

# 2021 People Plan

Our response to the NHS People Plan



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# Foreword

A very warm welcome to **'2021 People Plan'**, our response to 'We are the NHS' The National NHS People Plan and Strategy, which was launched in the summer of 2020.

At Liverpool Heart and Chest, we are rightly proud of the **excellent care** we provide to our patients. We have some of the best staff across the globe working right here, in Liverpool, providing wonderful services to our patients and families.

We care deeply about our people; the fantastic staff, volunteers and partners who together make up 'Team LHCH'. The commitment, dedication and constant striving for excellence we show every day supports our **vision to be the best** - Leading and delivering outstanding heart and chest care and research.

The arrival of COVID-19 acted as a springboard, bringing about an incredible scale and pace of transformation, and highlighting the enormous contribution of Team LHCH and the NHS as a whole. We must build on this momentum and continue to transform – keeping our people at the heart of all we do.

In 2020, we revised our value framework to **'IMPACT'** to recognise the importance of driving the Inclusion and Diversity agenda as well as supporting our staff to make a difference to the lives of our patients, staff and the partners we work with.



Through consultation with our people we have set **four key priorities** we want to achieve this year as part of our people strategy which we believe will have the biggest impact on improving staff experience.

We look forward to introducing them to you in this **2021 People Plan**.

  
**Neil Large**  
 Chair

  
**Jane Tomkinson**  
 Chief Executive



# Introduction

## Coping under Crisis

## NHS resilience during the Covid-19 pandemic

### The National NHS Landscape since the Covid-19 Pandemic

Our NHS people have been under increasing pressure since the response to Covid-19 began, and there will be further challenges ahead. Workload remains a pressing concern and we have all been reminded how critical it is to look after our people – and that we need to do more.

To address this now, and for the future, the NHS and LHCH specifically needs **more people, working differently, in a compassionate and inclusive culture:**

This plan sets out four national priorities that LHCH wish to fully support:

- **Looking after our people** – with quality health and wellbeing support for everyone
- **Improve belonging in the NHS** – with a particular focus on inclusion and a zero tolerance on discrimination
- **New ways of working** – promoting innovation, much of it led by our NHS people
- **Growing for the future** – how we recruit, retain and develop our people, and welcome back colleagues who want to return

### The NHS People Promise

This is a promise we must all make to each other – to work together to improve the experience of working in the NHS for everyone. The themes and words that make up Our People Promise have come from those who work in the NHS.

The descriptions in Our People Promise are what we should all be able to say about working in the NHS, by 2024. We must pledge as colleagues, line managers employers and central bodies to work together to make these ambitions a reality for all of us, within the next four years.



# Links to our 5 year strategy

## Patients, Partnerships & Populations

LHCH produced its new five year strategy in 2020 – *Patients, Partnerships & Populations*.

The strategy was developed in partnership with all our clinical and corporate teams both internal and external to the organisation and reflects upon the role and ambitions of the organisation as well as the changing needs of our patients, partners and populations.

Our commitment to continuously develop and support our people is a central priority as highlighted in our strategic objectives as below.

1. Delivering world class care
2. Advancing quality and innovation
3. Increasing value
4. Developing people
5. Leading through collaboration
6. Improving our population health

We believe that making LHCH the best place to work in the NHS will ensure our patients will continue to receive outstanding care delivered by an engaged, dedicated and highly skilled workforce.

The response to the people plan will underpin our LHCH strategy of “Developing People” and over the next 5 years we will work to:

- **Look after our people** – by supporting the health, physical and mental wellbeing of Team LHCH
- **Belonging in the NHS** - Make LHCH the best place to work for everyone and promote organisational and cultural leadership
- **Encourage new ways of working** and delivering care that develop skills in support of continuous improvement
- **Grow for the future** with a development strategy that supports our current and future workforce



# Our Values

To support the Trust's vision we have developed the following value based approach

Our IMPACT is:



## INCLUSIVE

We will create an environment where everyone is treated with dignity and respect and where the talents and skills of different groups are valued



## MAKE A DIFFERENCE

We will ensure that what we do contributes to providing outstanding care for our patients



## PEOPLE CENTRED

Value each person as an individual – our patients, their families, each other and our communities



## ACCOUNTABILITY

Every member of staff takes personal responsibility for the services they provide, taking pride in the work they do



## CONTINUOUS IMPROVEMENT

We will deliver the best service for our patients through continuously improving what we do and how we do it



## TEAMWORK

We work together as one whole team to achieve our vision 'To Be The Best'

# 1. Looking after our people

## We will put the health and wellbeing of our people at the heart of what we do

**Team LHCH** has achieved extraordinary things for our patients, but safety and health and wellbeing matter just as much for **our people**. If we don't look after ourselves, and each other, we cannot deliver excellent, compassionate and safe care. COVID-19 has spurred the NHS on to put much greater focus on this, which we must continue and build on.

The pandemic has already had a significant physical, mental and psychological impact on our people – and this will continue for some time to come. Many people are tired and in need of rest and respite. Evidence tells us that those in caring roles often wait until they are very unwell before raising their hand. So we must all encourage each other to seek help – and seek it as soon as it is needed. Leaders, teams and employers must keep offering people support to stay well at work, and keep offering it consistently, across teams, organisations and sectors.

### What we have achieved so far:

- We have invested in our facilities including a new staff hub and coffee shop
- We have improved our health and wellbeing support with a variety of online support services and additional face to face psychological and counselling support
- We have ensured our people are protected by facilitating risk assessments across all staff groups
- We have kept our people safe by developing a robust fit testing programme and ensuring we have the PPE we need to deliver care
- We have established multiple pathways for staff to speak up and we have appointed a new Freedom to Speak Up Guardian
- Development of agile working – helping people work from home and improving flexible working opportunities
- We have invested in resilience, mental health first aiders training, and coaching support
- We enhanced food provision during the height of the pandemic
- Free staff parking for the duration of the pandemic

### Keeping our staff safe during Covid-19

- The importance of listening and then acting together
- Our regular Gold, Silver and Bronze Command Meetings ensured our people had a platform to discuss their worries and agree what we needed to do to keep our patients and staff safe
- By working together we were able to introduce quick plans to ensure rapid fit testing and access to PPE
- LHCH was also one of the first hospitals in the North West to offer staff testing for Covid-19 and then again to provide index testing
- We do this by working together, listening to and respecting each other's needs



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As a good employer, it is our moral imperative to make sure our people have the practical and emotional support they need to do their jobs. We must build on the support given during the Covid-19 response; these interventions helped our people feel more valued and supported so we must make sure these continue and our people continue to feel this way.

## 1) Extend our Health and Wellbeing Offer

- Increase access to psychological and counselling support to all our people who need it
- Supporting managers to undertake regular health and wellbeing conversations with their teams starting at induction
- Include a range of financial wellbeing support offers within our wellbeing package

- We plan to undertake a full study of how the organisation and its people have been responding to the unprecedented pressure and strain brought about by the Covid-19 pandemic
- The study will include running focus groups across a diverse cross section of our people with support from national leaders in psychological care and resilience. The aim will be to improve the health and wellbeing of all our people

Our aim is to become a modern and model employer, so building on the flexible working changes that are emerging through Covid-19 is crucial for retaining the talent that we have. In order to achieve this we will:

- We are open to considering flexible options for all job opportunities at the point of advertising
- Ensure support for and role modeling of flexible working at a senior level
- Promote flexible working in standard induction conversations for new starters, in wellbeing conversations and in annual appraisals
- We will adopt a flexible approach to our corporate induction process including the support we provide to junior doctors





# 2. Belonging in the NHS

## We will embrace diversity and inclusion for all

The NHS was established on the principles of social justice and equity and it has never been more important for our leaders to take action and create an organisational culture where everyone feels they belong. We have already made great progress with this agenda and developing a culture of belonging and trust.

### What we have achieved so far:

- We successfully applied to be a part of the 2020 cohort of the NHS Employers Diversity & Inclusion Partners Programme, which supports participating health and social care organisations to progress and develop their equality performance and build an inclusive culture
- We have been re-accredited as a Disability Confident Employer, demonstrating our commitment to successfully employing and retaining disabled people and those with long term health conditions
- Over 800 of our people supported the launch of the NHS Rainbow Badge Scheme, an initiative designed to enable people to demonstrate that they are aware of the issues that LGBT+ people can face and make a positive difference by promoting a message of inclusion
- We delivered a series of inclusion events with keynote speakers helping promote awareness and education of the inclusion agenda. These were followed by equality and inclusion focus groups, led by the Chief Executive, to understand the experiences of our people of ethnic minority groups in regard to progression and development opportunities
- We have established a staff carers forum, which meets monthly and has more than 90 staff registered. We self assessed as Carer Confident Active level 1 and have been actively working towards level 2
- We completed our 2020 Workforce Race Equality / Disability Standard (WRES/WDES) submissions and Equality Delivery System 2 (EDS2) review, designed to help improve the working environment and experience of our people from ethnic minorities



### Project Search

In October 2020 we welcomed a cohort of five students from Project Search.

Our new students, who have a range of learning disabilities, will be supported to work in a range of placements including:

- Estates
- Portering
- Administration
- Hygiene services

# 2. Belonging in the NHS

## We will embrace diversity and inclusion for all

We must continue our efforts to make the culture of the Team LHCH universally understanding, kind and inclusive. Whilst the covid 19 pandemic has more than ever brought out the very best in our leaders – with compassionate and inclusive leadership behaviors coming to the fore, the treatment of our colleagues from minority groups falls short far too often. Not addressing this limits our collective potential so we are resolute in our intent to understand, encourage and celebrate diversity in all its forms.

## What we want to achieve this year

### 1) Recruitment and promotion of a diverse workforce that reflects the communities we serve. We will:

- Complete a full review of our recruitment and promotion procedures to ensure we recruit a workforce that reflects the communities we serve
- Improve the candidate journey and ensure we are an inclusive employer
- Support leadership development for colleagues within minority groups to support achievement of model employer goals

### 2) We will develop and deliver our leadership training to focus on inclusivity, civility, and compassionate leadership. We will:

- Launch our new leadership development offer
- Ensure managers are supported in the understanding and application of HR policy with a focus on ensuring inclusion and diversity



# 3. New ways of working and delivering care

**We will support teams in delivering flexible workforce models through integrated workforce planning, partnership working and increased utilisation of the digital platform**

**What we have achieved so far:**

## **Development of the 'Buddy Nurse' Model in Critical Care**

- During the first wave on the pandemic we reviewed the staffing ratios in critical care to ensure there were enough staff in place to respond to the unprecedented demand for these skills
- We responded in identifying a range of staff with previous critical care experience in the Trust and implemented a rapid retraining programme for ensure skills were up to date
- This allowed us to implement a new role of 'buddy nurse' in critical care who worked closely alongside experienced critical care staff thus allowing LHCH to increase its critical care bed capacity

## **Microsoft Teams**

- More than 500 people at LHCH regularly use Microsoft Teams as part of their routine working day. This has changed the way we run meetings, deliver training and manage the recruitment process
- During the pandemic more than 300 people were supported to work from home. Risk assessments were completed with staff to ensure they were supported in this new change

## **Mary Seacole Online - an LHCH first**

- LHCH are Cheshire & Merseyside's host organisation for NHS Leadership Academy's Mary Seacole Local Programme. In October, 2020 we were the first to facilitate a virtual workshop via MS Teams for internal and external new leaders

## **Upskilling of the HCA workforce**

- We undertook a review of the HCA workforce to ensure their role profile and job description truly reflected the contribution they make to the care of our patients every day. The review has enabled a high percentage of our HCA workforce to develop into new Band 3 HCA roles

## **Welcoming students to Team LHCH**

During COVID initial Pandemic Education The Recruitment Team worked together with the Education Team to enable the deployment of 40 nursing students into B3 and B4 roles across the LHCH footprint.

The recruitment turnaround for the students from HEE data upload to bespoke induction was 3 days. During their deployed placement all students were offered access to LHCH virtual learning and face to face sessions to support their resilience, leadership development and competency assessments.

Engagement sessions were held with the Head of Nursing midway through the placement to ensure appropriate support was being offered, and Celebration Event to say 'Thank You' was held 31<sup>st</sup> July.

The students stepped up to be valued members of Team LHCH and in return LHCH gave support and learning.



# 3. New ways of working and delivering care

**We will support teams in delivering flexible workforce models through integrated workforce planning, partnership working and increased utilisation of the digital platform**

The challenge of COVID-19 has compelled LHCH to make the best use of our people's skills and experience, to provide the best possible patient care. People have risen to the challenge and have been flexible and adaptable – with many colleagues rapidly brought into services outside their normal scope of practice, and new teams created around people's experience and capabilities rather than traditional roles.

There is an increasing need to ensure we have a real time, comprehensive information to monitor key workforce indicators. In 2021 we will launch a new dashboard to ensure we can effectively measure our progress in delivering on this significant agenda, and the impact this is having on our people.

## **What we want to achieve this year:**

### **1) We will increase opportunities for staff to upskill and move into new roles**

- In response to the covid pandemic and reconfiguration of wards and departments, our people are now looking after new groups of patients. As a response, we will develop a **new cardiothoracic skills module** accredited by Edge Hill University. The module will become part of the wider post graduate certificate in cardiothoracic care (masters level)

### **2) We will champion digital enhanced learning and increase our online CPD offer**

- We plan to introduce new online CPD training for our people to extend their knowledge and skills
- This includes roll out of Health Education England's e-learning for Healthcare Programme which will be launched to support learning during COVID-19

### **3) We will improve our work experience and volunteering strategy to promote future NHS careers**

- We will develop new and wider roles for volunteers and provide work experience opportunities for people as a gateway to starting new careers in the NHS
- We will create stronger partnerships with local schools and colleges



# 4. Growing for the future

**We will attract and retain the best talent by developing career pathways for new recruits and by harnessing the talent of our people**

## **What we have achieved so far:**

Significant workforce reviews were commenced in 2020 with a plan to deliver a workforce that fully meets the needs of our patients. This included a review of working practices and commitment to further extend services into seven day working. The changes have helped us shape a better understanding of workforce needs including review of skill mix and the designing of new roles and opportunities.

### **Year on year growth in the number of apprenticeships**

- We have increased the numbers and expanded the range of programmes including building services, engineering, healthcare sciences and level 7 leadership programmes

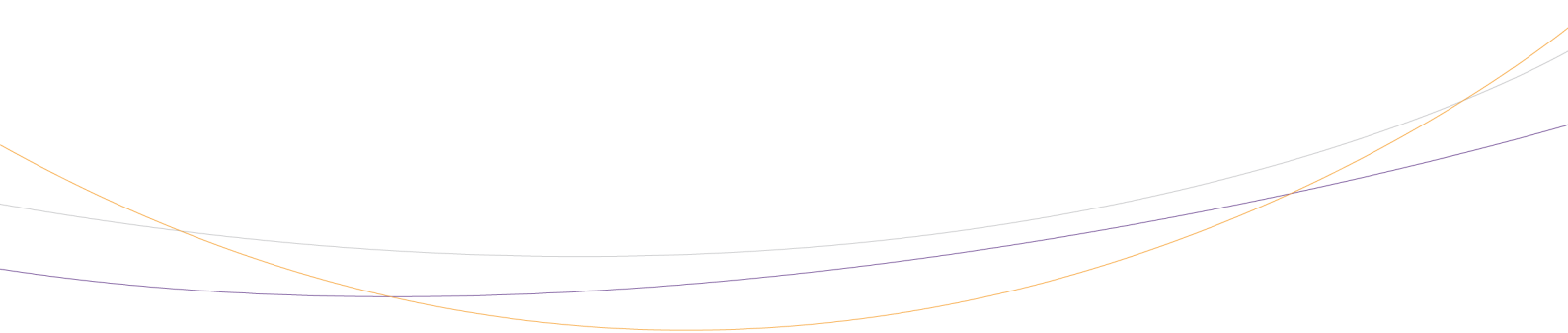
### **Progression Pathways for Nursing and AHP Support Staff**

- In 2020, we have developed plans to increase the progression opportunities for nursing and AHP healthcare support workers. This includes introducing the new healthcare apprentice role and extending our placements to nursing associate, assistant practitioner and top up degree programmes

### **Increased access to students from all professions**

- In 2020, we increased the number of placement opportunities for student nurses by 20% and offered a new third year placement for medical students. Both have received excellent evaluations to date

### **Newly Designed Roles**

- Working through the pandemic, LHCH has learned the true value and worth of our people. There was high support for staff relocating to other departments to support the wider team in caring for our patients. We created new teams including the Patient and Family Support Team and the Staff Testing Team
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# 4. Growing for the future

**We will attract and retain the best talent by developing career pathways for new recruits and by harnessing the talent of our people**

**What we want to achieve this year:**

The NHS is experiencing significant and high-profile public support. We must build on this urgently, to recruit across our workforce, maximise participation and reverse the trend of early retirement. There is much more to be done to address the gaps in our workforce across various roles, professional groups and geographies. But if we are to address the pressures of workload and deliver the care patients need, we cannot delay in identifying what we need to do to grow our workforce.

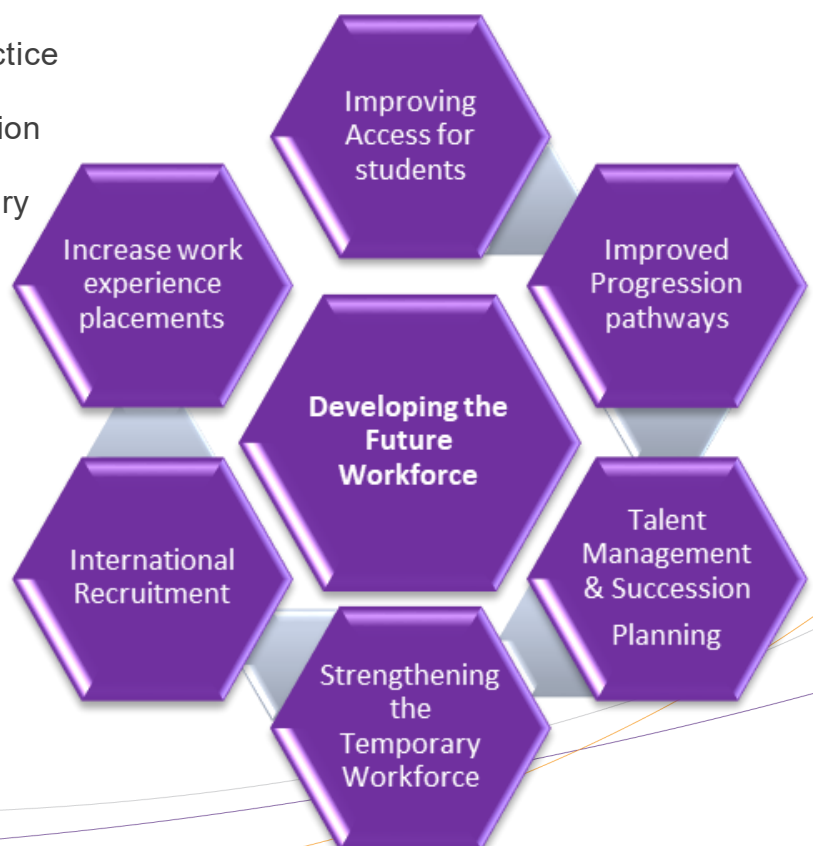
## **1) We will increase the number of apprenticeships and training places in shortage professions**

- We will increase the number of apprenticeships by at least 20%
- We will grow the number of cadetship places offered across all nursing and AHP departments by 20%. All cadets will auto enroll onto the LHCH bank following their first year on placement
- We will increase our level of traineeship / kick start positions by 50%

## **2) We will improve our recruitment and retention strategy by attracting and retaining the best national and international talent**

**This will include:**

- Undertaking a full review of our recruitment processes
- Reviewing if roles can be delivered flexibly to better support education and development pathways
- Develop roles which support return to practice
- Launching a new international recruitment programme for nursing, leading collaboration across all hospitals in Merseyside
- We will undertake a review of our temporary staffing processes, including our Nursing and Administration bank







# Action Plan 2021





# 2021 People Plan

Looking after our People		
What we want to achieve	How we'll achieve it	When will this be achieved
1) <b>Extend our Health and Wellbeing Offer and apply for the wellbeing charter</b>	<ul style="list-style-type: none"> <li>• Increase access to psychological and counselling support to all our people who need it</li> <li>• Support managers to undertake regular health and wellbeing conversations with their teams, starting at induction</li> <li>• Include a range of financial wellbeing support offers within our wellbeing package</li> </ul>	<b>July 2021</b>
2) <b>Strengthen the resilience of our people and the organisation</b>	<ul style="list-style-type: none"> <li>• Complete a full resilience study of representative staff across the organisation</li> <li>• Undertake a consultation to identify what measures help staff improve resilience</li> <li>• Revise our learning and support offers based on staff feedback</li> </ul>	<b>December 2021</b>
3) <b>We will commit to flexible working by reviewing our policies and procedures</b>	<ul style="list-style-type: none"> <li>• Review potential of flexibility for all future jobs at the point of advertising</li> <li>• Ensure support for and role modeling of flexible working is evident at a senior level</li> <li>• Promote flexible working in standard induction conversation for new starters</li> <li>• Include flexible working when undertaking manager led wellbeing conversations and as part of appraisal</li> </ul>	<b>April 2021</b>

# 2021 People Plan

Belonging in the NHS		
What we want to achieve	How we'll achieve it	When will this be achieved
1) <b>Recruitment and promotion of a diverse workforce that reflects the communities we serve</b>	<ul style="list-style-type: none"><li>• Complete a full review of our recruitment and promotion procedures to ensure we recruit a workforce that reflects the communities we serve</li><li>• Improve the candidate journey and ensure we are an inclusive employer</li><li>• Support leadership development for colleagues within minority groups to support achievement of model employer goals</li></ul>	<b>December 2021</b>
2) <b>We will develop and deliver leadership training to focus on inclusivity, civility, and compassionate leadership</b>	<ul style="list-style-type: none"><li>• Launch our new leadership development offer</li><li>• Ensure managers are supported in the understanding and application of HR policy with a focus on ensuring inclusion and diversity</li></ul>	<b>June 2021</b>



# 2021 People Plan

New ways of working and delivering care		
What we want to achieve	How we'll achieve it	When will this be achieved
1) <b>We will increase opportunities for staff to upskill and move into new roles</b>	<ul style="list-style-type: none"> <li>Develop new cardiothoracic skills module as part of the Edge Hill accredited postgraduate certificate in cardiothoracic care</li> <li>Ensure staff acting as support to Critical Care maintain their core knowledge and skill set</li> </ul>	<b>April 2021</b>
2) <b>We will champion digital enhanced learning and increase our online CPD offer</b>	<ul style="list-style-type: none"> <li>Introduce new CPD opportunities for our people to extend their knowledge and skills that make use of advanced digital technology and virtual learning</li> <li>Roll out Health Education England's e-learning programme which was developed in response to learning from the covid-19 pandemic</li> <li>Review existing CPD portfolio to deliver blended learning programmes which incorporate both face to face and virtual learning</li> </ul>	<b>June 2021</b>
3) <b>We will review improve our work experience and volunteer strategy to promote future NHS careers</b>	<ul style="list-style-type: none"> <li>Develop new and wider roles for volunteers and provide work experience opportunities for people as a gateway to starting new careers in the NHS</li> <li>Create stronger partnerships with local schools and colleges by improving involvement at careers events</li> </ul>	<b>September 2021</b>

# 2021 People Plan

Growing for the future		
What we want to achieve	How we'll achieve it	When will this be achieved
1) <b>We will increase the number of apprenticeships and training places in shortage professions</b>	<ul style="list-style-type: none"> <li>• Increase the number of apprenticeships by at least 20%</li> <li>• Grow the number of cadetship places offered across all nursing and AHP departments</li> <li>• Auto enroll all cadets onto the LHCH bank following their first year on placement</li> <li>• Increase our level of traineeship positions by over 50%</li> </ul>	<b>December 2021</b>
2) <b>We will improve our recruitment and retention strategy by attracting and retaining the best national and international talent</b>	<ul style="list-style-type: none"> <li>• Undertake a full review of our recruitment processes</li> <li>• Promote education and development pathways to support staff progression</li> <li>• Support people to return to practice</li> <li>• Launch a new international recruitment programme for nursing, leading a new collaborative across all hospitals in Merseyside</li> </ul>	<b>October 2021</b>





# Team LHCH at its best

Our Response to the NHS People Plan

