



2025-2030 Enabling Strategies

PILLAR 6

People & Culture Strategy

2025-2030



Queen Victoria Hospital
NHS Foundation Trust



Strategic Context

This document illustrates our strategy supporting Pillar 6:

People & Culture



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INTRODUCTION

Our people and culture strategy sets out our ambitions and priority actions for making QVH an organisation which is renowned for having a compassionate, inclusive, learning culture, where our people feel they belong.

The people that work at QVH are our greatest asset and the heart of the services we provide. The way that we support, develop and organise our workforce is central to our future success.

A people and culture strategy is essential for attracting, developing and retaining a skilled and motivated workforce, capable of meeting the evolving needs of our patients across the specialist services we provide. Ultimately, the goal of the NHS is to provide the best possible care to patients. A people and culture strategy directly contributes to this by ensuring healthcare professionals are well-trained, motivated and supported in their roles, leading to improved patient outcomes and satisfaction.

At QVH we want to ensure we have the right mix of skills, competencies, and experience within our workforce to deliver high-quality, specialist services to all of our patients which will support us in being a centre of excellence.

There is much evidence that engaged employees are more likely to provide better patient care, be more productive, and stay with an organisation longer. A people and culture strategy aims to foster a positive work culture, encouraging employee involvement,

and provide opportunities for professional growth and development. **Cultural competence and cultural transformation is an essential area of development for QVH, to enable us to deliver our Trust strategy, to be an employer of choice for our local community, and to be an excellent training provider for doctors in postgraduate training and for clinical training.** An inclusive, compassionate culture is vital for attracting and retaining skilled healthcare professionals, and this is crucial for maintaining continuity of care and avoiding disruptions in service delivery.

Healthcare needs are diverse, and a workforce reflecting the diversity of the population and patients it serves can better understand and respond to the varied needs of patients, ensuring equal opportunities for all staff and creating a more culturally competent healthcare system.

QVH currently employs over 1,200 staff, with additional support provided by over 50 volunteers. We are an anchor within our community, with a large proportion of our staff living locally. Our workforce is multicultural, with 20% of our people from a black or other ethnic minority background; over 28% of our people are aged over 55; over 75% of our workforce are female, and an increasing number of our people

are confident to declare their sexual orientation and whether they have a long term condition or disability. We want everyone to feel psychologically safe to bring their full, authentic, self to work.

QVH support staff through apprenticeships, masters' level programmes, preceptorships, leadership development, coaching, mentoring, personal development, organisational development (OD) interventions and postgraduate medical education and we want to continue to grow this development. Our doctors in postgraduate training report details excellent feedback annually in the General Medical Council (GMC) survey of trainee doctors. Our workforce is multifaceted, with many professions represented, all of whom should have the ability to access education and development for their role and ongoing career.

We recognise there is more to do, and our ambition is to be recognised as an employer of choice. Our people and culture strategy is intentionally ambitious, to support our current workforce, attract great people to join the organisation, and have an inclusive learning culture where everyone feels they truly belong.

IN THE WORDS OF PATIENTS, CARERS AND STAFF

The four pillars of the people and culture strategy are: being great place to work, looking after the wellbeing of all our people, being compassionate and inclusive, and empowering and supporting our people to learn and develop.

Here's what these things mean in the words of our patients, carers and staff...



“Be seen as an employer of choice for the local population.”

“A desire for a positive and inclusive work culture.”

“Investing in professional development and growth.”

“Supporting us from recruitment through and beyond retirement.”

“Amazing would be a positive culture, where happy staff are recognised and rewarded for their excellent patient care.”

“To continue to be a centre of excellence and a role model for staff development and motivation.”

“QVH could promote their staff, giving further education and support to move up the [bands].”

“To continue delivering the best patient care available: to work within a trust that values the team and the amazing care we provide.”

VISION AND VALUES

The Trust vision is:

To be a centre of excellence that rebuilds lives and supports communities for a healthier future

Our vision has been co-produced with patients and staff and aligns to the Trust ambition to be a provider of specialist and regional services and to deliver an innovative offer for the local population.

We want all of our staff to feel valued and supported in their personal wellbeing and their professional ambition, to be proud of the work they do for our patients and each other, and to embody the Trust vision.

Our vision is underpinned by our values, which have been refreshed alongside the development of our five year strategy.

Our values are essential to delivering our people and culture strategy. Living our values requires us to do three things that underline the cultural transformation we are making at QVH:

- Regularly and purposefully review what our values and strategy means for QVH, as individuals, as teams and as an organisation
- Recognise the prejudice in all of us, even when we cannot see it for ourselves
- Understand that although sometimes we may fall short of our values, we are capable of recognising when this happens, apologise, and commit to making change doing better.

QVH

We are caring and inclusive

over all else

We treat everyone with respect, kindness and compassion.
We are inclusive and celebrate diversity.

QVH

We are supportive and challenging

over staying comfortable

We take time to support and look out for one another. This includes sometimes challenging and holding one another to account, even if it feels uncomfortable.

QVH

We listen to improve

over always knowing best

We seek out and listen to feedback from patients, colleagues and partners with openness and act with honesty and transparency to continuously improve the quality of our care.

QVH

We succeed together

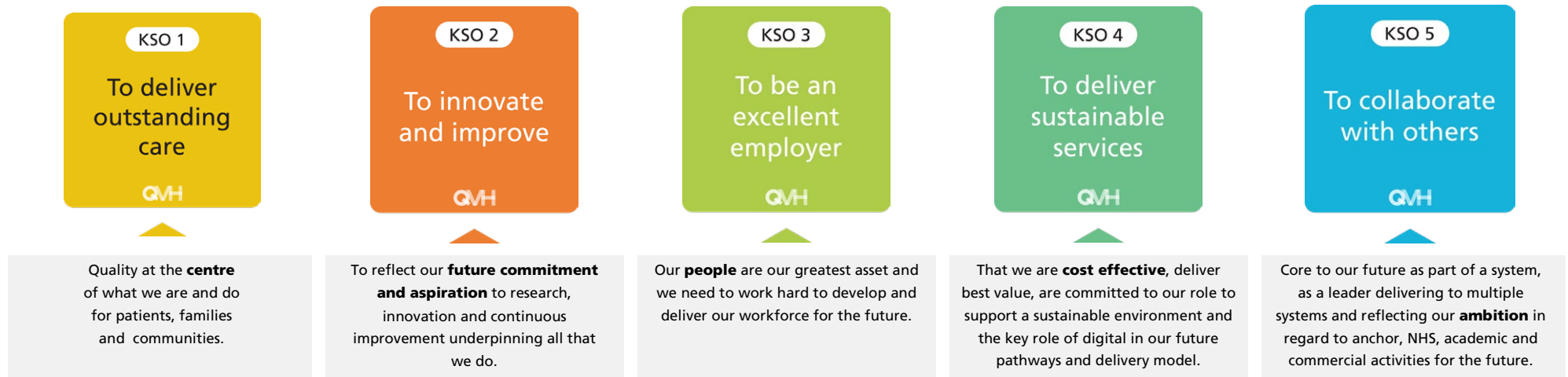
over achieving alone

We value working together in teams, within QVH and with local partners, to provide outstanding care and support each other to deliver shared goals.

TRUST STRATEGIC OBJECTIVES

Our five year strategy sets out the approach of how we can achieve our vision. It has 5 strategic objectives. These objectives build on what our patients, staff and partners have told us is important to them and our people and culture strategy support delivery of these.

Our objectives are:



The focus of our strategy is to deliver our vision of being a centre of excellence that rebuilds lives and supports communities for a healthier future. Our vision underpins our ambition to be a leaders in the regional and specialist provision of reconstruction and sleep and to play a key role in our local community. Locally we will provide a suite of services and strive to operate as an anchor institution whereby we will take proactive measures to support our community to thrive.

Our people and culture strategy will support an engaged and motivated workforce as a well led organisation and excellent partner. Delivery will be driven by our clinically led service plans and enabled by the cross-cutting 'golden threads' of our Trust strategy, including our work on health inequalities, as an anchor institution and our green strategy.

To support QVH in developing our people to deliver the best patient care, we have committed to a programme of implementation of a systematic continuous improvement approach across the Trust.

CONTEXT (NATIONAL AND SYSTEM CONTEXT AND DRIVERS)

To ensure we are using evidence and best practice to develop our people and culture strategy, we have integrated both national and system plans and drivers. This includes the NHS Long Term Workforce Plan, NHS People Plan, the NHS People Promise, the NHS equality, diversity and inclusion (EDI) improvement plan and the Sussex People Plan. These plans set out the commitments NHS staff can expect as an employee.

How our People and culture strategy pillars link to system and national drivers is detailed in [Appendix A](#)



The **NHS People Plan** aims to recruit, retain and develop ‘more people, working differently, in a compassionate and inclusive culture’.

Building on the NHS People Plan, the **NHS Long Term Workforce Plan** describes the set of priority areas the NHS will focus on to ensure it has the workforce it needs for the future. These areas are:

1. Train – through growing the workforce by expanding domestic education, training and recruitment
2. Retain – through ensuring fewer staff leave the NHS by improving culture, leadership, and wellbeing
3. Reform – through working differently by harnessing digital innovations, utilising new roles and improving learner experience.

The **NHS People Promise** requests a pledge from all colleagues, line managers, employers and central bodies to work together to make the following ambitions a reality for all:

- We are a team
- We work flexibly
- We are always learning
- We are safe and healthy
- We each have a voice that counts
- We are recognised and rewarded
- We are compassionate and inclusive.

The **Sussex People Plan** has five thematic priorities to be implemented in collaboration with all the providers in the region:

- Working as one team
- Developing a multi-skilled workforce
- Creating an inclusive environment
- Expanding recruitment and career opportunities
- Creating a learning culture.

WHY WE NEED TO CHANGE

There are number of challenges this strategy responds to, demonstrating a case for change:

- Lack of key workforce due to national and local shortages risks our ability to deliver services and results in escalating costs via temporary staffing, as well as decreasing stability, continuity and consistency.
- Succession planning for an ageing workforce and recruitment into specific roles. Individual 'single points of failure' regularly exposed and teams are vulnerable to small increases in sickness / turnover (28.20% of the QVH workforce are aged over 55, an increase from 26% the previous year; 3% of the workforce are over 65).
- A limited student and trainee pipeline to grow our local workforce risks our ability to retain our existing workforce.
- Ability to act on feedback in relation to raising concerns, flexibility at work discrimination, career progression, discrimination, bullying and harassment.
- Leadership capacity and capability in strategic service development and workforce planning, including workforce modelling, workforce transformation and expansion.
- Commitment to a culture based on high trust, continuous learning, quality improvement and psychological safety.

Additionally, the need for change encompasses QVH ambition and values:

- Regular staff feedback is vital to help us provide the best possible environment for all our people.
- Holistic organisational development plan will support talent management, cultural competence, effective team working and compassionate leadership.
- We must fully commit to being an anti-racist organisation, eliminate discrimination and develop the leadership behaviours and culture to ensure all staff have a strong sense of belonging within their work, developing a just and learning culture.
- Opportunity to broaden and expand career development within roles and support career progression, internally and as part of the integrated care system and expand new, hybrid and extended roles to a wider range of roles and specialties. Harness our potential as an anchor institution, expanding our apprenticeship roles, recruit locally, train new roles and offer more opportunities though working with partners.
- As a specialist hospital there are significant opportunities for digital transformation, research, innovation and training. QVH can have a greater level of ambition and improve infrastructure to support research output and innovation, linking to our research and innovation enabling strategy.



BEST PRACTICE AND EVIDENCE BASE

The importance of an inclusive, compassionate, learning culture, prioritising workforce wellbeing, development, motivation and engagement is a key strategic imperative for healthcare organisations. There is extensive research demonstrating the link between workforce motivation and patient outcomes.

The importance of an inclusive, compassionate, learning culture, prioritising workforce wellbeing, development, motivation and engagement is a key strategic imperative for healthcare organisations. There is extensive research demonstrating the link between workforce motivation and patient outcomes. This research has shown engaged healthcare staff who are motivated, committed, and satisfied with their work, are more likely to deliver high-quality patient care. Engaged employees tend to be more attentive, empathetic, and responsive to patient needs, leading to higher levels of patient satisfaction. Studies have found that a motivated workforce is associated with a lower incidence of medical errors and adverse events. When healthcare professionals are motivated and engaged in their work, they are more likely to adhere to clinical protocols, communicate effectively with colleagues and patients, and exercise greater caution and diligence, all of which contribute to improved patient safety.

The King's Fund highlights the critical role of a people strategy in NHS settings to improve patient care, enhance workforce wellbeing, address recruitment and retention challenges, foster effective leadership and management, promote diversity and inclusion,

adapt to change, and engage stakeholders.

By investing in its people, the NHS builds a stronger, more resilient healthcare system that delivers high-quality, compassionate care for all.

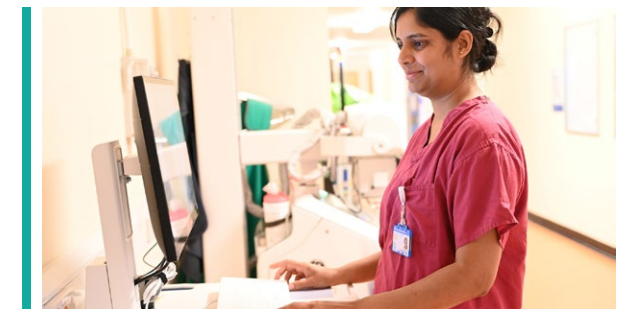
Healthcare professionals play a critical role in delivering care, but they also face significant challenges, including heavy workloads, stress, and burnout. Burnout and turnover among healthcare professionals leads to disruptions in care delivery, decreased productivity, and compromised patient safety. Looking after employees supports them to be more resilient, committed, and less likely to experience burnout or leave their positions, decreasing turnover rates.

Best practice demonstrates a people strategy must focus on tackling several areas of challenge:

- Workforce wellbeing, by addressing factors that contribute to stress and burnout, providing support and resources for mental health and wellbeing, and fostering a positive work culture that values and supports staff.
- Recruiting and retaining skilled healthcare professionals, particularly in areas with workforce

shortages, focussing on offering an attractive employee proposition, including opportunities for career development and advancement, and a supportive work environment that recognises and rewards staff contributions.

- Investing in leadership development and support to equip managers with the skills, knowledge, and tools they need to lead high-performing teams and deliver results.
- Promoting diversity and inclusion and addresses barriers to inclusion, creating a culture of dignity, respect and belonging.
- Ability to adapt to a changing NHS landscape by building a flexible, agile workforce that can respond to emerging challenges and opportunities and drive innovation and improvement.



STRATEGIC PRIORITIES

The QVH people and culture strategic priority is embedding a compassionate, inclusive, learning culture, where our people feel they belong, supporting our people for QVH to be a centre of excellence and anchor in our community.

In order to achieve this, the QVH people and culture strategy sets out the work to be done over the next 5 years to ensure we **attract and retain** sufficient people with the right skills working to deliver the required levels of clinical service; quality and care of patients; operational and financial efficiency; and education, training and research.

We will ensure we have a **safe and healthy working environment** for all our people so they feel supported, engaged and motivated to do their best work, where we have high performing teams delivering the best possible patient care and outcomes. Our culture reflects our ambition to honour the NHS People Promise in full.

We will have a **clinically led learning culture** across the organisation, where we **develop our people today for tomorrow** so we have a robust succession plan, grow our own talent and support the educational growth of the NHS Long Term Workforce Plan.

Our people and culture strategic priorities are laid out against four pillars, meeting the ambition to honour the NHS People Promise:

- Being a great place to work
- Looking after the wellbeing of all our people
- Being compassionate and inclusive
- Empowering and supporting our people to learn and develop.



Pillar 1 - Being a great place to work

Our ambition:

“A supported, flexible, agile workforce attracting and retaining exceptional people.”

Principles

- **We will promote flexible and agile ways of working for clinical and non-clinical staff, to attract a diverse demographic of people into our Trust, including becoming a Disability Confident Leader.**
- **We will work to develop better workforce modelling and planning both locally and across the Integrated Care Systems, to meet the ambitions of the NHS Long Term Workforce Plan growth in educational places.**
- **Talent management and succession plans will be put in place across the Trust to develop our people and grow our own talent, helping to fill hard to recruit roles.**
- **As an anchor institution we will work with our communities to enhance employment opportunities and expand our apprenticeships and widening workforce participation.**
- Our recruitment will be fully inclusive to attract a diversity of applicants.
- We will recognise the contribution of our people consistently.
- We are committed to acting on our staff survey results to make change happen.

- We are committed to working with our system and regional partners to capitalise on digital solutions, such as the digital staff passport and use of AI for high volume, low complexity HR queries.
- We will use analysis and insight to inform attraction and retention strategies.
- Retention is proactively supported and stay conversations are embedded across all our teams.
- We will continue to develop the employee value proposition for QVH clinical and non-clinical staff, to ensure we are an employer of choice and continue to be an organisation our staff would recommend as a great place to work.

What will be different?

- We will attract a more diverse workforce, making greater use of apprenticeships, work experience and alternative routes into roles.
- We will attract more school leavers into roles at QVH as part of our anchor institution ambition.
- Improved future workforce modelling will continue to decrease the use of temporary staffing, with fewer vacancies and lower sickness levels.

- We will embrace workforce transformation and new roles for areas of regional and national shortage, and grow our own through alternative education pathways.
- There will be an improvement in retention of our people, through improved management and leadership of teams.
- We will be known for having an embedded just and learning culture, where behaviours that do not meet our values are addressed and learned from.
- Improved access and efficiency in our workforce services for high volume, low complexity queries, releasing staff time to support more complex casework.
- Improved productivity levels with the right number of staff, in the right roles, e-rostered effectively, working in a supportive team.
- We will showcase our people growth within the organisation, enhancing our attraction to a wider diversity of people who want to work at QVH.
- We will have a talent management and succession planning sub-strategy in place to develop and grow our future workforce and leaders to support future workforce planning.

Pillar 2 – Looking after the wellbeing of all our people

Our ambition:

“ A safe and healthy working environment for all.”

Principles

- **We will create an environment that promotes physical and mental health, with a workforce wellbeing plan being published, including signposting to support as set out in our addressing health inequalities strategy. Speaking up will be promoted and acted upon.**
- **All our people will be proactive in developing a safe and healthy environment where violence and aggression, sexism and misogyny, discrimination and bullying and harassment are called out and unacceptable behaviour is challenged.**
- **Our people will have regular 121s, wellbeing conversations and annual performance and development reviews, focussing on quality of conversations.**
- Our people will provide feedback from their appraisals so we know they are quality conversations, supporting our peoples’ wellbeing and development.
- We will work with our local authority / housing colleagues to support improvements to accommodation for key workers.
- We will continue to develop our managers’ skillset to support their increased knowledge of flexible working, undertaking meaningful appraisals, managing sickness, managing performance and support staff wellbeing.
- We will continue to strengthen the psychological service for our people.
- We will grow the number of Mental Health First Aiders across the Trust and embed trauma risk management methodology (TRiM) for our managers.
- We will work with our Integrated Care System to access system and regional health and wellbeing support and financial management support.
- Our QVH values and behaviours will be embedded in everything we do.
- We are committed to working as individuals and in teams with kindness, civility and respect for all.
- We want our people to be empowered to exercise their curiosity and choice and take personal responsibility in creating an environment in which they and their colleagues are able to do their best work.
- Our people will feel psychologically safe to speak up; bullying and harassment incidents are reported and learned from.
- The number of our people working when they feel unwell will reduce, with reductions in mental health and musculoskeletal absences.
- Long-term sickness absence reductions, with greater support in place for those returning to work after a long period of absence.
- Improved access to housing for our key workers.
- When asked, our people will say they feel they can be their true selves at work, they are supported to do their best work and can fulfil their potential.
- Reduced patient incidents and complaints as our people are engaged, feel they belong and are well at work.
- Improved levels of staff engagement and motivation of our workforce, resulting in improved retention and improved patient outcomes.
- We will celebrate successes to acknowledge the great work our teams do.

What will be different?

- We will continue to see improvements in our staff survey results relating to our people’s health and wellbeing.
- Reports of bullying and harassment will reduce, with an ambition of being bullying and harassment free by 2028.

Pillar 3 – Being compassionate and inclusive

Our ambition:

“ Our people feel they are valued, they belong and have a voice that counts.”

Principles

- **We will continue to support and grow our Staff Networks. These networks will provide leadership, advocate for staff and input into our Trust strategy through our Equality, Diversity and Inclusion (EDI) group.**
- **We will actively promote flexible working and work with education providers to support a reduction in the gender pay gap, with an ambition to reduce the gender pay gap year on year over the next 5 years.**
- **As an organisation we will seek to increase our diversity at every level, reviewing our employee value proposition, de-biasing our job descriptions and adverts and exploring alternative advertising and application routes into roles.**
- QVH is committed to being an inclusive employer, embracing diversity and ensuring equality of opportunity.
- Equality, diversity and inclusion (EDI) is everyone's responsibility.
- We will regularly consider EDI issues at Trust Executive and Board meetings.
- Executive members will sponsor and ally our staff networks.
- We will strive to get things right, seek feedback and learn from our experiences in an open and just learning culture ensuring all of our people are heard and their concerns are raised in a supportive environment.
- We will continue to promote our anti-racism strategy, eliminate discrimination and ensure all our people are able to flourish in their roles and ongoing careers.
- We will not tolerate violence or aggression in the workplace and we are committed to ensuring all staff work in an environment free from sexual abuse. We will continue to advocate for our people to feel safe to speak, in the knowledge they will be supported.
- We will support our people to speak up, and will develop and support our managers to actively listen, feedback and respond.
- We will see more diversity in our leadership teams.
- We will intentionally celebrate diversity and be flexible in supporting our multi-faith staff to celebrate their religious festivals.
- We will have a continuous programme of reverse mentoring in place, supporting our people to develop and grow in their roles and careers.
- Equality, diversity and inclusion will be embedded in everything we do; when asked, our people will feel they belong and take pride in their work and being part of QVH.
- Our staff networks will be thriving with everyone feeling they have a voice that counts.
- Our widening participation work will have grown, with more diversity in our applicants, supported into roles across the organisation.
- We will have an aspiring development programme in place for our health care support workers and nursing staff.
- We will meet the requirements of the sexual safety charter.
- Our international recruits will feel supported, developed and will be developing their career journey.

What will be different?

- We will see improvements in the disparities in the Workforce Race Equality Standard and Workforce Race Disability Standard.
- Our gender pay gap will reduce, with greater equity, attracting more diversity into our range of roles across the organisation.

Pillar 4 – Empowering and supporting our people to learn and develop

Our ambition:

“A clinically led learning culture, developing our people today for tomorrow.”

Principles

- **We will use our Medical Education sub-strategy to work with medical and dental schools, the deaneries and NHS England to look for new opportunities to expand education delivery. This will help to meet the needs of the NHS long term plan and maximise the training and education facilities, including the dental skills lab and simulation suite.**
- **We will develop opportunities for new and extended roles, including advanced practice, and innovative ways of working.**
- **We will promote multidisciplinary learning and continuing professional development for all staff, offering all staff the opportunity to attend leadership training, as well as providing simulation-based training for clinical staff, and excellent teaching for doctors in training.**
- Our leaders will be bold, empowered, compassionate, inclusive, and role model our values and behaviours. They will build a strong culture of coaching and mentoring.
- We will create and implement leadership programmes to support equality, diversity and inclusion, high performance and continuous improvement ambitions.
- We will have a five- year talent management sub-strategy and succession planning in place across the organisation, collaborating with system and regional partners to support regional talent management, supported by a development programme for our leaders.
- We will participate in the system coaching network, building a cohort of coaches within QVH to embed a coaching style culture to our development and 121 conversations.
- We will provide enhanced Knowledge and Library Services across the Trust, and have a Knowledge and Library Service five-year sub-strategy in place.
- We are committed to support career, personal, and professional development through lifelong learning opportunities of all our people.
- QVH is a place where all professional trainees want to come and learn from the best; we are committed to continuously reviewing how we can expand our educational reach.
- We will develop and quality assure our educational and clinical supervisors to enable them to support their trainees.



What will be different?

- We will see an improvement in the staff survey results in the immediate managers theme.
- We will have consistently high performing teams – evidenced through improved productivity, high staff engagement scores and consistently high patient feedback.
- We will have a learning culture where we recognise when things have gone wrong, we take responsibility for this and learn for the future.
- Our managers will feel empowered and take more responsibility for their areas of work, improving their wellbeing, morale and work purpose, and therefore improving retention of our leaders and managers.
- We will have more resilience for our succession planning into senior leadership roles.
- Through the use of a coaching style, we will see an impact on our cultural transformation, with our people feeling listened to, they have a voice and they belong.
- Establishment of an education and research academy, working with our Higher education institutions (HEIs), further education (FE) and apprenticeship providers within our areas of speciality.
- An increase in apprenticeship numbers, internships and overall widening participation work.
- There will be an increased number of new roles to support service redesign and alternative pathways of care.
- We will provide evidenced, impactful Knowledge and Library Services to support our staff and expand our research and innovation capacity and capability.
- We will expand simulation capacity and training places across our specialities.
- Trainees in all disciplines will stay or return to QVH once they have completed their training.
- Staff will report being able to access the training and education relevant to their role.
- Our doctors in postgraduate training will continue to report excellent feedback annually in the GMC survey of trainee doctors.
- As part of our medium and long term workforce growth, we will have the ability to grow our own people to reduce the high risk, hard to recruit vacancies.
- We will develop clear career progression pathways across a range of roles, working with system partners and clinical networks to support progression.



INTERDEPENDENCIES

This strategy focuses on making the hospital a great place to work by prioritising staff well-being, promoting a compassionate and inclusive culture, and empowering employees to learn and develop.

It is interdependent with the Clinical Strategy, as a motivated, skilled, and well-supported workforce is essential for delivering high-quality patient care and achieving clinical excellence.

This strategy supports the health inequalities strategy by fostering a diverse and inclusive workforce capable of providing culturally competent care to all patient populations.

The anchor institution strategy also benefits from a workforce reflecting the community's diversity, enhancing local engagement and impact, as well as building our future workforce and skills in the local community.

The green strategy relies heavily on staff engagement in sustainability initiatives, creating a culture that values environmental responsibility and promotes sustainable practices, which will need to be supported by elements of the workforce culture at QVH.

The digital strategy will aim to support the development of a consistently digitally literate workforce, equipping staff with the skills to effectively use new technologies and improve patient outcomes, as well as supporting digitisation of HR systems for increased, richer data capture and enhancing user experience.

The research and innovation strategy will need to be strengthened by a culture that encourages curiosity, collaboration, and continuous learning, essential for fostering innovation and a culture of research.

The estates and spaces at QVH will be required to promote staff well-being and safety, creating a positive work environment that aligns with the hospital's broader strategic goals. Finally, there are likely to be financial benefits from reducing turnover and training costs through improved staff retention, development, engagement and experience.



APPENDICES

Appendix A:

QVH People & Culture Strategy Pillars	Sussex People Plan	Long Term Workforce Plan theme	People Plan Theme	People Promise Theme
<p>A great place to work</p> <p><i>A supported, flexible, agile workforce attracting and retaining exceptional people.</i></p>	<p>Working as one team</p> <p>Expanding recruitment and career opportunities</p>	Retain	Growing for the future	<p>We are a team</p> <p>We work flexibly</p> <p>We are recognised and rewarded</p>
<p>Look after the wellbeing of all our people</p> <p><i>A safe and healthy working environment for all.</i></p>	<p>Working as one team</p>	Retain	Looking after our people	<p>We are a team</p> <p>We work flexibly</p> <p>We are safe and healthy</p>
<p>We are compassionate and inclusive</p> <p><i>Our people feel they are valued, belong and have a voice that counts.</i></p>	<p>Creating an inclusive environment</p>	Retain	Belonging in the NHS	<p>We are always learning</p> <p>We each have a voice that counts</p> <p>We are recognised and rewarded</p> <p>We are compassionate and inclusive</p>
<p>Empower and support our people to learn and develop</p> <p><i>A clinically led learning culture. Developing our people today for tomorrow.</i></p>	<p>Developing a multi-skilled workforce</p> <p>Expanding recruitment and career opportunities</p> <p>Creating a learning culture</p> <p>Developing a multi-skilled workforce</p>	<p>Train</p> <p>Retain</p> <p>Reform</p>	<p>Belonging in the NHS</p> <p>New ways of working and delivering care</p>	<p>We are always learning</p> <p>We each have a voice that counts</p> <p>We are recognised and rewarded</p> <p>We are compassionate and inclusive</p>