

Board of Directors
Item 3.3

Subject: People Strategy
Date of meeting: 26th April 2023
Presented by: Karen Nightingall, Chief People Officer
Purpose: For Assurance

BAF Reference	Impact on BAF
BAF4, BAF5, BAF6	To provide assurance on progress against the actions within the People strategy as reflected in the BAF risks.

Level of assurance (please tick one)

To be used when the content of the report provides evidence of assurance

<input checked="" type="checkbox"/>	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls
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1. Executive Summary

This paper provides the Board of Directors with assurance on delivery and progress of LHCH People Strategy 2022-2025 providing key highlights. The Board of Directors is asked to note the update along with assurance through the People Committee that all actions are on track.

2. Our approach

LHCH People Strategy was created to compliment the trust's strategic objectives, integrating company culture and values.

To do this effectively, the HR, Learning & Development Team continue to extensively engage with key stakeholders to ensure LHCH has a workforce that is both fit for purpose and fit for the future to look after our people, patients, partnerships and populations.

3. Progress Highlights

LHCH 2022 staff survey results presented positive employee experience results.

- 69% response rate compared to NHS average of 46%, an increase of 8% increase from 2021
- We are 1st in the country for 'a place to work' & 'staff engagement'
- We are 1st in 8 out of 9* of the People Promise elements & themes, benchmarked against 'Acute Specialist Trusts'.

Please see below progress highlights for the four identified key areas of focus.

3.1 Recruitment & Retention

The Recruitment team continue to partner with LHCH management and leadership teams to ensure recruitment & retention levels effectively support service delivery. Please see below activities that have taken place since the previous progress update.

- Nurse Recruitment Day took place in February and Theatres Recruitment Day took place in March 2023 to ensure we continue to grow our skilled workforce and have a pipeline of talent.
- Voluntary turnover currently lowest figure in 7 months as of February 2023.
- Retention meeting with managers have been taking place, with reasons why staff are leaving the Trust discussed
- Stay Conversations booked through April and May for people who have been at LHCH for 20+ years to create a profile of why staff enjoy working at LHCH.
- Rise in entry point band 2 salary in line with Minimum Wage until pay award is approved.
- Pension changes for Retire and Returns – Communicated across Trust
- Pension information sessions arranged with Affinity to support staff in pension and retirement decisions
- Health Roster Loop App went live in February 2023 – Allowing staff easier access to request annual leave and view their roster
- HR Robotic Automated Process currently being developed with the leavers process and Pay Progression being the first to be created.

3.2 Learning & Development

Good progress has been made against the strategy, please note, some learnings and projects were paused due to the impact of the strikes.

- Supporting Director of Medical Education to address issues raised in 2022 GMC Survey, including reviewing ways to better support and improve junior doctor's experience.
- External leadership coaching provided to attendees of influence & impact program and other senior team members to support with their career development and wellbeing.
- 'Scope for growth' - roll out of LHCH Talent Management framework has commenced, initially to Band 7 and above colleagues.
- Development of MSc in Cardiothoracic Practice – proposal to Edge Hill University Programme Board in April. New heart failure module under development.
- Following a review of corporate induction there have been amendments to the schedule to improve the experience for new colleagues and capacity has increased to two inductions per month.
- A new induction program for newly appointed managers and managers new to the trust was launched in March 2023.
- The OD team are in the process of acquiring and developing a trust wide mentoring platform that will provide skills development aspirations for all colleagues and further support the clinical mentoring program for newly appointed and recruited Band 7s and 8a's as part of the Ockenden Review.
- Continue to host Leadership Academy's Mary Seacole Local Programme for Cheshire & Merseyside with two further cohorts planned for this year. A request has also been received to host a cohort from Southwest DALs programme (Developing Aspirant Leaders for ethnic minorities nurses and midwives) to be considered as a potential additional income stream.
- Feedback received from 'World café' events and trust wide survey regarding current appraisal system has been evaluated and recommendations for improvement are being finalised.
- Supporting unit areas with Cultural and Civility best practice sessions.
- Working towards NHS England National Preceptorship Quality Mark for our preceptorship programme. This requires some minor amendments to preceptorship policy.
- Practice Education ongoing with improvements noted in clinical competency compliance and support for international nurses and multi-professional students.

3.3 Culture & Wellbeing

The Health & Wellbeing (HWB) of our people remains a key focus for the Trust and the strategic objectives set remain on track:

▪ Financial Wellbeing

- Conducted a financial wellbeing survey to help us design a support offer that staff find useful and helpful.
- Below are some key data insights:
 - o Bands 5, 6 & 7 made up most participants to this survey
 - o Nursing, admin & clerical made up 65.4% of participants
 - o 81% are living pay day to pay day
 - o 83.7% feel worried or overwhelmingly worried about their present financial condition
 - o 66.7% are dissatisfied or somewhat dissatisfied with their present financial situation
 - o 52.9% stated their current financial situation was causing them high or overwhelming stress
 - o 69.3% have little or no confidence they could find £1000 for emergency costs
- Based on insights collated from 153 participants, mostly white females, we have now created a dedicated financial wellbeing page on the staff intranet to improve support accessibility and shared this through communications channels, we have also ordered fridge/freezers for staff to bring in food from home and batch cook.
- A dedicated financial workshop to provide support with benefits, savings, resources available plus a Q&A has been scheduled with Cheshire & Merseyside Resilience Hub 18 April 2023.

▪ HWB events

- April is 'stress awareness month', we have shared the 'wellbeing mind plan quiz' **Your mind plan** (www.nhs.uk), provided 30-day stress management challenge, 'my whole self MOT', wellbeing walkabouts and listening rooms for international nurses.
- Impactful drama-based learning provided to staff to highlight the impact of incivility on staff and patients, also highlighted the importance of equality, diversity, inclusion & belonging.
- Initial collaboration meeting scheduled with LHCH, Broadgreen and MerseyCare to improve offer.
- Learning to master your breathwork 3-part series to regulate emotions and enhance wellbeing.
- Equipment for onsite yoga, mindfulness and boxing classes on the lawn have been purchased.

▪ Psychological support

- LHCH have signed a pledge to agree to multiple commitments towards preventing health inequalities. A big piece of this work, and one of the commitments is 'Prevention Concordat for Better Mental Health'. We have significantly enhanced psychological support and are working towards receiving a kite mark to demonstrate our commitment.

▪ New LHCH public website & intranet coming in 2023

- Appointed developer following rigorous selection process
- Ensured a diverse working group was appointed on the panel and wider trust engagement activities have commenced to collate recommendations and ideas to be considered in the design and development stage to improve patient, visitor, and staff user experience.

▪ Culture improvement

- Activities now scheduled for high-pressured clinical areas to address challenges.
- May clinical audit day is dedicated to workplace culture improvement. In partnership with Director of Medical Education we have organised workshops to improve civility, kindness and belonging.
 - o Drama based company Aftathought to present the impact of incivility.
 - o Expert speaker Roopa McCrossan, Consultant Anaesthetist, and civility lead at South Tees Hospitals to discuss how to improve workplace culture in clinical and medical environments.
 - o OD team to host social & communication styles session

3.4 Equality, Diversity, Inclusion & Belonging (EDIB)

A comprehensive progress update against the EDIB action plan was provided to the Board in February 2023. Therefore, this update will provide a high-level summary of key EDIB activity and an outline of the future focus moving into Q1.

- The Gender Pay Gap Report was presented to Board in March 2023 and published in line with our statutory and legal requirements.
- The plans to launch a skills booster platform was approved with an implementation planned for May 2023. Skills Boosters provides video-based training designed to address meaningful workplace challenges in all areas of EDIB and will enhance our learning offer and make training more accessible.
- A communication plan was developed to help supporting staff and managers during Ramadan
- A range of listening Rooms for our international and ethnic minority staff have been planned across April and May. These sessions are intended to provide a safe space for colleagues to share their lived experiences and give feedback on our WRES results in order make continuous improvement. The feedback will help inform the actions for the Year 2 operational EDIB action plan

EDIB continues to remain a priority. An EDIB Annual Report will be presented to the Board in May which will include a review of progress against our EDIB action plan, including a summary of our Staff Survey WRES and WDES results. In addition, Public Sector organisations are required to publish information annually on how they are complying with the equality duty, and it is recommended that NHS authorities publish their PSED report in quarter 1 of the new financial year. This report is being prioritised to meet the requirement and will be presented to the Board before publication before the end of the June 2023.

4. Conclusion

In conclusion, the Board of Directors are asked to review this paper and supporting documentation, ***'Appendix 1 – LHCH financial wellbeing staff survey results'***.

We look forward to continuing providing Board of Directors with regular updates and further assurance regarding the strategy and supportive initiatives implemented to help the trust achieve its workforce objectives.