



UHNMM People Strategy

Making UHNMM a Great Place to Work

2022-2025

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Tracy Bullock

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Message from our Chief Executive Officer and Chief People Officer



Our People Strategy is one of a number of strategies that help us to achieve our organisation strategy and vision for the future. It has been developed following your feedback through the national NHS Staff Survey, the Staff Voice survey, the work of the Culture Team and the Culture Survey (2022) and feedback from listening events. All of this insight has helped us to really understand what makes a great place to work for you all.

We want our colleagues to be happy, healthy and supported, so that they can in turn, support the wellbeing of the people and patients in their care. We must and will ensure our colleagues are treated fairly and everyone is recognised for the contribution they make. We will also use this opportunity to ensure our workforce is reflective of our diverse population through developing an inclusive culture where diversity is welcomed.

In developing our People Strategy, we have taken account of the national direction through the National People Plan and National People Promise and brought this together with our organisation and local system knowledge. From this we have developed our three-year road-map and put simply, our ambition is to create a great place to work here at the University Hospitals of North Midlands NHS Trust.

Through our People Strategy and supporting delivery plans we aim to improve the experience of all our people. We know that it is imperative that we act right now as we work together to meet the demands we are facing as we recover from the Covid-19 waves. We are ready and committed to embrace new ways of working in teams, services and across organisations and sectors, aided by innovation and new technology. We recognise that there is a need to support you to develop your careers and there will be opportunities to develop existing roles, build new and advanced roles, skills and capabilities in areas that we have not done so before. Our aim is to offer you a flexible and rewarding career, development and professional satisfaction in a place where you feel you belong.

We hope that our People Strategy sets out our ambitions and aims to anyone considering applying for our vacancies, undertaking work experience or apprenticeships with us or undertaking studies that may lead you to us in due course – you are part of our future and we welcome you. We understand that you want fulfilling and rewarding careers, that you want to work within a compassionate and inclusive culture, where you are valued for your contribution and you can be yourself.

Our promise to you is to put our people at the heart of everything we do in pursuit of outstanding patient care. Our golden thread will be our Trust values and compassionate and inclusive people services working together with you all to achieve our ambitions.

By improving together in a kind, positive and inclusive way we really will make a difference - everyday in everything that we do.

Tracy Bullock
Chief Executive

Jane Haire
Chief People Officer

How we have developed this strategy?

In developing our People Strategy, we have engaged with our Staff Networks, Divisional leaders, Board members, people experts and trade union partners. We have used the feedback from the annual NHS Staff Survey, the monthly staff surveys and other reviews to inform and shape our direction of travel and to build our delivery plan. We have used a wealth of national and local system level resources to develop our People Strategy.

We have really listened to what our people have told us and developed our key priorities for action in response to this. We will continue to listen throughout the life of this strategy, ensuring that all of our people have a voice that counts in order to effect positive change. We will continue to promote our vision, our priorities and our plans. We will do this through a wide range of different formats and communication channels. In particular, we will use staff stories to share experiences that have influenced our aims, ambitions and plans.



About us



169,882 (2021/22)
A&E Attendances



6,180 (2021/22)
Births



11,081 (2021/22)
Elective Admissions



111,918 (2021/22)
Non-elective Admissions



80,621 (2021/22)
Day Case Admissions



751,236 (2021/22)
Adult Outpatient
Attendance



88,296 (2021/22)
Children's Outpatient
Attendances



84,647 (2021/22)
Antenatal Clinic
Attendances

Our Vision

Our Trust vision sets a clear direction for the organisation to become a world-class centre of clinical and academic achievement and care. One in which our people all work together with a common purpose to ensure patients receive the highest standard of care in which best people want to work. Simply put this means we want to 'Deliver Exceptional Care with Exceptional People'.

For our people who work here that means we want UHNM to be ***A Great Place to Work***, where our people feel that they belong and thrive and grow in a culture that is empowering, kind and respectful.



Our people

We have a diverse workforce of almost 11,500 employed staff and 1,800 bank staff working in many different types of roles, and together with volunteers, colleagues in social care and carers, we have a huge impact on our population. We must know and understand the shape of our workforce if we are to successfully monitor and revise plans that result in the right workforce at the right time, enabling and empowering the workforce to work to the 'top of their licence' or scope of practice. This means releasing capacity at every level possible to deliver within areas of expertise, while maintaining flexibility to respond to changes as they arise.

Our volunteers are very important to assisting / supporting our staff and patients in all areas across the Trust. We will support our volunteers with training, development and opportunities to help move them into permanent roles, if they wish, and we will recognise their time, efforts and their career aspirations .



A workforce made up of 96 Nationalities



37% of the workforce work part-time



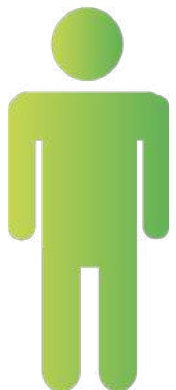
23% BAME representation



75% female workforce



409 volunteers



3% of the workforce with a declared disability



89.5% of workforce on a permanent contract

Our Values

Our Trust values are designed to be at the heart of everything we do. We promote a compassionate and inclusive culture through our values, which identifies the attitude and behavioural expectations of our people. During 2022 we launched our Being Kind Programme through a series of toolkits and guides. These are a key part of our journey to develop a kind and respectful organisation.



Together

We are a Team – I will be considerate, help others to achieve our goals and support others to make positive changes

We are Appreciative – I will acknowledge and thank people for their efforts and contributions

We are Inclusive – I will be open and honest, welcome people's views and opinions and involve people in the decisions that affect them

Compassion

We are Supportive – I will be empathetic and reassuring. I will support and encourage people when they need it

We are Respectful – I will treat people fairly, with respect and dignity, protect their privacy and help them to feel comfortable

We are Friendly – I will be welcoming and approachable. I will make eye contact, say hello and introduce myself

Safe

We Communicate Well – I will explain clearly, share relevant and timely information and keep people updated

We are Organised – I will plan ahead, manage my time well and be prompt in what I do

We Speak Up – I will contribute to ensuring health and constructive feedback for all so we can feel safe to challenge inappropriate care and behaviour and promote our values

Improving

We Listen – I will welcome people's views and ideas, invite people to ask questions and share their opinions and respond to what I hear

We Learn – I will share best practice, celebrate good performance and support others to use their skills, learn and grow

We Take Responsibility – I will have a positive attitude, act and encourage people to take the initiative and make improvements.

Prioritising our People

Our People Strategy is a key enabling strategy that supports the delivery of our Trust Strategy and 2025 Vision.

Over recent years we have embarked upon a new way of working – our ‘Improving Together’ Programme. This is a Trust-wide approach to quality improvement and as part of our improvement journey there has been a review of our Trust Strategy, Vision and Priorities. Whilst many of the ambitions within our 2025 Vision remain true, we have simplified our vision and our priorities to provide greater clarity for all of our people and to support their understanding of how we all can contribute to achieving our overall strategy.

In doing this, we have strengthened our focus on our people with a key component being ‘Creating a Great Place to Work’. We have agreed objectives, metrics and projects to support us to deliver on this strategic priority.

Our People Strategy is aligned to our other enabling strategies and takes into consideration the following:

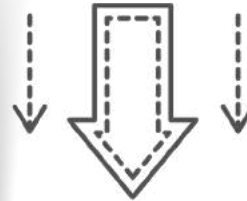
- Service transformation, both internally and across our system which offers opportunity to undertake new ways of working and opportunity for professional and personal development.
- Changes to delivery of services and our model of care.
- Best practice quality improvement approaches where people are encouraged to take part in quality improvement and use a series of tools and techniques to enable change.
- On-going development of our estate, both within our hospitals and within the community in order to ensure that capacity is fit for purpose in delivering our model of care.
- Adoption of new technology and innovation, including digital and artificial intelligence, that spans both hospital and community settings. Our people will need to adopt new technology and work differently to maximise the opportunities that change presents.
- Our ambition to undertake world-class health services supported by education, research and innovation in collaboration with regional partners.
- Our financial regime and the opportunity and constraints that this presents.



Influencing Factors

STRENGTHS

- University Teaching Hospital and a Major Trauma Centre
- Outstanding for Care (CQC) and Good for Well-Led (CQC)
- Skilled workforce base
- High quality student placements
- Strong apprenticeship offer
- Excellent leadership development offers
- Values led organisation



WEAKNESSES

- Workforce supply challenges
- High vacancy rates in some staff groups
- Ageing workforce
- Increasing turnover rates
- Staff survey results are below average
- Our culture is not where we want it to be

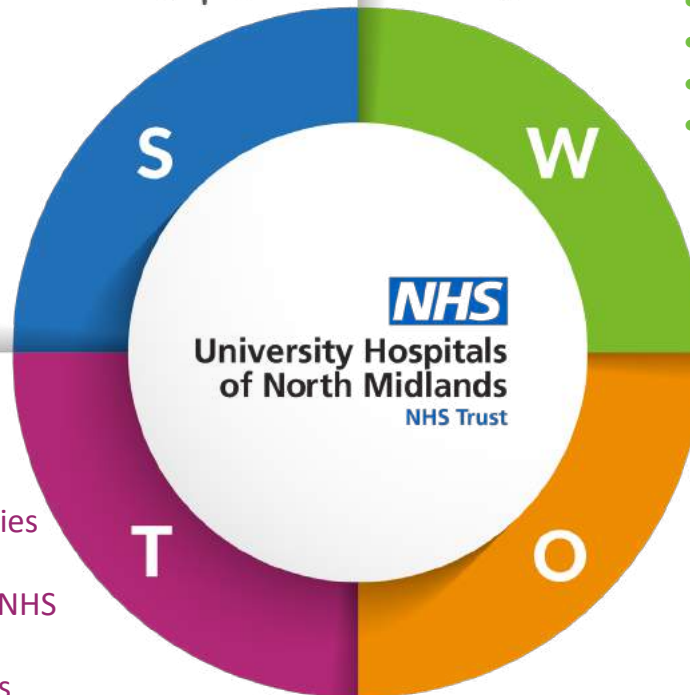
THREATS

- The ambitions of our strategy may not be achieved due to financial pressures, vacancies and staffing levels
- High competition locally and nationally for NHS workforce
- Agile working opportunities available across the UK
- Changing expectations of the future workforce
- Continuing economic pressures
- Impact of global changes



OPPORTUNITIES

- Further strengthen partnerships with further and higher education institutions
- Work with system partners on our people activities
- Enhance career options for local population through apprenticeship offers
- Embrace digital innovation and transformation
- Develop our leaders in line with national recommendations
- Focus on whole population health through health and wellbeing partnerships



Culture and Inclusion

We are working hard to achieve a more inclusive workplace where people are encouraged to be themselves and deliver their best at work. We are determined to build a workforce that is more representative of our local communities. We know that by achieving this, we are best placed to deliver our objective of delivering fair, inclusive and accessible services for all.

We are proud of the wide diversity of our 11,500 employed staff and 1,800 bank staff and want everyone to feel valued and that they belong. We have included and engaged with members of the Trust's staff network groups and other key stakeholders in developing this Strategy.

The People Strategy is inextricably linked to our Equality, Diversity and Inclusion (EDI) Strategy which has a key focus on promoting equality of opportunity, ensuring the inclusion of our people and valuing the diversity of our people and of our potential future workforce, particularly those in local communities.

Over recent years we have taken forward significant pieces of work to develop equality, diversity and inclusion across our services and workforce and we will continue to develop these. More recently we have a great opportunity to support our future workforce through the national levelling up strategy which focuses on boosting careers for young people to improve employment opportunities.

Good quality data enables us to identify priorities and measure our effectiveness. We recognise that the data collection of protected characteristics for our people needs to be improved in order for us to fully understand our workforce.



Developing our workforce

Workforce planning underpins our People Strategy and delivery plans. Workforce planning is the process of identifying the people and skills we need now, and in the future, to deliver our services.

Over the next 10 years, health and care will change significantly. The national direction of travel involves increasing care in the community; redesigning and reducing pressure on emergency hospital services; more personalised care; digitally enabled primary and outpatient care; and a focus on population health and reducing health inequalities. **The NHS Long Term Plan** also identifies areas where earlier diagnosis, new and integrated models of care, and better use of technology offer the potential to significantly improve population health and patient care. Within our organisation and the wider health and care system, we will develop our workforce, in terms of the skills and roles, will need to evolve to keep pace with these changes.

The NHS has a shortage of key workers for many roles, and in Staffordshire and Stoke on Trent Integrated Care System, we have some hard to fill workforce groups. As such, it's very important, that we understand and balance our workforce needs against the workforce that is available. Where we have gaps, we will work with our service leads to identify solutions. This will include working with clinical leaders to look at the potential to deliver services in a different way or with a different mix of skills/roles.

Workforce supply is affected by a range of factors, those that are within our control, those that are within our influence and those that are outside our control. We need to use workforce planning models and tools that help us to set out the right numbers of staff with the right skills, knowledge and values in the right places. The NHS has a shortage of key workers for many roles, and in Staffordshire and Stoke on Trent Integrated Care System, we have some hard to fill workforce groups. As such, it's very important, that we understand and balance our workforce needs against the workforce that is available. Where we have gaps, we will work with our service leads to identify solutions. This will include working with clinical leaders to look at the potential to deliver services in a different way or with a different mix of skills/roles.

We will ensure that our learning and education opportunities meet the needs of the organisation and the wider Health System and that delivery of our training and development activities is flexible, adaptable and reflective of the world that we live in. We will continue to promote the good reputation of the Career and Skills Academy, working with partner organisations to explore funding opportunities and ways to deliver learning and development across Staffordshire.

We will work with the Medical School to ensure our structures, systems and processes for medical education at post graduate and undergraduate level align with clinical directorates in order to attract and retain medical staff, and deliver world class training and education to the doctors of today and the future. We will create a virtual Academy to encourage innovation, and service improvement bringing together multidisciplinary teams and making best use of shared resources and infrastructure.

Successful research and innovation is of great strategic importance to the Trust allowing our staff to fulfil their academic careers and facilitating recruitment and retention of highly performing clinicians. This creates an environment for change and quality improvement, adds a level of dynamism that attracts and retains the best staff and brings state-of-the-art advances to our diverse population.

Alignment to system plans

The Staffordshire and Stoke on Trent integrated care system (ICS) was formally established on 1 April 2021 and there is a clear focus on building a culture of one workforce across the system.

As system partners we recognise the contribution all of our people across health and social care and the significant difference that all their roles make to our patients and service users.

We are clear that by working together as partners we can help improve the employment experience of all our people. The aim of the system people plan is to support the creation of “One Workforce” which will deliver the Staffordshire and Stoke on Trent vision of making Staffordshire and Stoke on Trent the healthiest place to live and work. Through collaborating and joint working we can create new opportunities for roles and careers across the whole system.



Our People Strategy Aims, Ambitions and Plans

We aim to become a leading healthcare organisation, with a positive, compassionate and inclusive culture, enabling our people to deliver the highest standard of care. We will strive to improve the experience of our patients by ensuring our people are appropriately trained, equipped, supported and performing to their best. We will work to improve our culture, supporting our people with the development they need and we will do this by working collaboratively across the local, regional and national health systems to achieve our aims. Underpinning this we believe that our people should demonstrate always our core values and behaviours in all that they do.

We fully endorse the NHS People Promise as a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone. Our People Strategy uses the foundations of these promises and builds upon these with a focus on helping to deliver more people, working differently in a compassionate and inclusive culture. Our People Strategy will be delivered as a series of interconnected programmes and activities, set across four major domains and through our governance and assurance frameworks. We will assess if these are creating a positive impact through a regular review of our workforce information and metrics. We will continue to consolidate and embed our activities where they are adding value, or be agile in our approach to changing direction when there is evidence to do so.

We will look after our people by supporting our people to be healthy and well, both physically and psychologically, and when unwell ensuring they are supported.



We will grow and develop our workforce for the future by attracting, recruiting and retaining our people. We will plan ahead to anticipate and meet the changes in patient needs and demand for our services within the constraints we face.



We will create a sense of belonging where we are kind and respectful to each other by creating a positive and inclusive culture which is reinforced through our Being Kind programme of work and our cultural improvement programme. We will support our staff to be the best they can be by building a psychologically safe, positive, compassionate and inclusive culture where our people are free from discrimination and diversity is celebrated.



We will develop our people practices and systems by promoting and using new technologies and equipping our people with digital awareness and skills.



Our Three-Year Delivery Plan

Our ambition is that this Trust should be a Great Place to Work, where we are able to provide the best possible care for all our patients and their family members, by ensuring that we have enough staff with the right skills, working together as a team to common goals and aims. Through the feedback we have received we have set out the following work plan under for key domains. Our three-year plan will evolve over the life of our People Strategy as the context and system around us and we have developed a comprehensive set of metrics that will help us to understand if our activities are making the required impact in the right areas.

What we will do and how we will do this – Year 1 2022/23

Domain 1: We will look after our people

- We will continue to provide our people with enhanced levels of health and wellbeing support through our wellbeing plan
- We will promote wellbeing conversations using our RESPOND model
- We will increase employee involvement and participation in health and wellbeing activities, promoting physical wellbeing and healthy lifestyle, maximising the expertise and resources available

Domain 2: We will create a sense of belonging where we are kind and respectful to each other

- We will launch our Equality, Diversity and Inclusion Strategy and associated delivery plan
- We will launch our programme of work linked to the RACE Equality Code
- We will develop the profile of our staff networks to maximise their contribution in creating a fair and inclusive culture
- We will roll-out further the 4 step Restorative Just and Learning Model
- We will expand the Freedom to Speak Up Ambassador Service
- We will launch our Being Kind Campaign including our set of expected behaviours of all our people
- We will launch our Resolution Policy and supporting guides
- We will strengthen our selection processes with a focus on increasing the diversity of our workforce

Domain 3: We will grow and develop our workforce for the future

- We will commence rollout of our ENABLE leadership programme
- We will promote the development of our leaders through our coaching network
- We will support our people to maintain compliance with statutory and mandatory training, CPD and core competencies
- We will produce an organisational level workforce plan to identify key workforce supply opportunities
- We will commence development of divisional workforce plans
- We will increase the scale and breadth of apprenticeships on offer
- We will establish new and innovative roles to help better meet the needs of our patients
- We will continue to seek new workforce through international recruitment routes

Domain 4: We will develop our people practices and systems

- We will streamline our recruitment processes to improve the time to hire
- We will work as system partners on the development of robotic solutions to streamline recruitment
- We will launch the “Step into UHNM” digital work experience programme



What we will do and how we will do this: Year 2 – 2023/2024

Domain 1: We will look after our people

- We will implement a network of trained workplace wellbeing champions and embed the Board-level Wellbeing Guardian role.
- We will communicate widely all of our support networks such as Employee Support Advisors, Guardians and Disability Champions
- We will launch a system wide occupational health service
- We will continue to support the wellbeing of our staff through our comprehensive wellbeing plan and financial wellbeing

Domain 2: We will create a sense of belonging where we are kind and respectful to each other

- We will deliver our commitments set out in the Race Code and Equality Diversity and Inclusion Strategy
- We will create team improvement tools that support respectful and open conversations
- We will develop team timeout resources to support team development and effective working
- We will continue to embed our Being Kind tools including our set of expected behaviours of all our people supported by our leadership programmes
- We will develop and support our people from under-represented groups into leadership roles including reciprocal mentoring
- We will promote widely our employment offer/package

Domain 3: We will grow and develop our workforce for the future

- We will develop and implement our retention plan
- We will review all our leadership course for alignment to our culture change programme activities
- We will deliver a clinical leaders/clinical directors leadership programme including mentoring and coaching
- We will implement talent management approaches to underpin staff training/development/appraisals
- We will work with our system to partners to develop joint roles / rotational posts
- We will strengthen partnerships with education providers on learner placements support including T-Levels
- We will continue to strengthen links with our Armed Forces through the Armed Forces Covenant Gold Award

Domain 4: We will develop our people practices and systems

- We will launch the digital staff passport for doctors
- We will develop our use of business intelligence data tools
- We will launch a digital benefits portal
- We will review our people systems to identify areas of streamlining / automation
- We will review the job evaluation processes for efficiency
- We will undertake an assessment our digital skills using the Higher Education England Digital Skills Self-Assessment Tool
- We will develop our approach to service improvement through the work of our Quality Improvement Academy

What we will do and how we will do this – Year 3 2024/25

Domain 1: We will look after our people

- We will strengthen flexible working opportunities through focused campaigns and change initiatives at departmental level
- We will continue to focus on improving our staff rest facility areas
- We will continue to support the wellbeing of our staff through our comprehensive wellbeing plan

Domain 2: We will create a sense of belonging where we are kind and respectful to each other

- We will widen career pathways for disadvantaged groups using interventions including reciprocal mentoring
- We will strengthen mechanisms to demonstrate tangible recognition and appreciation so building a sense of value, pride and belonging in our team
- We will increase our employee knowledge and confidence in raising concerns

Domain 3: We will grow and develop our workforce for the future

- We will continue to deliver on our retention plan
- We will develop and launch a succession planning framework linked to our talent management programme
- We will scale up new roles to tackle key staff shortages
- We will increase the pipeline for local school and college leavers to access healthcare careers maximising the apprenticeship levy

Domain 4: We will develop our people practices and systems

- We will embed further remote working opportunities through digital transformation
- We will review, adapt and amend our processes in line with national ESR guidance
- We will continue to develop our people systems in order to streamline our processes
- We will continue to help improve digital skills through our digital advocate network
- We will continue to provide teams with the time, tools and skills for service improvements through our Quality Improvement Academy



Measuring our progress

Effective performance measurement and monitoring will help us to identify our strengths and weaknesses and areas for improvement and action. The measures outlined in our People Strategy have been mapped to our key domains and will be regularly reported through our governance structures with the use of reporting tools such as Business Intelligence/Cultural Heat Maps.

Performance Measure	Strategic Domain				2022/23 Baseline	2025 Ambition
	1	2	3	4		
Sickness absence rates (Absence FTE %)	●				6.28%	3.39%
Turnover (headcount %)	●				11.6%	10%
National Staff Survey Ratings: Staff engagement score	●				6.7	7.2
National Staff Survey Ratings: Positive action on health and wellbeing	●				51.3% Strongly Agree/Agree	60% Strongly Agree/Agree
National Staff Survey Ratings: Diversity and equality		●			8.0	8.8
National Staff Survey Ratings: We are safe and healthy (sub-theme score health and safety climate)		●			5.2	6.0 or above
Enable Leadership Course Participation Rate		●			22% attendance	>85% attendance
National Staff Survey Ratings: We have a voice that counts		●			6.5	7.3 or above
Appraisal Rates			●		79.8%	95%
Vacancy Rates			●		12.01%	<10%
Number of apprenticeships			●		188	>300
Compliance with statutory and mandatory training			●		94%	95%
Recruitment time to hire				●	79 days	59 days
Access to digital work experience (Step into UHNM)				●	450 participants	800 participants



Strategy Oversight

Delivery of the People Strategy will be overseen by the People Directorate. In accordance with the Trust's governance arrangements, strategy updates will be provided to the Transformation and People Committee and also directly to the Trust Board. The Committee has overall Corporate Oversight and Accountability for the People Strategy.

The annual delivery of the People Strategy is translated into an annual people delivery plan approved and overseen by the Transformation and People Committee with quarterly reports provided to our Executive Workforce Assurance Group. The People Strategy is informed by the Workforce Race Equality Scheme, Workforce Disability Equality Scheme, Gender Pay Reporting, and Annual Staff Survey reporting.

Identification of risks to the delivery of the strategy is an ongoing process and is completed by the People Senior Management Team. Risks are assessed for their impact and likelihood using the Trust's Risk Scoring Matrix. Where necessary, risks will be escalated to the Executive Workforce Assurance Group and/or Transformation and People Committee, where they will be subject to a greater level of oversight.

Resources Required

The approach to ensuring we Create a Great Place to Work is a collective responsibility with our leaders, managers, trade union partners, employees, staff partners and supporting teams. More specifically, the delivery of the activities set out in our delivery plan will be through our People Directorate resources. In addition, the Trust has a well-established community of diversity staff forums (The Ethnic Diversity, LGBT+ and Disability & Long-Term Conditions staff networks) which help to shape the strategic direction and delivery plans to ensure that the actions that we take are meaningful and have impact.

Within the People Directorate we have a strong team of subject matter experts and highly skilled people professionals coming from a wide range of clinical, non-clinical, public sector and private sector backgrounds.

Our colleagues from across the People Directorate will work with our wider group of system people professionals through the sharing of best practice, collaborative programmes and/or integrated service delivery models. By scaling up in this way we believe that we can offer more to our staff within the organisation and across the wider integrated health and care system.



Equality Impact Assessment

All public bodies have a statutory duty to set out arrangements to assess and consult on how their policies and functions impact on equality. At UHNM this has been applied to assessments on all our policies, guidelines and practices that impact on protected characteristics.

We have a well-established pathway for the approval of procedural documents and policies which include the review of Equality Impact Assessments and Action Plans (where applicable). A Quality Impact Assessment similarly reviews impacts of significant changes to services we provide.



Communicating Our People Strategy

Over the life of our People Strategy, we will continue to promote our vision, our priorities and our plans. We will do this through a wide range of different formats and communication channels. In particular, we will use staff stories to share experiences that have influenced our priorities.

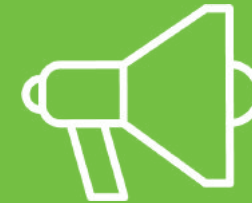
We will promote the strategy and initiatives to our leaders and managers by embedding this into leadership offerings



We will promote our strategy externally through our Integrated Care System



We will engage the support of our staff networks, staff representatives and ambassadors to help carry the message



We will promote our strategy to our patients, service users and our future workforce through our People Campaigns and the Trust Website



We will use all our internal communication channels to reach our colleagues



Working together to deliver our People Strategy

Making our Trust a great place to work requires a collective effort from us all and we will only achieve our ambitions by working together and improving together. The success of the delivery of our strategy will be through the inputs and efforts of our leaders across the whole Trust.

We invite everyone to get involved in the delivery of our People Strategy so that our collective efforts can help us achieve our ambitions. There are a number of ways that you can get involved:

- By working as compassionate and supportive team members and team leaders where we live the values every day and embody the being kind approach
- By joining local staff networks where these are of interest to you whether that be LGBTQ+, BAME and Disability Staff Networks or special interest wellbeing support groups (such as our Menopause Group)
- By working with our Armed Forces community
- By engaging with our trade union and staff representatives to help us hear your voice
- By completing the annual staff survey and local staff voice surveys to help us gather insights and take action on what matters to you.
- By becoming local leads for key activities such as health and safety representatives, Employee Support Advisors, Wellbeing Champions
- By speaking up about any concerns you have
- By helping to improve our culture by taking positive action against poor behaviour

Hearing your feedback is important to us. If you would like to give any feedback on our people strategy please email myemployeerelations@uhm.nhs.uk

