) and low vacancy position

*As measured by the NHS Staff Survey

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The image features a dark purple background with several overlapping circles in shades of blue and teal. A large yellow circle is partially visible in the top left corner, and a blue circle is in the bottom right corner. In the center, a dark blue circle contains a white hashtag symbol (#) and the text "Proud of the Paget" in a bold, sans-serif font. The word "Proud" is yellow, "of the" is white, and "Paget" is yellow.

**# Proud
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