



Barnsley Hospital
NHS Foundation Trust

PEOPLE PLAN 2022-2027





INTRODUCTION

The Covid-19 pandemic throughout 2020 and 2021 was the biggest human health crisis facing our times, now we are confronting an economic crisis, where we are experiencing rising inflation and cost of living not seen for most people's lifetimes. This has happened during a time when the NHS was already facing growing demand for services and a need to change its delivery model to meet this demand as outlined in the NHS Long Term Plan.

These changes have exposed more than ever, what more needs to be done to support the health and wellbeing of our workforce, enabling them to perform or reach their potential in order to provide the best possible care to our patients. In responding to these challenges, we must focus on inclusion and belonging, employee voice and engagement, leadership, culture and behaviour as well as staff retention, workforce planning and growth, flexible working and work-life balance, skills development and adapting to new ways of working and new technologies. Underpinning all of this work, will be a focus on our people living our values:



The People Plan is a supporting document of the Trust's Strategy 2022-2027, <https://www.barnsleyhospital.nhs.uk/uploads/2022/01/2022-27-Trust-Strategy.pdf> and sets out actions to support delivery of the Trust's ambition and strategic goals for our people. This document is also aligned to the actions set out within the 'NHS People Plan 2020/21 Action for us all', including 'Our People Promise' [We-Are-The-NHS-Action-For-All-Of-Us-FINAL-March-21.pdf \(england.nhs.uk\)](#).



NATIONAL & REGIONAL CONTEXT

Ensuring that the NHS has access to the right mix and number of staff who have the skills, values and experience to deliver high quality, affordable care is a fundamental aspect of delivering the NHS Long Term Plan.

The Interim NHS People Plan was produced in 2019 and sets out the vision for people who work for the NHS to enable them to deliver the Long Term Plan, with a focus on improving the leadership culture, workforce transformation and new roles, tackling staffing shortages and growth, and improving workforce productivity.

Then at the start of the COVID-19 pandemic in 2020 it quickly became evident that we needed to do more to look after our people and foster a culture of inclusion, belonging and wellbeing. The refreshed document 'We are the NHS People Plan 2020/21 – action for us all' sets out the actions we should take. The following graphic illustrates the four pillars of the plan:



The plan includes 'Our NHS People Promise' which is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone. It is made up of seven elements as follows:

People Promise



In addition, Barnsley also forms part of the South Yorkshire Integrated Care Board, and the Barnsley Place Integrated Care Partnership. This involves organisations across health and care formally aligning to ensure the right care in the right place for our patients, of which workforce is a key priority.

LOCAL CONTEXT

Our 2021 staff survey results are good overall, however, some staff in diverse groups, particularly BAME and LGBTQ+ have reported worse experiences. We need to continue our work we have started to create a positive culture to address bullying and harassment behaviours, create the conditions which actively encourage and give staff at all levels the permission and confidence to call out inappropriate behaviour and develop the leadership behaviours to create a culture of belonging, inclusion and staff involvement and engagement. We need to develop talent pipelines so that our leaders of the future are being prepared to adopt positive behaviours in line with the Trust’s cultural aspirations.



Staffing shortage is one of the Trust’s Workforce risks. There is difficulty recruiting and retaining staff especially due to an aging workforce. We need to strengthen our workforce future planning, recruitment, retention, development and upskilling if we are to mitigate the workforce crisis that is forecast in the NHS. There is a need to ensure that the education, coaching/leadership support, training and development of all our staff is at the heart of what we do, and that the value in this is shown in the quality of the teaching, and the environment and space we provide. To make the Trust an employer of choice, we need to create and sustain a great staff experience and also staff advocacy, by building a strong reputation as an excellent place to work within the local community and beyond.



The ongoing demands of COVID-19, the major backlog of treatment across most services, and the increase in staff mental health referrals to our occupational health service, make it clear that the focus on our staff health and wellbeing, and psychological support towards post-covid recovery and reset planning must remain our top priority. 45% of staff reported that they had felt unwell as a result of work-related stress during the last 12 months. Improving physical and mental health and wellbeing contributes towards reducing sickness absence, improving work-life balance, improving healthy lifestyles, relationships and fulfilment at work.

We need to develop our managers and leaders in supporting regular health and wellbeing conversations and communicating this in a compassionate and inclusive way with their staff, in focusing on the art of the possible when it comes to flexibility and in coaching and developing their staff e.g. in resilience. Our 2021 staff survey results tell us that 42% of respondents have regular child care responsibilities and 29% of respondents regularly look after or support family members or others because of long term ill health/disability or problems related to old age. We need to do more to recognise and support our staff who are working carers, and make flexible working available to all.

The vision of the Trust and its partners within Barnsley Place is to become an Anchor Institution to help address the local population health inequalities. As the second largest employer within the town, the Trust is pivotal in supporting local employment, economy and skills growth, and the health and wellbeing of the diverse Barnsley communities, particularly the deprived and dis-advantaged areas. We will engage with partner organisations and work collaboratively in supporting access to new education to employment pathways and programmes for local unemployed and disadvantaged groups in Barnsley.

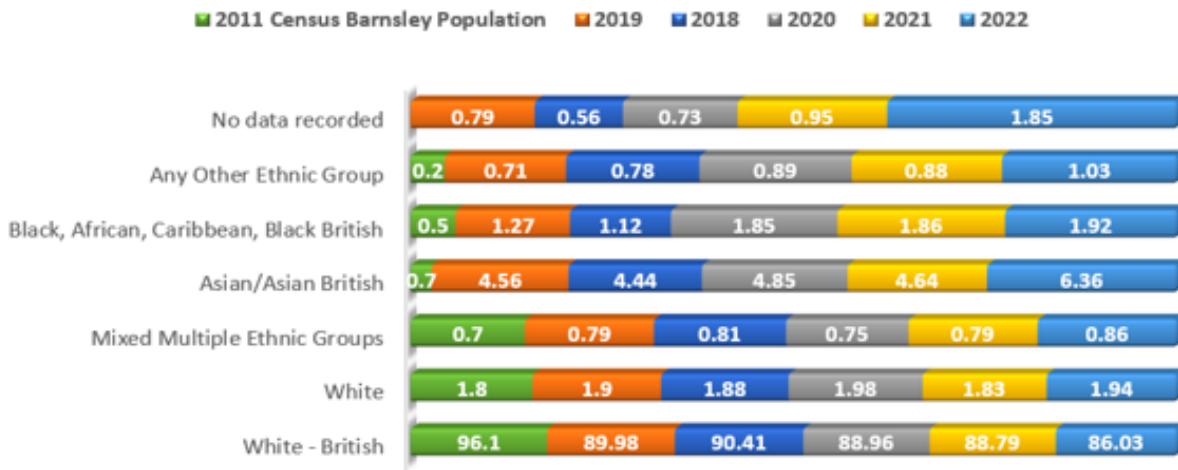


OUR CURRENT WORKFORCE

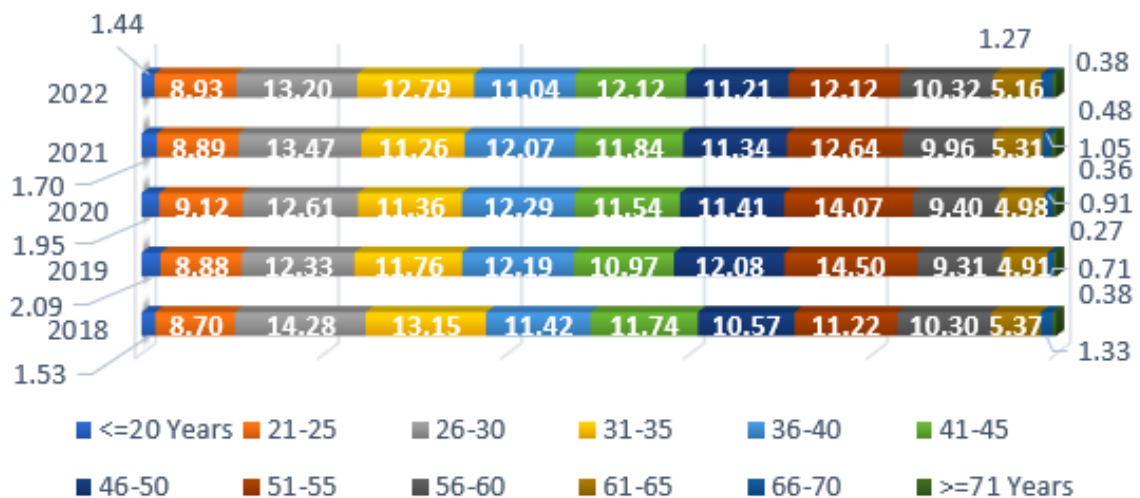
The Trust continues to maintain a stable and growing workforce of 4,369 people (4,157 excluding bank) as at 31 March 2022. The Trust is working towards increasing the diversity of our workforce to ensure it is representative of our community. Our current workforce diversity profile is as follows:

Barnsley Hospital NHS Foundation Trust diversity data compared to the most recent ONS data available

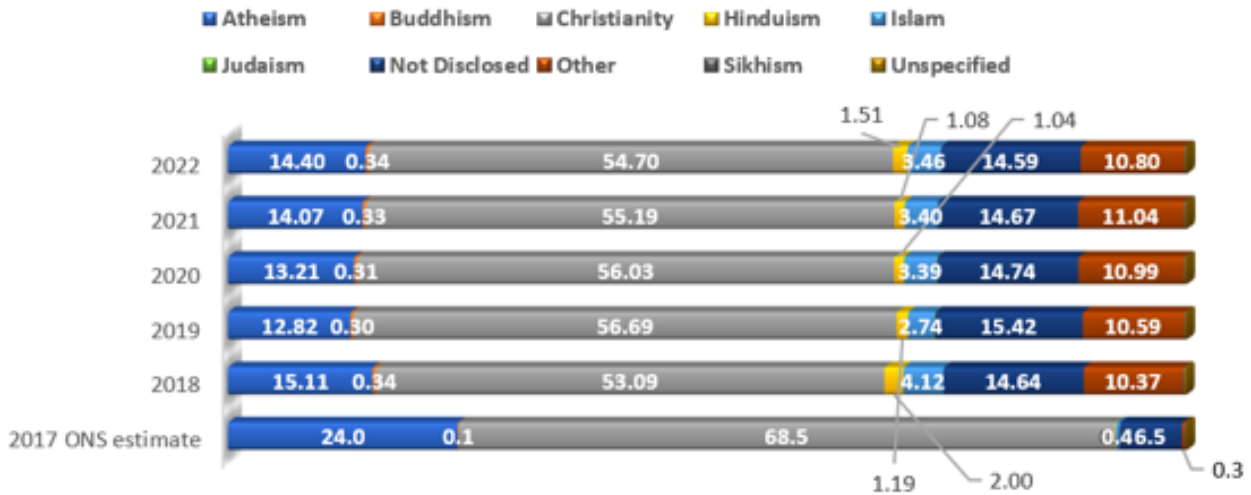
Ethnicity of substantive employees compared to Barnsley 2011 census information (%)



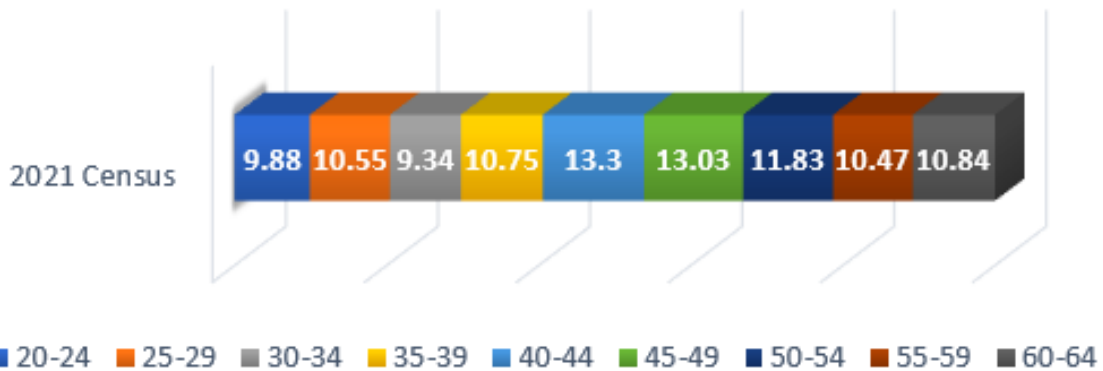
Age distribution of substantive staff (%)



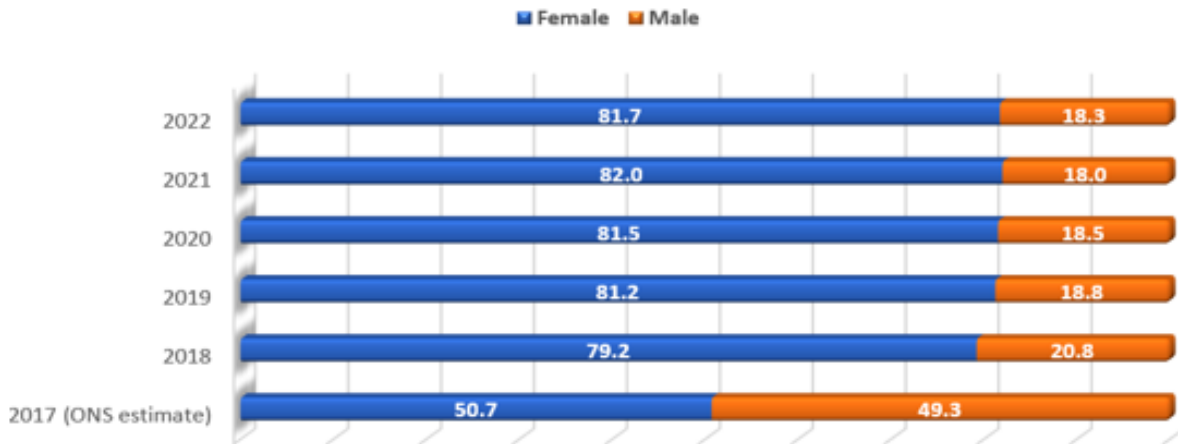
Religious Belief of substantive employees compared to Barnsley census information



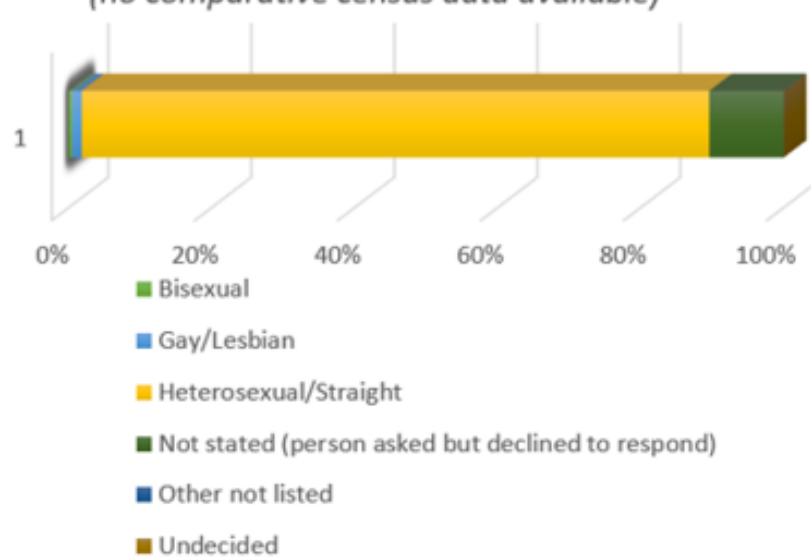
Age distribution % of Barnsley community 2021 Census (Age bands differ to NHS Workforce Datasets)



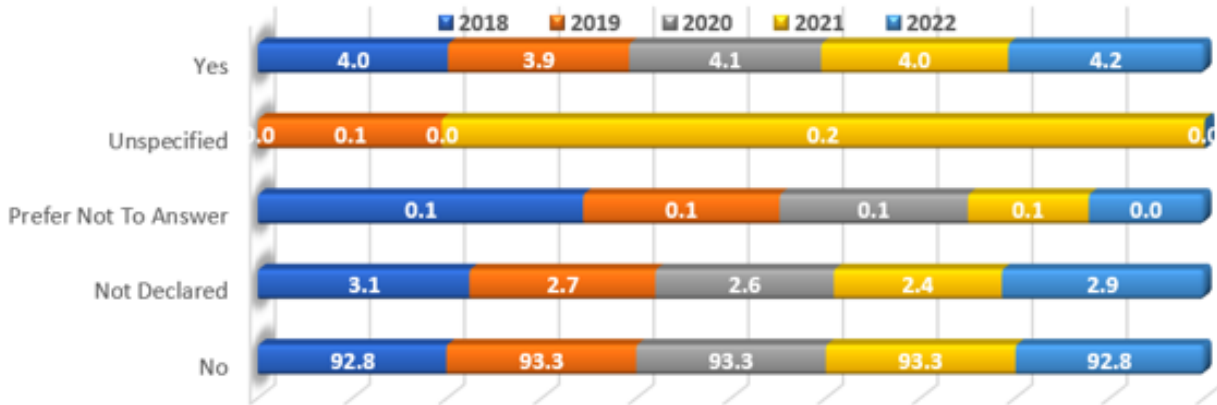
Gender ratio of substantive employees compared to Barnsley 2011 census information



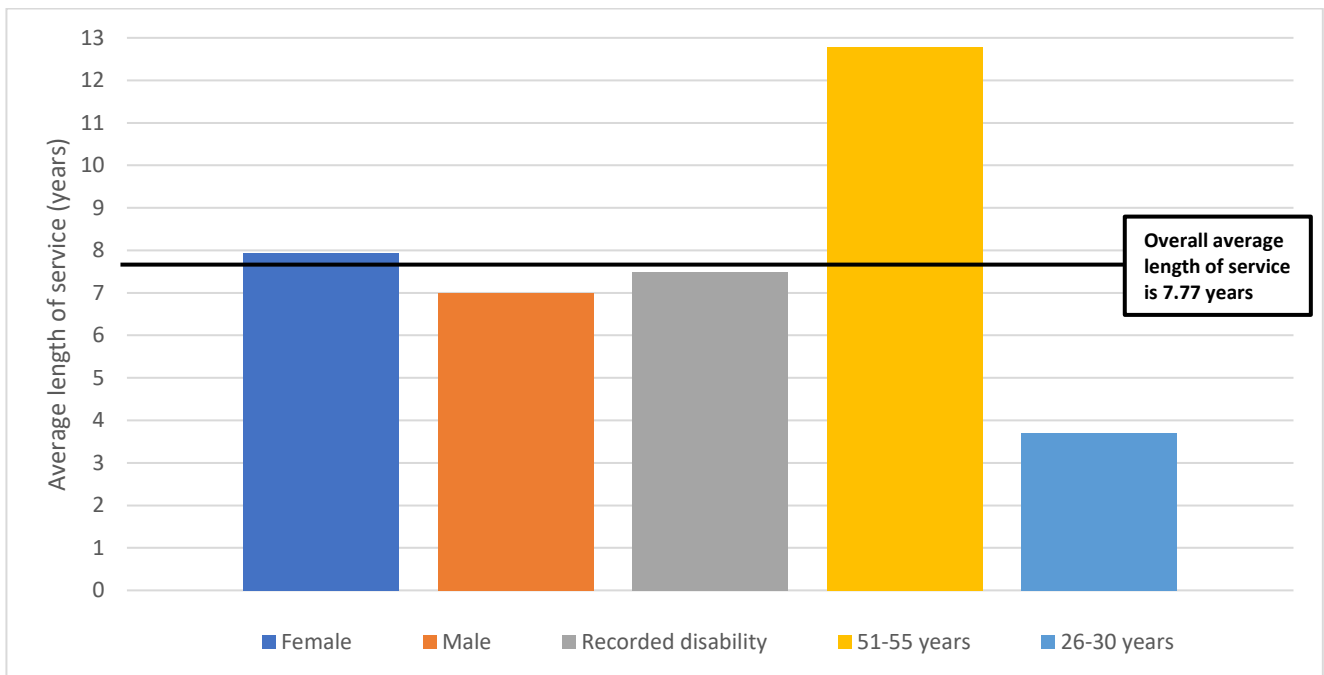
Employees with substantive roles Sexual Orientation *(no comparative census data available)*



Employees with substantive roles disability status (no comparative census data available)



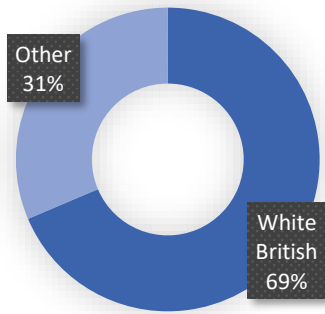
Average length of service by selected staff groups



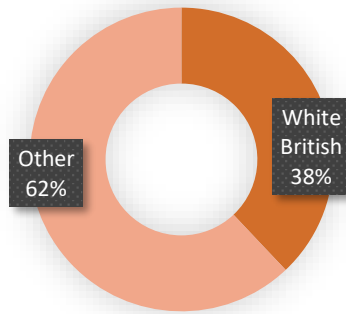
% White British by staff group (new starters)*

755 new starters in the financial year 2021-2022

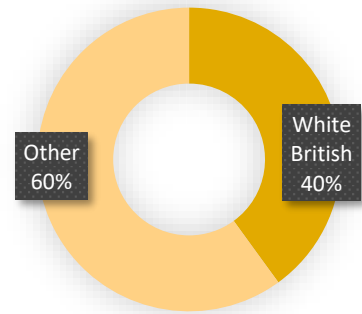
All new starters



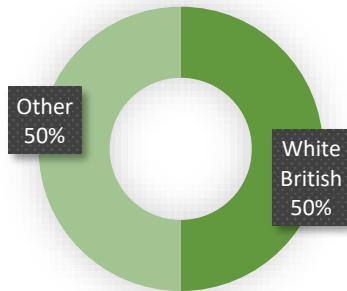
Medical and Dental



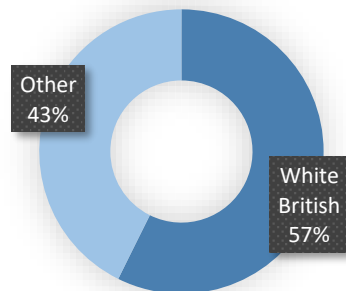
Healthcare Scientists



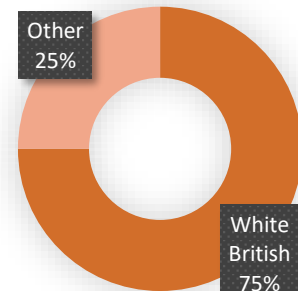
Add Prof Scientific and Technic



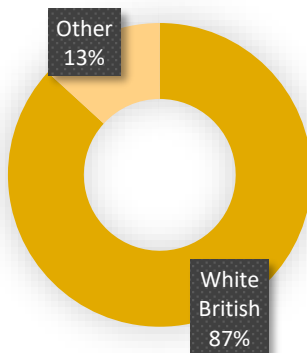
Additional Clinical Services



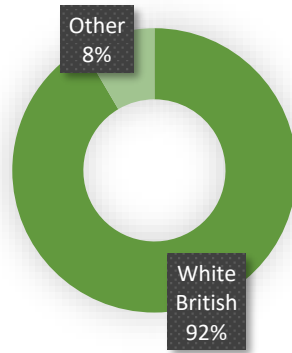
Allied Health Professionals



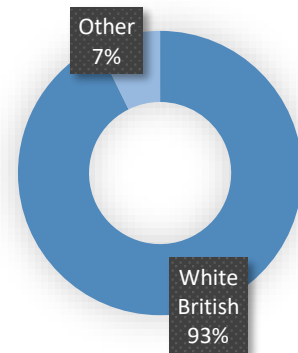
Estates and Ancillary



Administrative and Clerical



Nursing and Midwifery Registered



*12.58% of new starters did not disclose ethnicity





OUR TRUST STRATEGY 2022-2027 STRATEGIC GOAL

Best for People



In support of delivering our Trust Strategy and the actions within the NHS People Plan, the Trust People Plan sets out our implementation plans to be achieved over the next five years:



NHS People Plan pillar: Looking after our People					
Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
We will make our Trust the best place to work by:					
Supporting our staff's health & wellbeing	<p>We will use the revised NHS Health & Wellbeing Framework organisational diagnostic tool to review and baseline our current health and wellbeing offer and plan our approach for improving our offer.</p> <p>We will examine the 360 Assurance internal health & wellbeing audit findings to review the steps taken to respond to the NHS People Plan in terms of health and wellbeing and consider staff awareness of the Trust's health and wellbeing offer and the uptake and success of the various initiatives.</p> <p>We will facilitate individual and group psychological debriefing reflective sessions post traumatic events and incidents.</p> <p>We will re-start facilitating Schwartz Rounds and analyse the feedback received to assess their impact on improving staff's health and wellbeing.</p>	<p>We will deliver the organisational action plan following the Health & Wellbeing Framework diagnostic work.</p> <p>We will develop line manager capabilities and offer support for them to be able to provide regular one-to-one health and wellbeing conversations (including discussing any flexible working requirements and equality, diversity and inclusion matters) with their staff.</p> <p>We will launch the NHS carers passport to support compassionate conversations about what support would be helpful, including establishing and protecting flexible working patterns for our working carers, learning from best practice in this area.</p> <p>We will get more staff engaged in our Healthy Lives services, including supporting staff to quit smoking and to be physically active including travelling to work.</p>	<p>We will revisit our baseline data captured in our health and wellbeing framework diagnostic work undertaken in 2022, to evaluate our progress and identify our new priorities for staff health and wellbeing.</p>	<p>The Trust has a healthy, motivated workforce with low levels of sickness absence.</p>	<p>Aim for 'predominantly significant progress' shown for majority of elements in the NHS Health & Wellbeing diagnostic framework</p> <p>0.75% reduction in Trust Sickness Absence Rate</p> <p>Increased uptake of Healthy Lifestyle checks, Schwartz Rounds, Psychological Debrief Sessions.</p> <p>Improvement in Trust's 10 days Occupational Health referral to offered appointment KPI performance from 73% on average in 2022 to 100%.</p>



NHS People Plan pillar: Looking after our People

Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
	<p>We will develop 2 new staff networks for staff who are Working Carers to increase recognition and support we give to them and a Mental Wellbeing Staff Forum to provide peer support and an opportunity to talk openly in a safe environment on issues affecting staff mental health</p> <p>We will increase our preventative interventions e.g. healthy lifestyle checks as well as provide reactive support.</p> <p>We will continue to regularly assess and respond to our staff's broader health and wellbeing needs i.e. the provision of a menopause peer support group, and a financial wellbeing package.</p> <p>We will increase the numbers, train and actively engage new health and wellbeing champions across the Trust.</p> <p>We will review our family friendly leave provision, learning from best practice outstanding rated Trusts.</p>				<p>Achieve Influenza Vaccine CQUIN</p> <p>Retain SEQOHS accreditation</p> <p>Obtain menopause friendly employer accreditation</p>



NHS People Plan pillar: Belonging in the NHS					
Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
We will make our Trust the best place to work by:					
Ensuring a caring, supportive, fair and equitable culture for all Creating an organisational climate that supports equality, diversity and inclusion	We will deliver the action plan arising from the work started to create a positive workplace culture including: Ensuring the content and training provided on all our people policies and procedures is compassionate, inclusive and person centred Completing the NHS Just Culture Programme and deliver the Restorative Just Culture approach across the Trust to employee relations matters Delivering the 'Handling Conversations with Compassion' Managers Toolkit Increasing the membership and developing the action plans of the staff networks Increasing the numbers, training and actively engaging new Freedom to speak up and Equality, Diversity and Inclusion staff champions. Embedding our Values three words – Respect, Teamwork, Diversity in our Trust branding and communications, and developing our leaders and staff	We will apply for accreditation of our rainbow badge scheme, increase uptake and refresh badge holders' commitment to the pledges of the scheme to help improve the experiences of our LGBTQ+ staff. The organisation will have implemented the actions arising from the Workplace Culture work and the positive culture will have started to embed within the Trust. The race equality, disability and LGBTQ+ staff networks will be developed and functioning well within the Trust. The number of FTSU and EDI champions will be well represented and active across the Trust. We will set Race Equality (WRES) Model Employer goals and actions across all AFC bands and publish progress towards the Trust's leadership being representative of the overall BAME workforce.	Gender Pay Gap – the difference in the average pay of men and women working at the Trust. We will continue to monitor closely the progress and evaluate the actions being taken to reduce our gender pay gap. Ethnicity Pay Gap – We will start to internally report and analyse our ethnicity pay gap data (the difference in the average pay of staff from ethnic minority backgrounds compared to 'white' staff) to help us in assessing where race inequalities and barriers exist and planning actions to address the ethnicity pay gap and improve inclusion.	The Trust at all levels represents the community it serves and the staff that work here. The Trust is in the top 10% of comparable Trusts nationally in respect of NHS Staff Survey Results.	Aim to meet CQC Well-Led Domain Outstanding Ratings Characteristics for People W3: Is there a culture of high quality, sustainable care? Improvement in WRES/WDES data results including Model Employer race disparity ratios. Gender Pay Gap results, Ethnicity Pay Gap results



NHS People Plan pillar: Belonging in the NHS

Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
	<p>to role model the values of the organisation.</p> <p>We will deliver an improvement plan and actions to address the key areas of concern in the 2021 staff survey - engagement, morale, health and safety, and equality and diversity.</p> <p>We will evaluate the success of the reciprocal mentoring Inclusive Cultures development programme 2021-2022, with a view to running a future cohort with our partner organisations.</p>	<p>We will create plans to deliver the NHS People Plan six high impact actions to overhaul recruitment and promotion practices to ensure the workforce reflects the diversity of the community.</p> <p>We will ensure all staff have measurable objectives on equality, diversity and inclusion, including all Board members.</p> <p>We will apply to upgrade to Disability Confident Leader Accreditation</p> <p>We will identify opportunities for Leadership Team Coaching and for organisational development large group interventions</p>	<p>Further Horizon 3 actions will be developed during Horizons 1 and 2.</p>		



NHS People Plan pillar: Growing for the future					
Best for People Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
We will make our Trust the best place to work by:					
Ensuring we recruit and retain staff across all professions to achieve future workforce sustainability and to ensure our organisation is correctly resourced	<p>To attract, recruit and induct top talent, we will review and assess the merits of sourcing a more visually attractive and promotional electronic on-boarding and welcoming package.</p> <p>To develop and retain top talent, we will develop structured career progression pathways and continue to support the arrival of our internationally educated nurses and train a medical lead for career advice and support.</p> <p>We will continue to strengthen our apprenticeship offers to support our clinical support workforce to become registered professionals.</p> <p>To maximise our workforce productivity and efficiency we will expand our use of workforce deployment, planning, skill and role design tools i.e. the Calderdale Framework, E-Rostering and E-Job planning to</p>	<p>We will encourage and support flexible working across the Trust. This will include showcasing flexible roles to increase the number of roles and working patterns that are suitable for flexible working across the Trust. We will learn from other organisations best practice case studies on flex working.</p> <p>We will fully implement e-rostering, maximising use of the system to include the facility for team rostering where appropriate.</p> <p>We will introduce a new Hybrid Working Policy and guidance for managers and staff to continue to work and lead in new digitally enabled blended ways, as we move towards embedding and sustaining a hybrid model of working post-pandemic.</p> <p>We will recruit volunteers and co-ordinate a programme of Health ambassadors from all our</p>	<p>We will develop defined routes into employment for volunteers where desired via apprentice routes and other pathways, enabling us to 'grow our own'.</p> <p>We will target our support towards staff groups or work areas where flexible working is under represented to create a flexible working culture, linking to our health & wellbeing programme.</p>	<p>The Trust has minimal vacancies across all roles, with a flexible workforce and retention/turnover rates in the desired range across all roles.</p> <p>The Trust is routinely providing education to employment pathways and programmes for local unemployed and disadvantaged groups in Barnsley.</p>	<p>1% decrease in Trust vacancy rate</p> <p>1% increase in Trust retention rate</p> <p>Improvement in the Trust's 49 day recruitment time to hire KPI performance from 70% on average in 2022 to 100%.</p> <p>Increase in breadth of apprenticeships and career progression pathways.</p> <p>Increase in NHSEI levels of attainment for e-rostering for nursing & midwifery staff group to level 2 and for e-job planning for medical & dental group increase to level 1.</p> <p>Increase in number of recorded stay</p>



NHS People Plan pillar: Growing for the future					
Best for People Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
	<p>match workforce to service needs.</p> <p>We will strengthen our workforce analytics and intelligence capabilities to inform and forecast future workforce modelling and recruitment and retention planning. At first, this will include refining and promoting our stay discussion and exit interview processes. We will also focus on our aging workforce population in some areas and strategies to address the skills gaps.</p> <p>As part of our Anchor Institution work, we will increase our school, young people and local communities' engagement and access to training and job opportunities, including supporting the economically inactive in the labour market get back into active work. This will start with hosting our first supported internship programme of young people with learning disabilities and/or autism from September 2022.</p>	<p>clinical and non-clinical professions and allow them time to talk to school children and young people about what they do, to showcase and attract them to careers in the NHS.</p> <p>We will fully implement the digital staff passport as part of the NHS 'Enabling Staff Movement' Programme to support an agile workforce which will move seamlessly between organisations.</p> <p>We will complete the full roll out of the electronic staff record (ESR) manager self-service to improve workforce information access and control for managers.</p> <p>We will fully implement the functionality of the new NHS Jobs system to improve the efficiency of our recruitment process, and give managers increased visibility of their candidates' recruitment journey.</p>			<p>discussions and exit interviews from 46% on average in 2022 (stay discussions) and 28% (exit interviews) to 60%.</p>





NHS People Plan pillar: Growing for the future					
Best for People Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
	We will work collaboratively with our Barnsley Place Partners to support access to new education to employment pathways including the Barnsley Health and Social Care Academy.				



NHS People Plan pillar: New ways of working and delivering care					
Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
We will make our Trust the best place to work by:					
<p>Trusting our staff to care for our patients to a high standard</p> <p>Supporting our staff to continuously improve their own work and the work of others</p>	<p>We will position Leadership at all levels as a key enabler to achieving our strategic goals and our mission to provide the best possible care for the people of Barnsley and beyond at all stages of their life.</p> <p>We will be clear on our expectations of leaders and leadership at the Trust, holding each other to account for role modelling our Values and Behaviours. We will support leaders to be self- and socially-aware in relation to their behaviour and its impact.</p> <p>We will develop a clear Leadership Development Framework setting out formal and informal learning opportunities for leaders, aligned to the overall NHS Leadership Model.</p> <p>We will develop a clear communication plan setting out what the approach to leadership</p>	<p>Working with leaders at all levels and across all professions, we will develop and evolve our culture to enable the Trust to be the best place to work, in line with Trust Strategy ambition.</p> <p>We will develop a coaching culture and learning organisation placing an emphasis on leaders to trust, coach and empower their teams in an open and inclusive environment. We will encourage our people to take ownership for their personal and career development.</p> <p>We will develop programmes to support and enable the Trust Workforce to be digitally enabled in support of the Trust's digital agenda.</p> <p>We will increase access for aspiring leaders to individual coaching and mentoring, and external leadership development programmes.</p>	<p>We will review and evaluate our approach to leadership and talent and assess where we are in our cultural evolution.</p> <p>We will consider how we best promote the Trust as an Employer of Choice, considering our Employee Value Proposition.</p>	<p>The Trust has strong leadership and management capabilities at all levels.</p> <p>Leaders are strategically and culturally aligned. Leaders are effectively demonstrating 'brilliant basics' e.g. around 1 to 1s; team meetings; communication. Leaders are emotionally intelligent, demonstrating both self-awareness and awareness of others. (Potentially) increase in 360 feedback.</p>	<p>Aim to meet CQC Well-Led Domain Outstanding ratings Characteristics for People W1: Is there the leadership capacity and capability to deliver high-quality sustainable care?</p> <p>Maintain over 85% apprenticeship levy spend.</p> <p>Achieve 90% appraisal rate target and improve quality of appraisal discussions</p>



NHS People Plan pillar: New ways of working and delivering care					
Best for People Trust Strategic Goal	Our Implementation Plans for Horizon 1 2022/23 - 2023/24	Implementation Plans for Horizon 2 2023/24 – 2024/25	Implementation Plan for Horizon 3 2024/25 – 2026/27	What will Success Look Like?	How will we measure progress?
	<p>development will look like across the organisation.</p> <p>We will develop and refine our approach to talent management and succession planning. This will include structured career coaching conversations, systematically identifying top talent and service critical roles, accessing to work shadowing opportunities, work mentors and coaches, and reciprocal mentoring to remove any barriers to individuals career progressions.</p>	<p>We will develop talent pipelines and development frameworks from Early Careers to Future Senior Leaders.</p> <p>We will develop a medical leadership and coaching programme.</p> <p>We will re-review and assess the merits of sourcing a new mandatory training learning management system to improve user experience.</p>			



The development of the Human Resources and Organisational Development Team

There has never been a more important time and need for our Human Resources and Organisational Development Team to continue to grow our capabilities and shape our role and function for the future.

The future of the NHS Human Resources and Organisational Development Report (2021) [B0659 The-future-of-NHS-human-resources-and-organisational-development-report_22112021.pdf \(england.nhs.uk\)](#) sets out the NHS Human Resources and Organisational Development 2030 Vision for enabling delivery of the People Plan and embedding the People Promise. The following graphic summarises the report’s eight themes:



We need to use our expertise and influence to enable and drive value through our people and leaders to support the organisational priorities, the organisational learning and growth, and to drive implementation of the NHS People Plan.

The team has recently welcomed the arrival of two new senior appointments; the Head of Leadership and Organisational Development, and the Head of Workforce Planning, Resourcing and Systems who will strengthen our capacity and expertise to deliver our People Plan.

We need to champion and develop our people at work, and the principles of good work, fairness (through clear policies, procedures which are evident in managers practice).

We need to take a positive and proactive approach in supporting the health, safety and wellbeing of our people, in understanding their diverse needs, expectations and experiences to tailor our people services, in building compassionate and responsible leadership and strong management capability, in growing our workforce, in role modelling the Trust’s values and in making best use of technology and digital solutions to deliver our services.





We will work collaboratively as a multi-professional and multi-disciplinary team to make our Trust the best place to work. Working together and sharing our knowledge and ideas with the following:

- Workforce Professions and Student Support
- Medical Staffing
- Medical Education
- Quality Improvement
- Innovation
- SY ICB Workforce Hub
- Barnsley Place Integrated Workforce Development Group
- Corporate Communications
- NHS Professionals
- Healthy Lives Team
- Staff Networks
- Trade Union Colleagues
- FTSU, EDI and HWB Champions
- Voluntary Services

Delivery of the People Plan

Our delivery of the People Plan will be overseen by the Trust’s People Committee, via the People and Engagement Group monitoring progress.

Evaluating our impact

Measuring the impact of the People Plan is essential for success. We will continue to measure our impact on the key workforce performance indicators of vacancy, retention, sickness absence, mandatory training and appraisal rates. We will also measure our performance against the following specific culture and engagement metrics taken from our Staff Survey results:

METRIC:	TARGET YEAR 5:
Proportion of staff who report that in the last three months they have come to work despite not feeling well enough to perform their duties.	Model Hospital Quartile 1
Proportion of staff who agree/strongly agree that the Trust takes positive action on health & wellbeing.	Model Hospital Quartile 1
Proportion of staff who say they have personally experienced harassment, bullying or abuse at work in the last 12 months from (a) other colleagues, (b) managers.	Model Hospital Quartile 1
Proportion of staff who agree their organisation acts fairly with regard to career	Model Hospital Quartile 1





progression/promotion from (a) BAME staff, (b) white staff, (c) women.	
Proportion of staff who say they feel safe to speak up about anything that concerns them in this organisation	Model Hospital Quartile 1
Increase in the overall staff engagement score as measured by the staff survey.	Model Hospital Quartile 1
Proportion of staff who say they are satisfied or very satisfied with the opportunities for flexible working patterns.	Model Hospital Quartile 1
Proportion of staff who agree/strongly agree that they would recommend the organisation as a place to work	Model Hospital Quartile 1
Proportion of staff who agree/strongly agree that care of patients/service users is the organisation's top priority	Model Hospital Quartile 1



