

People Strategy

Revised July 2023



vita
health group

Making people better

About Vita Health Group

Here at Vita Health Group, we not only embrace change and growth, we thrive on it! In the past 5 years we have grown fivefold.

We have taken our turnover from £10m to £50m. Increased our headcount from 150 employees to 1,000+ employees. Improved our clinical delivery, exceeded our recovery targets by 28% and treated 200,000+ patients. We have also entered into new markets and made numerous acquisitions, and we aren't stopping there!

Over the next 5 years we want to do the same again, this time from £50m to £250m turnover. That's quite the challenge and in order for us to have a fighting chance of achieving that we need to make sure we pay attention to our most valuable asset – our people.

This is why we have written a **people strategy** that we believe will significantly contribute towards achieving our goal and make Vita an even more incredible place to work.

These aims will be underpinned by our company values (which were created by our employees) as well as our 10 step engagement model. On this solid foundation we believe we can:

1. Attract and recruit the best candidates both UK based and abroad.
2. Bespoke employee development to their own individual journey, not a one size fits all. Ensure employee development is holistic and positively enhances both their professional career and also their personal aims and goals.
3. We will have well trained and highly competent managers and leaders.
4. We will ensure all employees are heard, seen and have equal opportunities. Our diversity will be celebrated and embraced and we will create an environment where people truly feel that they belong.

Aims of our people strategy

Our **people strategy** aims to contribute towards us achieving 4 main strategic aims:



Values

Our values underpin everything we do. It's us. It's how we behave and conduct ourselves. It's what we believe in.

Our values weren't designed by our Exec team around a Board table. They were designed entirely by our employees.

The words, the structure, everything! We take every opportunity to involve and discuss important items with our employees, and in the case of our values, lead and design them.

Customer focused: We are passionate about going above and beyond for our customers

People centred: We support, develop and value each other so together we can make a difference

Integrity: We treat each other with respect and honesty

Quality: We hold each other accountable and strive to deliver excellence

Leadership: We lead the way through innovation and continuous improvement

We know that we are nothing without our employees, which is why we are passionate about employee engagement and why we will be using a ten step engagement model which incorporates the following focus areas:



Opportunities to grow

- Clear career paths
- Outstanding L & D opportunities
- Promote from within

Having a voice

- Colleague rep's
- 'You said' 'We did.'
- Colleague survey

Well-led

- Strong managers
- Senior Leaders lead by example

Proud to work here

- External & internal PR
- Passion for the job
- Good news stories

Wellbeing

- Dedicated EDI teams
- Regular check ins
- Practice what we preach

Colleague engagement

Productive work environment

- Clearly defined responsibilities
- Address weak links
- Efficient diary building

Aligned with company goals

- Clear and well communicated company and individual goals

Able to contribute

- Opinions sought
- Managers who listen

Supported

- Suitable equipment
- Competent managers
- Appropriate resourcing

Appreciated

- Verbal recognition
- Treated with respect
- Appropriate terms and conditions

Context

A number of internal and external factors will influence the delivery and writing of our People Strategy. These have all been considered:

Internal factors:

- Large scale growth, including TUPE
- Acquisitions
- Funding and cost consciousness (using funding in the right way)
- Flexibility for and from employees
- Appetite and resilience from Managers
- Competence and accountability of managers
- Maximising employee engagement to its full potential
- Technology
- Sustainability

External factors:

- Changes in legislation and immigration
- Increasing competition for talent
- Changing workforce demographics
- Occupational segregation (the distribution of workers within occupations based upon demographic characteristics, most often gender)
- Agenda for Change comparison pressures



Future Vita / Vision

Vita:

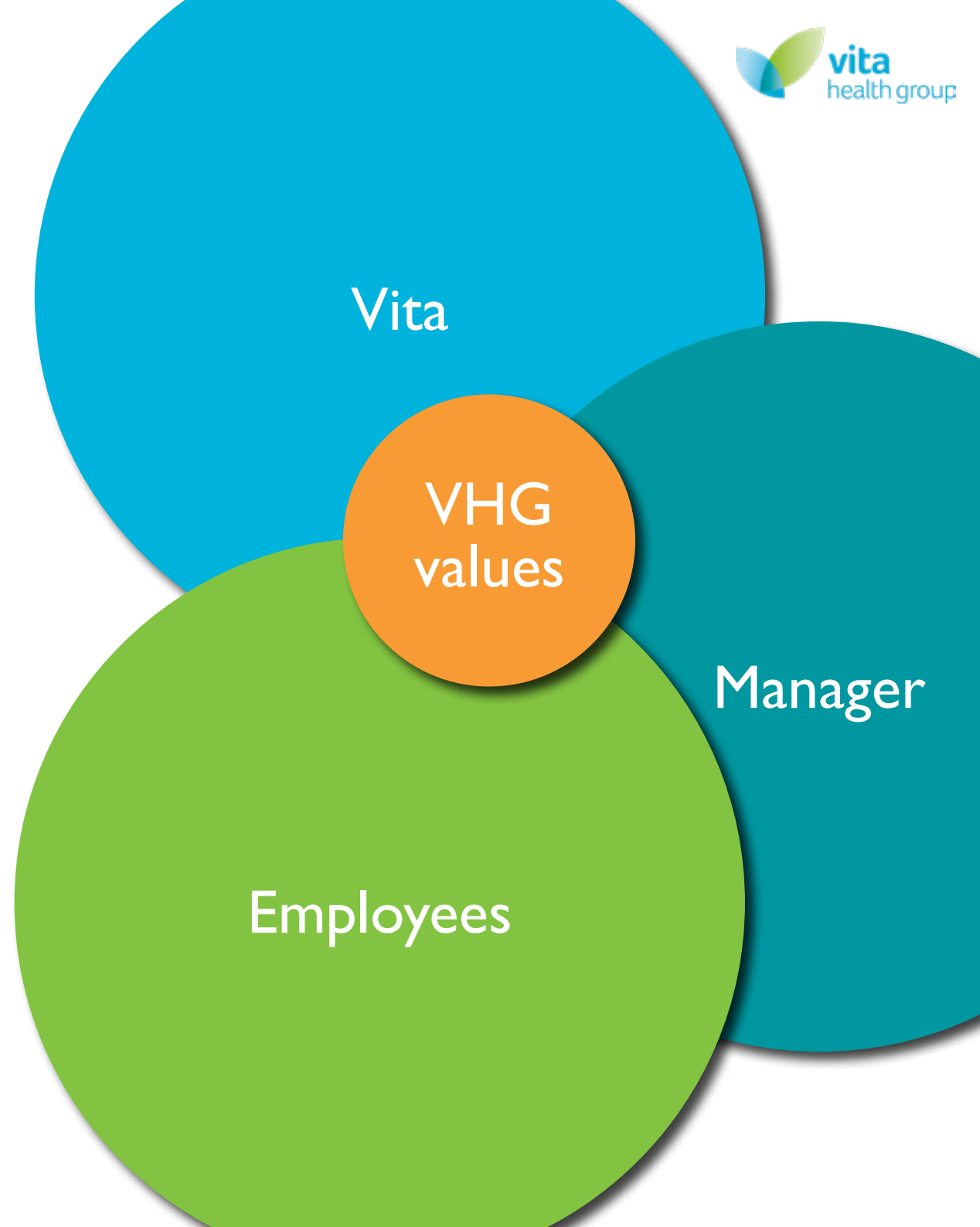
- We will be inclusive and diverse. Everyone will be celebrated for their uniqueness and the company will commit to uncovering people's potential and provide them appropriate opportunities. One size doesn't fit all so we will ensure people's professional and personal life can compliment each other and exist in harmony.

Manager:

- Our leaders and managers will lead by example and be competent and capable of providing the guidance, vision and support that every Vita employee needs and deserves. They will support and champion individuals and teams to speak up and will listen and respond accordingly. They will create a working environment that enables each and every team member to flourish and excel.

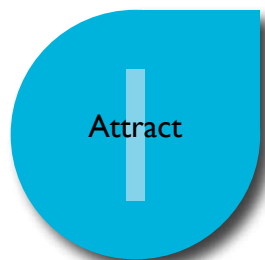
Employees:

- Employees and colleagues will be comfortable being themselves and feel they belong, enabling them to be passionate about the services they deliver.
- Everyone will be a leader. Whether that's leading a service, a department, a team, or just themselves. We will empower and support each other. The corridors (or Teams calls!) will echo with the sound of people being empowered to 'crack on'.
- People will smile and say 'I love my job' and everyone, whether they are a front line clinician or support staff, will feel a sense of purpose and understand how they and their role contributes towards 'making people better'. People will be celebrated for being unique and feel valued for what they bring to their role and the company as an individual.



Objectives Table

Aim	Objective	Aim / Key measure of success and impact
Attract	Build an employer brand and become an employer of choice	80% of our new appointments are hired within 8 weeks of their application date
	Extend our recruitment reach and ensure we are using the most appropriate platforms and fostering the right partnerships in order to capture as many quality and diverse candidates as possible.	Temps or locums to only be used where absolutely necessary
	Ensure we recruit so as to increase our diversity, including forming strategic partnerships with specialist companies	Ensure that as a minimum we are inline with national averages for under represented groups (as per gov.uk) but with an aim of exceeding where possible
	Create and foster an inclusive, diverse workforce where everyone is celebrated and welcomed	Employee survey results, EDS (Equality Delivery System) results and freedom to speak up guardian / EDI feedback
	Make roles at Vita accessible and attainable for all	All vacancies to be advertised internally (apart from exceptional strategic hires) with an aim to fill 10% of all vacancies through internal staff
	Have a competitive and attractive benefits package for all T & C's	Employee survey results
	Invest in and develop our employees	At least 1% of payroll budget to be allocated to L & D in 2022, increasing to 1.5% in 2023 and 2.5% in 2024
	Provide roles that have meaning and purpose	Employee survey results
	Recruit right people, right role, right time	80% of roles are not re-advertised within 12 months of being filled



Objectives Table

Aim	Objective	Aim / Key measure of success and impact
Develop / retain	Continuously monitor and improve our on-boarding to ensure the best start to employment at Vita	New joiner feedback actively sought after 10 weeks in post
	Continue to provide management training	70% of managers to attend management training within 3 months in post. 100% within 6 months
	Clear career paths	Minimum of 10% of vacancies filled internally per year
	Gold standard Performance, Wellbeing & Development (PWD) process, which focuses on both work and personal goals	100% of qualifying employees*
	Competitive T & C's	Employee survey results
	Aim for an acceptable level of employee turnover	24% or less of voluntary turnover
	Implement and continue to provide the Vita 'THRIVE' program	A minimum of 5% of staff of all levels / grades participating in the THRIVE program (bespoke VHG program)
	Competent and engaging management	A minimum of 5 CPD opportunities available per person each year
	A focus on employee engagement	Service Leads / Managers to focus on at least 4 of the employee engagement sections each year, to include clear action plans, deadlines and demonstrable outcomes

*not including those in probation or those out of the business for a period of time, e.g. maternity, sickness etc



Objectives Table

Aim	Objective	Aim / Key measure of success and impact
Excellence in leadership & management	Provide comprehensive training for all managers and leaders of the business	70% of managers to attend management training within 3 months in post 100% within 6 months, plus ongoing CPD opportunities
	Ensure managers are aware of their key responsibilities and able to carry them out	Management training, EDS (Equality Delivery System) and employee survey results
	Lead by example	Expect all Managers / Leaders to operate within the Vita values and demonstrate appropriate behaviours This will be monitored by the employee survey and EDS (Equality Delivery System) results, and Speak Up Guardian feedback
	Live our values and have the confidence to appropriately challenge those who do not	Employee survey results and Speak Up Guardian / Equality, Diversity and Inclusion (EDI) team feedback
	Mentor and coach employees (where appropriate and feasible)	A minimum of 5% of staff of all levels / grades participating in the THRIVE program (bespoke VHG program)
	Enable people to become leaders in their discipline	A minimum of 5 CPD opportunities available per person each year
	Maintain a focus on employee engagement and ensure it underpins all that we do	Service Leads / Managers to focus on at least 4 of the employee engagement sections each year, to include clear action plans, deadlines and demonstrable outcomes

Objectives Table

Aim	Objective	Aim / Key measure of success and impact
Inclusive, diverse & collaborative environment	Inclusive environment	All policies written in gender neutral and inclusive language EDI strategy to be rolled out 2022
	Representative workforce and Senior Leadership Team	Aim for a continuous increase of under represented groups appointments month on month Ensure that as a minimum we are inline with national averages for under represented groups (as per gov.uk) but with an aim of exceeding where possible Workforces should also be representative of the areas they work in
	Internal promotions and opportunities for under represented groups	The percentage of under represented groups who are shortlisted for opportunities / promotions should be, as a minimum, the same as the percentage of under-represented groups that we have within the Company
	Representative Senior Leadership Team	Aim for 50 / 50 split between male and female on the Senior Leadership Team Commit to interviewing at least one female for every appointment
	Apprenticeship scheme to include a focus on individuals who face barriers to employment to provide them with the opportunity to join Vita as an apprentice	Create and foster partnerships with relevant organisations to ensure those individuals are aware of our apprenticeship opportunities and have the opportunity to apply
	Everyone has a voice	Continue to provide various feedback platforms and to encourage the use of the Speak Up Guardians and employee survey
	Culture of acceptance and respect and consideration for differences	Specific EDI groups (Women, LGBTQIA+, Diverse ability, RMC's (Racially Minoritised Communities), plus more to follow) Employee survey results and Freedom to Speak Up Guardian feedback
	Fair progression opportunities for all	All opportunities to be advertised internally
	Listen to feedback	'You said, we did' Freedom to Speak Up Guardian feedback and employee survey results
	Respect differences and consider them when making decisions	EDI training and employee feedback

**Inclusive,
diverse &
collaborative
environment**

Shared Commitment

Vita will -

- Create and maintain an inclusive environment
- Encourage and celebrate diversity
- Challenge discrimination and inequality and demonstrate allyship
- Invest in our people
- Enable everyone to achieve their potential
- Keep employees / colleagues informed
- Provide our employees/colleagues with a voice and listen to them
- Engage with our employees / colleagues
- Wherever possible, involve our employees / colleagues in decision making
- Help employees / colleagues understand how they personally help Vita to achieve its goal of 'making people better'
- Treat our employees / colleagues with respect
- Hold our employees / colleagues accountable for themselves and the work they produce
- Provide opportunities to grow
- Continuously look for ways to improve all experiences at Vita
- Acknowledge and recognise our employees and colleagues achievements
- Maintain a safe working environment for all
- Celebrate successes

Managers will -

- Lead by example
- Treat every team member with respect and dignity
- Challenge discrimination and inequality and demonstrate allyship
- Hold the team and themselves accountable
- Set objectives that are realistic yet interesting and stretching
- Support and encourage team members
- Create an environment where people can flourish
- Lead in an inclusive and compassionate manner
- Encourage diversity within the team
- Wherever possible, include team members in decision making
- Communicate the right things at the right time and in the right way
- Ensure the team are fully up to date with key information
- Provide flexibility to ensure people's work and personal lives can exist in harmony
- Listen
- Ensure a safe working environment
- Conduct themselves in line with the company values
- Raise issues proactively and in a timely manner

Employees / Colleagues will -

- Be themselves
- Take responsibility for their performance and development
- Challenge discrimination and inequality and demonstrate allyship
- Be proud of what they deliver
- Provide feedback
- Contribute to setting goals and objectives
- Be accountable and responsive
- Ask for help when needed
- Keep themselves updated on matters that relate to their role
- Ensure they prioritise their own wellbeing
- Support each other
- Treat each other with dignity and respect
- Show consideration for the Health & Safety of themselves and others
- Conduct themselves in line with the company values
- Provide solutions, not problems, wherever possible
- Engage with the L & D opportunities made available
- Use their annual leave

Want to know more?

We have a team of specialists ready to discuss your requirements and provide a range of solutions that suit your strategy, objectives and budget.

You can get in touch at:

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