

WeCare  
Our vision, values and behaviours

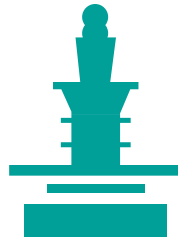


**NHS**

**Barts Health**  
NHS Trust

# Our future #TeamBartsHealth

2019 - 2022



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# Becoming an outstanding place to work

We know that happy staff equals happy patients. Which is why we are making a firm commitment to work with #TeamBartsHealth to create an outstanding place to work.

Our vision is to be a high-performing group of NHS hospitals, renowned for excellence and innovation, and providing safe and compassionate care to our patients in east London and beyond. Our people strategy for 2019-2022 sets out our priorities and an action plan to meet this ambition. In this strategy, we set out the deal we are offering to you in return for

living and breathing our values so that they shape everything that you do every single day.

This strategy seeks to create a positive and sustainable future for our 24,000 staff. The healthcare needs of the future will be different from today, and our workforce and the way we work with our partners needs to reflect this. Your development and experience at work is important to us, and we want to support you to be yourself in a healthy and inclusive environment. We also recognise your expertise in knowing how we can improve the things that get in the way of providing safe and compassionate care to the people of east London, so we're putting you in the driving seat of making the changes you want to see.

We look forward to working with you to build our future and create an outstanding place to work.



**Alwen Williams**  
Group chief executive  
Barts Health NHS Trust



**Michael Pantlin**  
Group director of people  
Barts Health NHS Trust

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# Our improvement journey

**We are on an improvement journey** that has seen the number of permanent staff increase, whilst fewer have left and their experience improve year on year.

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# Our priorities

As we work with partners to improve the health and care of our communities and respond to the changing working environment, we need to be ambitious and innovative for the longer term. **Learning from our progress, we have set some priorities that will guide our actions:**



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STORY**



We have identified **four enablers** that reflect the priorities to help us to become an outstanding place to work. These enablers give shape to the actions we take now and over the next three years.

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STORY



# We are accountable

Strategic goal	Quality priority	Performance measure	2018-19 baseline	2022-23 ambition
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1

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STORY





“The key part of delivering our ambitious plan for surgery will be planning our workforce – with the right people, in fulfilling careers doing the right work to deliver better outcomes for patients.”

**Steve Edmondson**

Chair of the Barts Health surgery clinical board and clinical director for cardiothoracic surgery

“Working with our local schools and universities, the Education Academy offers huge opportunities, from apprenticeships through to full professional registration, to prepare students for the face to face patient roles critical to ensuring an appropriately skilled clinical workforce, equipped to deliver new models of care for the NHS.”

**Lois Whittaker**

Managing director, Education Academy  
Barts Health NHS Trust



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Gabriel got his first taste of nursing when he volunteered at The Royal London Hospital while studying for his GCSEs 24 years ago. Although he didn't go into nursing straight away, he did eventually return to his first love and joined Whipps Cross as a healthcare assistant when he was looking for a role that he could work flexibly around his children.

His potential was spotted by his ward manager, Elaine. She invited him to apply for a permanent healthcare assistant role. He was concerned that a permanent job would mean the end of the flexibility he needed, but Elaine committed to honouring his family commitments. Gabriel is hugely grateful for this opportunity and what has followed.

"I was nothing. They made me something," he reflected. "I thought

I was going to be a healthcare assistant for the rest of my life. But Whipps Cross saw the X Factor that I didn't know I had."

Two years later, the nursing associate role was introduced nationally, and Gabriel was one of four successful applicants from Whipps Cross. Gabriel completed the two-year, part-time apprenticeship programme and qualified as a nursing associate in 2019. He was one of the first nurse associates to join the NMC register. And he didn't stop there – next year Gabriel will become a nurse after completing an 18-month nursing degree apprentice programme, just 24 years after he first volunteered on a Barts Health ward!

**Gabriel Lawson**  
Nursing associate



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The **quality improvement (QI) programme's** aim was for newly diagnosed diabetic children to achieve a HbA1c of <48mmols (a measure of glycaemic or blood glucose control) 12 months post diagnosis.

The team attended QI training and put their learning into practice in team away days and set up working

groups where teams committed to their own project. This led to improved patient outcomes and our improved type 2 diabetes pathway has been featured on the Royal College of Paediatrics and Child Health website. We're also presenting our improvements at the British Society for Paediatric endocrinology and Diabetes conference."

**Paediatric diabetes team**

**Pictured**  
Our Whipps  
Cross QI  
afternoon and  
the team



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STORY**



**Newham Hospital’s critical care team** has been praised as having a number of areas of outstanding practice in the latest CQC report. From inspiring staff, to ground-breaking research and innovative training modules, it is clear that the team is raising the bar for critical care.

Staff were recognised for their leadership; one of the leaders highlighted was practice development nurse, Mary Thomas.

Mary made significant improvements to boost staff morale, training and development with the introduction of study days and a critical care staff newsletter. Clinical lead, James Napier, was also praised for making a positive difference since stepping into the role in 2016. He said: “The investment in staffing has been one of the biggest benefits to the team I’ve seen. The staff are more invested, enthused and self-motivated and I can see that staff relationships have improved.”

**Pictured**  
Newham Hospital  
critical care team



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STORY**



“I was apprehensive as to whether anyone would attend our first dignity at work support group meeting, but to my delight attendees arrived along with the guardian for the trust.

“As an icebreaker I gave a précis of my experience of being bullied by my previous employer and how it left me feeling.

“What I found encouraging was that once I had spoken about my ordeal, attendees of the group felt empowered to open up and talk about their experiences.

“Not only did we talk about our experiences and relate to one

another about how bullying had made us feel, we now have the motivation to find solutions for cultural change.

“Anyone who has an experience they would like to share whether they have been bullied, witnessed bullying or has been a bully, is welcome to come along. I want this group to expand and allow employees to have a safe space where they can talk freely.”

**Yvette Teng**  
Pensions manager



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STORY**



“We are seeing unprecedented levels of attendances, violence and aggression and trauma every week in The Royal London Hospital emergency department. This is a similar story across the UK. This means new levels of stress and concern for our team.

“Thanks to the staff health and wellbeing initiatives we introduced, the team can see how much we value them. They see that the difficulties in all of our roles are being

acknowledged and the great work that is being done is praised and supported. Seeing the senior team members investing so much into our wellbeing makes our staff proud and committed to their work.”

**Karis Quaye**

Senior sister, staff health and wellbeing lead emergency department, The Royal London Hospital



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“After I completed my cardiac and cancer training placements at St Bartholomew’s Hospital, I hesitantly said goodbye to St Bartholomew’s to be a nurse specialist at The Heart Hospital. However it wasn’t too long before I gladly returned as a clinical nurse educator.

“It has been rewarding to work alongside senior nurses and managers to support new starters to provide the best quality of care with compassion.

“I also enjoy being part of staff-side and supporting partnership working, reviewing policies and putting in interventions to improve the working lives for all staff members.

“I would advise others to get involved in learning from others to better understand how we can improve the experiences of staff and patients. I recently graduated from the NHS England workforce race equality standard expert programme and I am training to be a quality improvement coach. The opportunities given to me demonstrate the commitment of Barts Health to become an ‘outstanding place to work.’”

**KellyAnn Prime**  
Clinical nurse educator and co-chair of the equality and inclusion forum at St Bartholomew’s Hospital



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“I started working at Barts Health as an apprentice recruitment coordinator in 2015. I left a year later, but I came back as a recruitment advisor. I advised on recruitment issues for clinical support services where I had the opportunity to considerably improve the service and the relationships with colleagues.

“I was since promoted to a recruitment team leader. Going from an advisor to a management position can be difficult, but having clear objectives and full commitment to the role and the organisation is key, along with guidance and support from your senior leaders.

“My line manager and head of recruitment have been really supportive and provided invaluable mentoring.

“My advice to others wishing to progress their career would be to work hard and keep a positive attitude, collaborate with colleagues to learn new skills and gain experiences in other areas. Look out for opportunities, but also be ready to create them!”

**Clarisa Diez**  
Recruitment team leader



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# The Deal

**We have 24,000 people working directly with us or through our partner organisations to deliver the best possible care to our patients and the wider community.**

## What's in it for you?

We are committed to Barts Health becoming an inclusive organisation, with equality of opportunity afforded to all staff and diversity reflected at all levels in the organisation.

As we work towards becoming an **outstanding place to work**, we offer an excellent package of **benefits**, opportunities and support for you to look after your health and wellbeing and enable you to be yourself at work. We provide an exciting and rewarding career across our group of hospitals,

and encourage you to lead change to improve quality of patient care and working lives.

## What do we expect from you?

In return, we expect you to live and breath our **WeCare values** so that they shape everything you do every single day and to make them visible in every interaction that you have with colleagues, patients, their families and our partners.

If you have concerns about something you've seen or personally experienced, please speak up and tell someone.

We also encourage you to be in the driving seat of your own career with us and take advantage of planning and progressing your career, fully utilising our learning and development offer. **It's your chance to shape YOUR story!**

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WELCOMING



ENGAGING



COLLABORATIVE



ACCOUNTABLE



RESPECTFUL



EQUITABLE



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# Work with us to shape your story

How to get involved



Share your ideas for how we can create an outstanding place to work in  
**Join the Conversation on WeShare**

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# SHAPE YOUR STORY

[bartshealth.nhs.uk](https://www.bartshealth.nhs.uk)

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