



Team LHCH at its best

2017 - 2020

Inspected and rated

Outstanding ★



At Liverpool Heart and Chest Hospital, our Team LHCH Strategy for 2017-2020, clearly articulates that the core strength of our Trust is our people and by working together as **'Team LHCH'**, we can ensure the continued delivery of outstanding quality care.

Attracting the best staff, governors and volunteers to be part of the Trust will assist us in delivering our vision **'to be the best - leading and delivering outstanding heart and chest care and research'** and in ensuring we provide a consistent excellent experience for patients, carers and staff. Investing in all our staff across the organisation and professions will ensure we create a truly outstanding place to work and receive treatment.

Background

With the NHS England Five Year Forward View outlining the blueprint for the NHS over the next five years, the 'viable options for sustaining and improving the NHS' requires NHS trusts to consider new models of care and new ways of thinking about how care is provided to meet their patients and their family's needs.

However the Five Year Forward View Vision for the NHS will not become a reality at a national or local level unless we have the right workforce, with the right numbers, skills, values and behaviours to deliver it.

Within this context, there is increased demand on a defined and specialised workforce across the system. Recognising the time commitment involved in training and developing experienced and qualified staff, attracting, recruiting and retaining staff will be a key objective of LHCH in common with all NHS Trusts.

In light of the vision for the NHS and other national drivers including the Carter recommendations, there is an increasing emphasis on partnership working across our local health community. As a specialist provider within this changing market place, it is essential that we have a workforce that is able to adapt to our wider environment, and able to work across boundaries to secure our place as the network leader for cardiothoracic services across Cheshire and Merseyside.

Delivering Our Team LHCH Strategy

An annual implementation plan will be developed with specific measures and assurance provided to the People Committee against key deliverables.

The workforce team will be aligned to assist our staff in delivering their objectives in relation to Team LHCH.

The workforce team will continually strive to ensure we get the basics right across all the services we deliver and offer timely support, communication, guidance and training to leaders and managers across the Trust. All underpinned with a focus on equality and inclusion.

Excellence in Compassionate and Collective Leadership

We will:

- Ensure all our leaders and managers are aware of their key responsibilities and have the capacity to fulfil them
- Ensure our leaders are advocates of our values and behaviours and challenge when values are not being adhered to
- Provide appropriate induction and development
- Develop our staff to become leaders in their own disciplines
- Collaborate and learn from national, international and other system-wide approaches
- Ensure strong talent management and succession planning



Staff Engagement Cycle

Our Staff Engagement Cycle supports the overall delivery of our Team LHCH Strategy.

It recognises that success is built upon our people and evidence demonstrates that high levels of engagement lead to better outcomes and better use of resources for patients, carers and the families we serve.

The cycle provides a visual message to staff of the Trust's commitment to continued meaningful engagement in a diverse, inclusive and planned approach.

The LHCH Values and Behaviours

The delivery of our Team LHCH Strategy will be underpinned by our Trust Values and Behaviours.




Our PACT will be delivered through the behaviours that have been identified by staff for staff at all levels.

These behaviours are detailed under the following headings that make up Our PACT:

- Patient and Family Centred Care
- Accountability
- Continuous Improvement
- Teamwork



Team LHCH 2017 - 2020

Strategic Aim	Strategic Objective	Key Measures of Success and Impact
<p>Attract</p> <p>Recruiting the best staff is a key driver to delivering our vision</p> 	<p>To attract the best staff we will:</p> <ul style="list-style-type: none"> • Attract, develop and retain the best people through effective recruitment and other working policies, systems and processes and by creating well designed meaningful jobs • Reduce our reliance on bank and agency resource in order to ensure the provision of consistent high quality and safe healthcare • Develop workforce planning, capacity management, new roles and innovative ways of working in order to deliver appropriate, efficient, safe and effective care in different ways and different settings, 7 days a week 	<p>Key measures:</p> <ul style="list-style-type: none"> • Vast majority of posts filled first time with the right calibre of staff • Increase the diversity profile of applicants in line with our E&I Strategy • Applicant profile demonstrating increased diversity, national and international reach • Reduction in key workforce KPIs
<p>Develop</p> <p>Support and develop our staff to fulfil their potential, meet career aspirations and provide the best quality care</p> 	<p>To develop our staff we will:</p> <ul style="list-style-type: none"> • Develop a well led workforce with the right leadership behaviours and management skills to enable Team LHCH to deliver • Enable succession planning and talent management across the organisation, supporting individual accountability • Support our people managers to ensure that they are supported and equipped to deliver the aims of our Team LHCH Strategy • Provide access to the right education and development opportunities for all our staff to achieve their maximum potential in their roles • Ensure that all individuals are supported to adhere to their professional standards • Strengthen our partnership working • Support effective organisational change to deliver our goals and ensure our services are sustainable • Ensure a strong focus on delivering the Trust values and behaviours and equality and inclusion in all that we do 	<p>Key measures:</p> <ul style="list-style-type: none"> • Improvement in the quality and completion of appraisals • Increase the number of high performing staff promoted and recognised internally • Improve the number of learning opportunities available and undertaken • Positive evaluation of organisational change • Staff understand their role and what's expected of them
<p>Retain</p> <p>Reward our staff through recognising their contribution to the delivery of outstanding quality care and ensuring a healthy working environment</p> 	<p>To retain our staff we will:</p> <ul style="list-style-type: none"> • Create a culture where staff feel supported, motivated and valued to give their best and where day-to-day behaviours are consistent with the Trust values • Ensure staff are involved in decision making and can contribute towards improvements at work • Enable the workforce to be their best through offering Health and Wellbeing support, flexible working options and creating healthy workplaces, enabling good attendance • Reward and recognise people's contribution and performance 	<p>Key measures:</p> <ul style="list-style-type: none"> • Improve key scores in the annual staff survey • Achieve good attendance rates • Improve response and quality of the F&F Test • Achieve H&WB CQIN target • Improve turnover rates



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