

FINAL DRAFT

Our People Strategy

2015 – 2018

Our commitment to our staff



“It's not the tools you have faith in - tools are just tools - they work or they don't work. It's the people you have faith in” – Steve Jobs

“Alone we can do so little; together we can do so much” – Helen Keller

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1 Executive Summary



At Liverpool Heart and Chest Hospital, we recognise that our people are our most important resource, central to everything we do, and everything we want to achieve. In the past, we have invested in our people in a variety of ways; however we have not always done this in a coordinated way that has clearly been communicated to our staff and stakeholders.

This strategy seeks to address this, so that as an organisation we have a clear and consistent approach to supporting not only our current workforce, but also attracting our workforce of the future. The need for this aligned approach is recognised externally as best practice, but is also recognised internally by our Board of Directors in enabling the organisation to achieve its vision 'to be the best cardiothoracic integrated healthcare organisation'.

We have engaged as many people as possible to ensure that the strategy reflects what is important to staff and patients. As such, we have consulted with individuals and groups across the organisation including members of the Board, the senior leadership team, the HR and Education and Development Teams, Staff Governors, Trade Union Colleagues and wider staff through a number of focus groups.

Based on the feedback collected, we have developed high level aims and categorised the activity planned under the four pillars of,

- Resourcing
- Collective Leadership
- Education and Development
- Staff Wellbeing

Underpinning these pillars will be a focus on effective communication to all staff and stakeholders, and a focus on Equality and Inclusion.

Acknowledging the risks to achieving our aims, this strategy sets out our priority objectives and high level deliverables over the next three years under each pillar, focusing on ensuring that our people systems, process, and services add value and are shared with staff, in a way that is accessible to them.

I would like to thank everyone who has been involved in the development of this strategy and I am really looking forward to delivering on our plans over the next 3 years.



Debbie Herring,
Director of Strategy and Organisational Development

2 Introduction

Through a workforce of approximately 1400 and a network of volunteers, Liverpool Heart and Chest Hospital NHS Foundation Trust (LHCH) is a single site centre providing specialist services in cardiothoracic surgery, cardiology, respiratory medicine, including cystic fibrosis and diagnostic imaging in the hospital, and increasingly in a community setting. Serving a population of 2.8 million people with a catchment area spanning Merseyside, Cheshire, North Wales and the Isle of Man we also have an increasing rate of national referrals for highly specialised services such as aortic surgery.

This is all made possible through our people who are committed to ensuring our Trust is the best not only for patients and their families, but also making LHCH the best place to work. Our vision is to be the best integrated cardiothoracic healthcare organisation and as our people are at the heart of everything we do, this strategy outlines our commitment to be the best place to work in the NHS.

3 The External Picture

As a specialist provider of services across a broad geographical area, LHCH recognises its role within the wider Health and Social Care Landscape and the impact of both national and local developments on the organisation and our staff that work within it. A summary of both national and local external drivers can be found in Figure 1.

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.

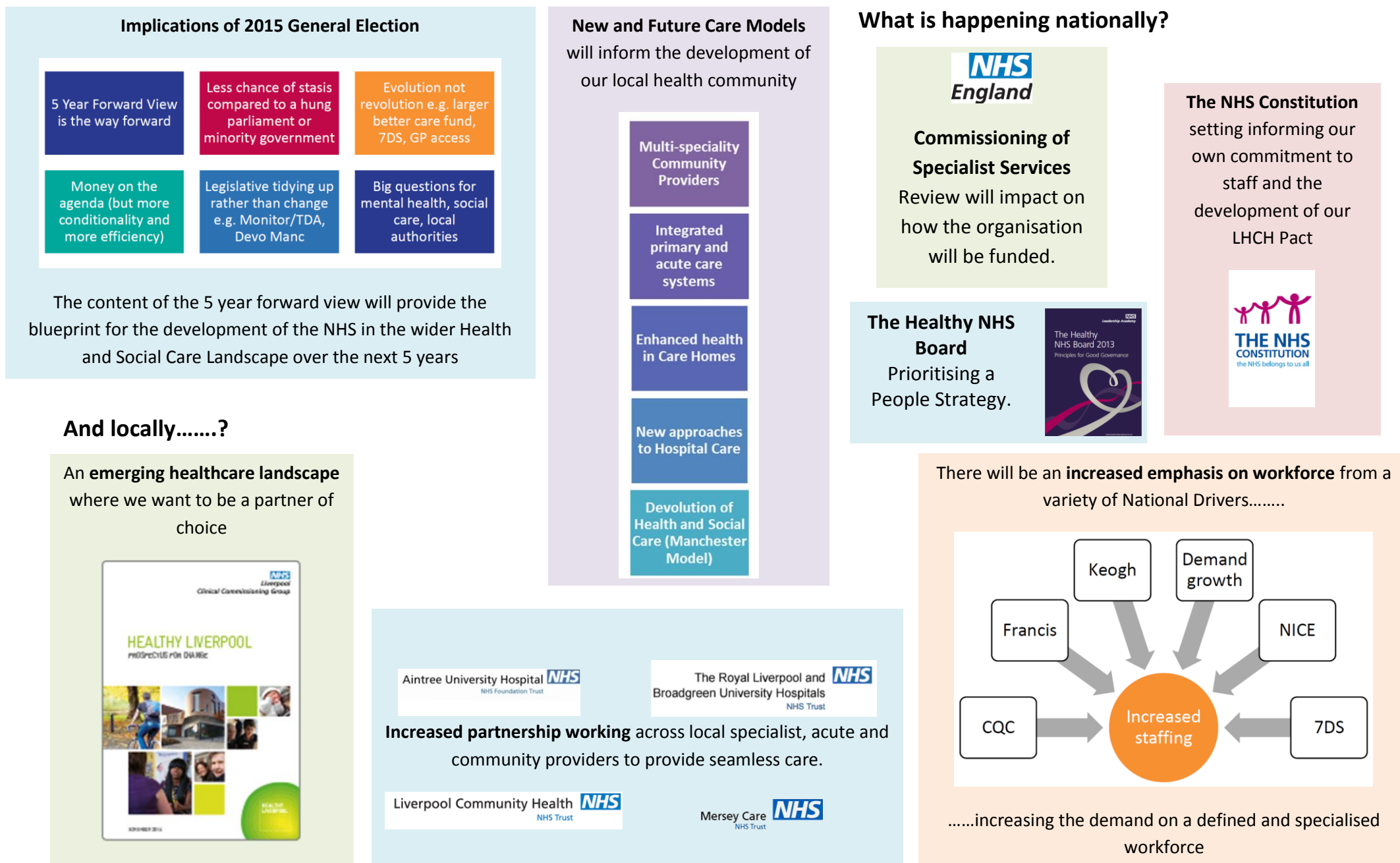
Within this context, there is increased demand on a defined and specialised workforce across the system. Recognising the time commitment involved in training and developing experienced and qualified staff, attracting, recruiting and retaining staff will be a key objective of LHCH in common with all NHS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

The success of organisations in doing this will be largely influenced by their ability to provide a coordinated approach to their workforce, leadership and culture change interventions. As outlined by the NHS Leadership Academy in their 'Healthy NHS Board Guidance, 2013', NHS organisations often invest in workforce, leadership and culture changes interventions that are fragmented and delivered in isolation. The challenge for organisations is to develop a people strategy that will set out the range of focussed and connected interventions and approaches, aligned to achieving organisational success.

Whilst attracting, recruiting and retaining staff has to be a priority, the flexibility of our workforce also needs to be considered. At a local level, the Healthy Liverpool Prospectus for Change outlines the need to build a flexible workforce that is fit for the future. With an increasing emphasis on partnership working across our local health community and as a specialist provider within this changing market place, it is essential that we have a workforce that is able to adapt to its wider environment, able to work across boundaries to secure our place as the network leader for Cardio-thoracic services across Cheshire and Merseyside.

As we expect an exceptionally high standard of care and quality from staff within our organisation, we will use this strategy to strengthen our commitment to our staff who make the care we deliver possible. Nationally the NHS constitution sets out organisations commitment to the people working within it, however at Liverpool Heart and Chest we want to articulate this at a local level in a way that is valued by our staff. This strategy will outline that commitment.

Figure 1. A summary of our External Picture



4 The Internal Picture

This strategy will ensure that we have a joined up approach to the development of our staff, supporting the organisation to achieve its vision 'to be the best integrated cardiothoracic healthcare organisation' and deliver our five strategic objectives. With an emphasis on attracting and retaining the best people, growing our reputation as the best hospital in which to work, and balancing our emphasis on patient and family centred care, our People Strategy will underpin, enable and work in partnership with our existing Quality and Clinical Strategies and plans. This is represented in Figure 2.

Our People Strategy will be delivered through four pillars; Resourcing, Collective Leadership, Staff Wellbeing and Education and Development. Whilst it is recognised that many of the work streams identified will fall across these pillars, this format has been put in place to help the organisation structure, monitor and report on the aims, priorities and deliverables within this strategy.

Our People Strategy will compliment and work in partnership with our Equality and Inclusion (E&I) Strategy, recognising that through the Equality Delivery System for the NHS (EDS2) our E&I strategy will seek to deliver better health outcomes, improve patient access and experience, ensure a representative and supported workforce and inclusive leadership. Each of these work streams within our E&I strategy will work in partnership with the deliverables identified in the People Strategy.

The LHCH Values and Behaviours

The delivery of our People Strategy will also be underpinned by our recently refreshed Trust Values and Behaviours. Following consultation and engagement with staff across the organisation, LHCH has developed Our PACT.



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,

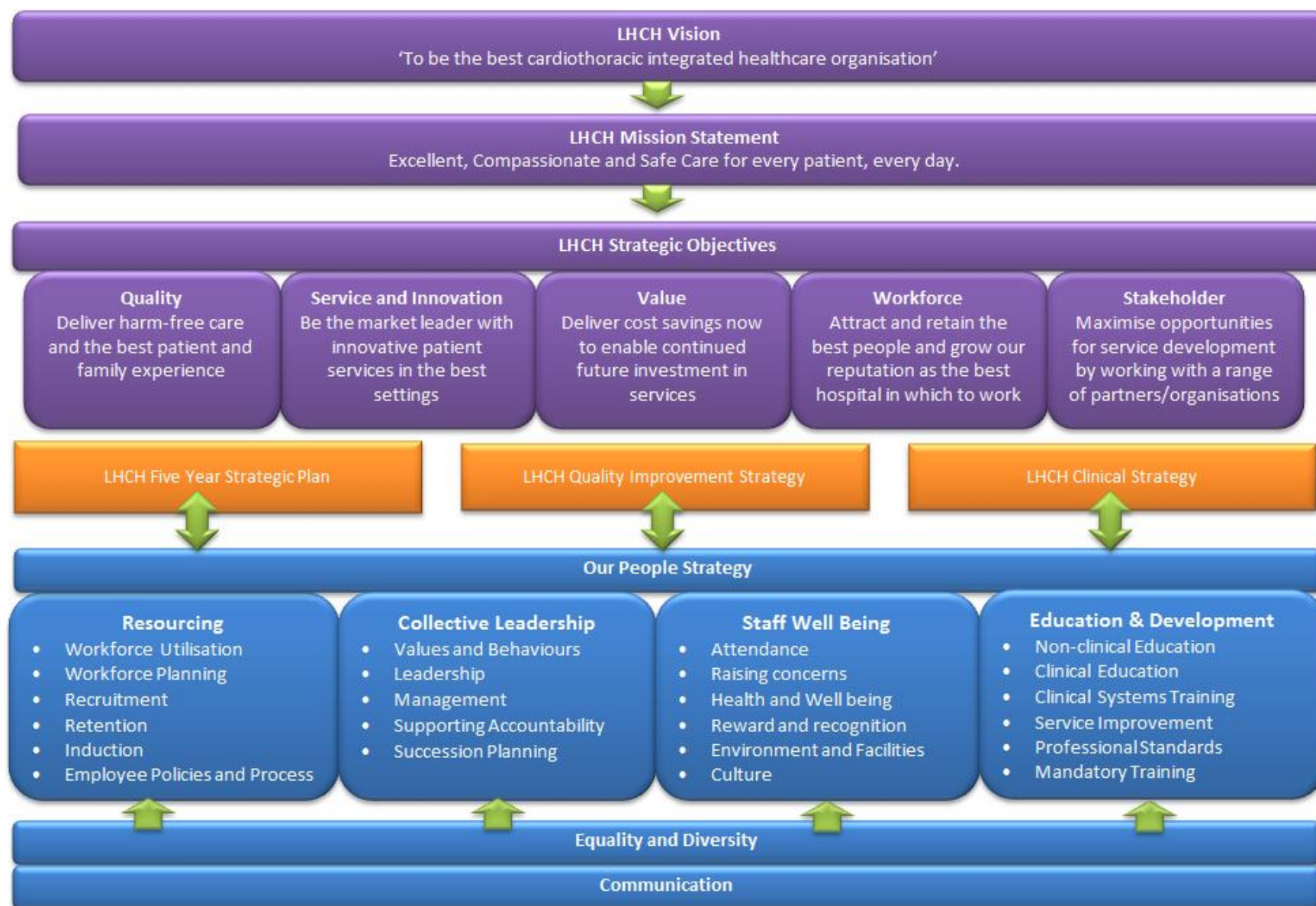
- Patient and Family Centred
- Accountability
- Continuous Improvement
- Team work

Further information on the behaviours that sit under each of the above headings can be found on our staff intranet.

Communicating the Strategy

Having developed the Strategy through robust communication and engagement with our staff, further work will be undertaken to ensure an effective strategy launch across the organisation. We will ensure that the information within the strategy that is valued by staff is communicated in a way that is clear and accessible, for example, via leaflets, posters and the staff intranet.

Figure 2. Visual Representation of how the People Strategy fits in the wider organisation.





5 Our People – The Current Position

Collecting data from a wider variety of sources including the NHS National Staff Survey, an internal listening into action staff pulse check and internal evaluative surveys, we have a detailed understanding of our current engagement position.

With some areas currently having much higher staff turnover than targeted, we recognise a need to not only recruit the best people to work in our organisation, but also to retain them. With approximately 70% of our current staff recommending us as a place to work, we recognise that whilst for most we are an attractive place to work, we need to do more. This is reinforced by our staff well-being indicators, telling us we need to improve the health and wellbeing of our staff, which will also assist in reducing our sickness absence rate.

We recognise the role education and development plays in retaining staff, and whilst we have pockets of excellence with 73% of staff saying that learning and development has helped them stay up to date with professional requirements, we recognise the need to improve accessibility to opportunities for all staff to improve the 44% that agree the Trust supports them to develop and grow in their role. In relation to staff involvement, our data tells us we need to build on our levels of staff engagement, whilst staff feedback in relation to middle and senior managers indicates that we need to invest more in management and leadership development.

Whilst this highlights some key points in our current workforce data, a full summary of our current workforce data can be found in Figure 3.



Figure 3 – Summary of our current workforce data

Our current picture 2014/15 workforce data



"I am proud to work for LHCH"

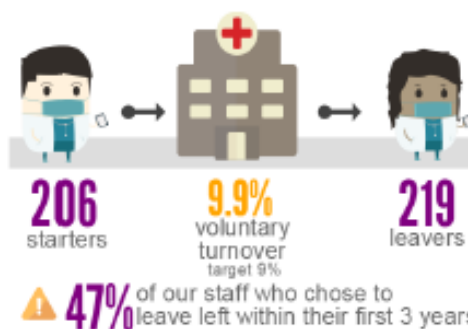
Recommendation as a....



81% of staff feel that the quality and safety of patient care is the Trusts top priority**

94% of staff agree that their role makes a difference to patients*

Attracting and retaining the best people



Recruitment



"I am supported in my working life"

Sickness Absence

4.14% sickness absence rate
target 3.6%



19,691 days lost due to sickness absence

4,443 days lost due to stress/depression

104,452 bank & agency hours requested (nursing only)

41% of staff agree that their job is good for their health*
down 6% 2013

48% say that LHCH takes positive action on health and well-being*
down 8% 2013

Supporting Staff

62% of staff feel happy and supported working in their team*



15 well-being campaigns



Wear Red Day

New Year, New You

Flu Campaign

Stress Awareness

Dementia Awareness

Drop a Drink Size

⚠ identified as a key issue
* figures taken from 2014 National Staff Survey

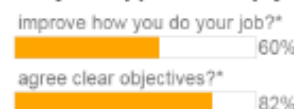
** figures taken from 2015 LIA Pulse Survey
*** figures taken from 2015 Surgery Training Grade Survey



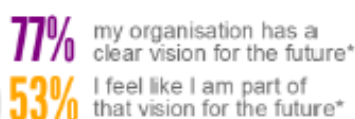
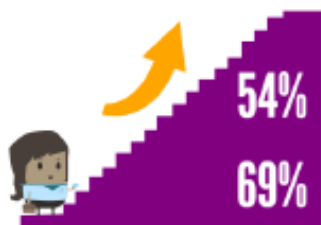
"I am equipped with the skills to do a great job"



did your appraisal help you...



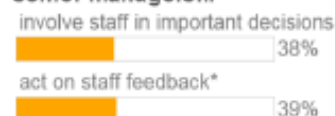
"I know what is expected of me and what I can expect in return"



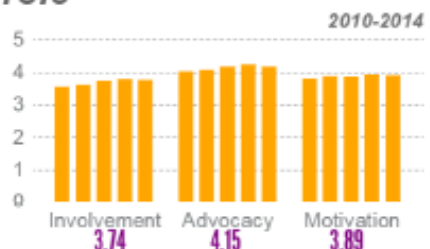
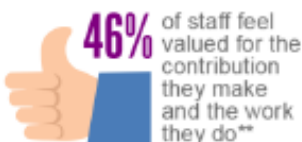
HELLO



senior managers...



"I have a rewarding and fulfilling role"



⚠ identified as a key issue
* figures taken from 2014 National Staff Survey

** figures taken from 2015 LIA Pulse Survey
*** figures taken from 2015 Surgery Training Grade Survey

6 Our People Strategy High Level Aims

Recognising our external and internal picture, our People Strategy is committed ensuring that we are the best NHS Hospital Employer by 2019.

On this journey to be the best NHS Hospital Employer, we are committed to.....

- Ensuring that individuals and services work collaboratively to meet the challenges set out in the NHS Five Year Forward View making sure that we have the right people, in the right numbers, with the right skills, in the right place at the right time
- To support this we will ensure that we communicate with our people on a timely basis in a way that is suitable and meets their needs
- Knowing how we are doing through the development of a suite of workforce tools and information so that we can ensure improvements are being delivered

Our Resourcing Aims

- Attract, develop and retain the best people through effective recruitment and other workforce 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, safe and effective care in different ways and different settings 7 days a week

Our Collective Leadership Aims

- Develop an LHCH COMPACT using the trust values and behaviours to underpin the employee life cycle
- Develop a well led workforce with the right leadership behaviours and management skills to enable our team to deliver
- Enable succession planning and talent management across the organisation, supporting individual accountability
- Ensure we have the right organisational structure to enable effective decision making and delivery of care
- Support effective organisational change to deliver our goals and ensure our services are sustainable
- Support our people managers to ensure that they are supported and equipped to deliver the aims of our people strategy

Our Staff Wellbeing Aims

- Create a culture where staff feel supported, involved and valued to give their best and where day to day behaviours are consistent with the trust values
- Enable the workforce to be their best through offering Health and Wellbeing support, creating healthy workplaces and enabling good attendance
- Reward and recognise people's contribution and performance

Our Education and Development Aims

- Provide access to the right education and development opportunities for all our people to achieve their maximum potential in their roles
- Ensure that all individuals are supported to adhere to their professional standards
- Strengthen our partnership working



7 Our Risks

Recognising our current external and internal picture, there are a number of key risks to achieving our aim to be the best NHS Hospital Employer. The key risks are summarised in Figure 4 and have been identified through the use of strategic analysis tools such as a PEST and SWOT, as well as feedback from staff (LiA, Staff Survey, Staff FFT) and senior leadership walkabouts.

In summary, not having the right person, with the right skills, in the right place at the right time is the biggest risk to our organisation. Examples of how this can be broken down further are as follows,

- Impact of national shortage of key staffing groups – as a relatively small specialist trust we are going to have to work harder to make sure that our brand is known, ensuring that the most talented staff choose to work with us.
- Retaining talented staff looking for career development along defined pathways – as a relatively small trust we have limited opportunities to create clear development pathways for some staff groups internal to the organisation. This is reflected in our higher than expected voluntary turnover rates, particularly for those staff in their first three years with the organisation.
- Continuation of the trust culture of engaging and involving staff – with only 69% of our current staff recommending us a place to work, we need to focus on improving staff engagement and involvement, whilst also focusing on the health and wellbeing of our staff.

The activity outlined under each aim within our four strategy pillars, will seek to mitigate all of our key risks identified.

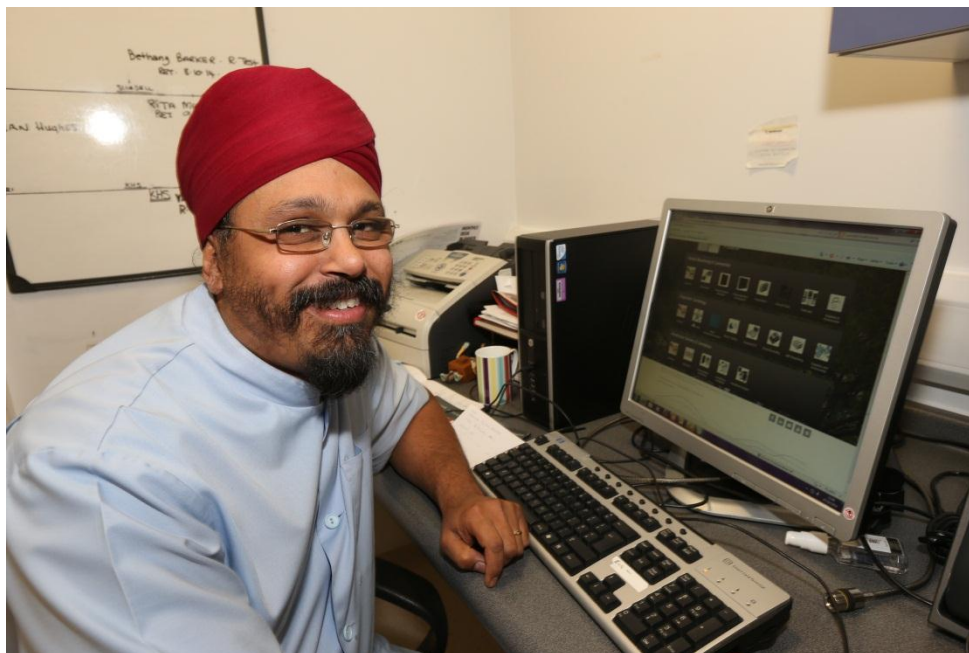


Figure 4. Our risks in relation to becoming the NHS Hospital Employer of Choice



8 Our Measures

How will we know we are achieving our aims to be the best NHS Hospital Provider by 2019?

Our high level measures to help us monitor our progress are as follows,

- Improve our staff survey scoring in the following areas,
 - o 'Recommend as a place to work' score by 10% (69% to 76%)
 - o 'My training, learning and development has helped me do my job effectively' score by 10% (66% to 73%)
 - o 'There are opportunities for me to develop my career in this organisation' score by 10% (50% to 55%)
 - o 'I am encouraged to become a leader in my area of work' score by 10% (54% to 59%)
 - o 'I feel like I am part of my organisation's vision for the future' score by 10% (53% to 58%)
- Increase overall staff engagement score by 10% (3.92% to 4.31%)
- Reduce reliance on bank and agency spend by 20%
- Reduce voluntary turnover from 9.9% to 9% particularly for those staff in their first 3 years
- Staff sickness absence rate to remain consistently below 3.6%

Whilst we will use high level measures to help us monitor our progress, each operational plan will have more detailed measures against the activity planned.



9 Our Commitments: Aims, Priority Objectives and Deliverables

Our aims, priority objectives and high level deliverables, have been developed through consideration of our external market and drivers, our strategic intent, our current position and our key risks in relation to being the best NHS Hospital Employer by 2019.

A summary of our priority objectives and deliverables against each of the strategy aims are provided within our accompanying document, People Strategy 3 Year Delivery Plan, 2015 - 2018.

A more detailed operational plan will be produced annually against each pillar and will include specific measures.

10 How will we provide assurance that we are delivering our People Strategy?

Recognising the need to have a joined up and aligned approach to workforce assurance, the People Strategy and the activity outlined within it will be assured through the structure outlined in Figure 5. Through the HR and Education group and our workforce functional groups we will provide overall assurance on the delivery of our strategy to the People Committee of the Board, which will be chaired by a Non-Executive Director.

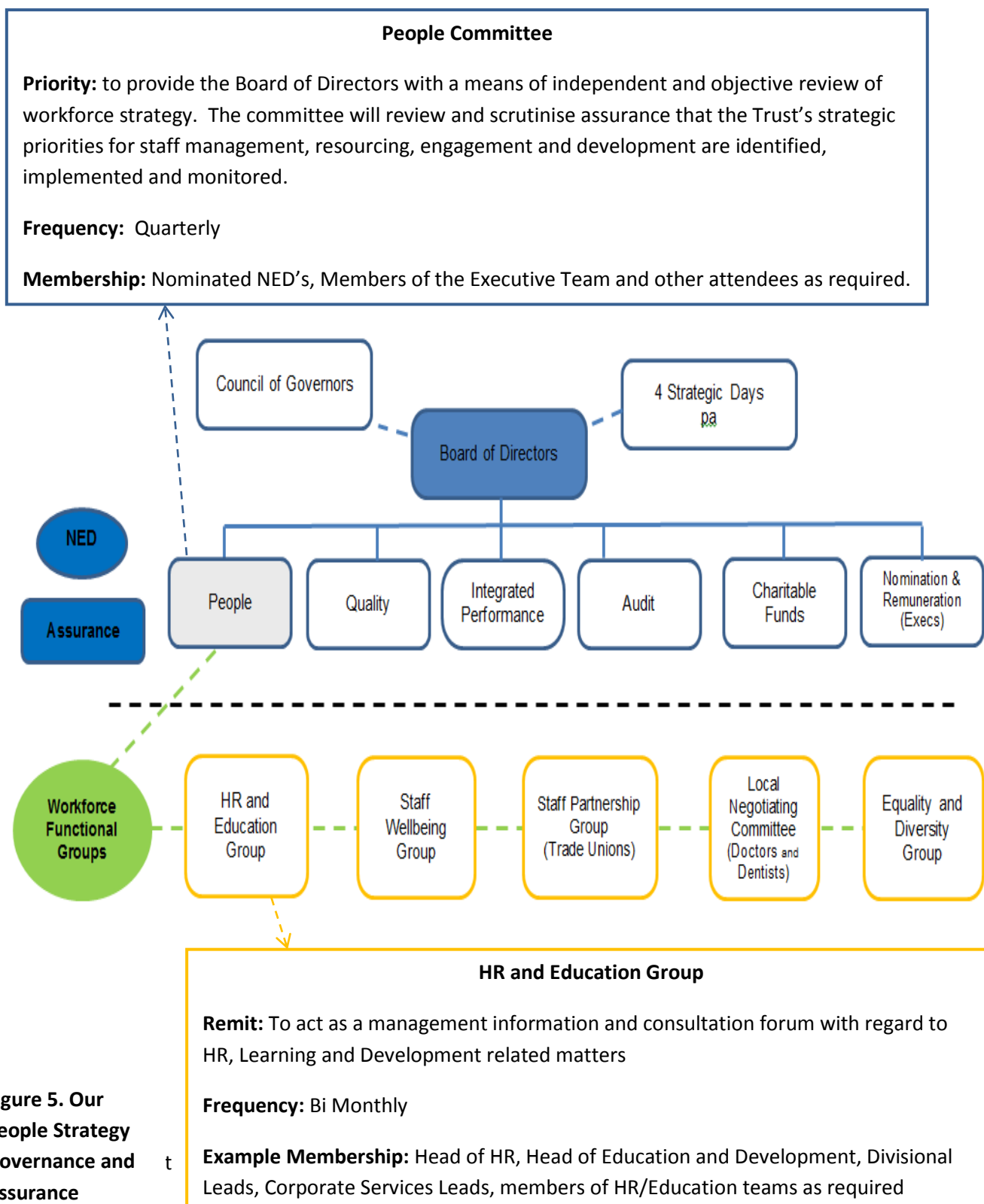


Figure 5. Our People Strategy Governance and Assurance

11 Our Communication and Engagement Plan

As an organisational wide strategy, it is essential that the content of this strategy is clearly and effectively communicated to all key stakeholders internal and external to the Trust. Whilst our communication plan will include a strategy launch, consideration will also be given to how information should be presented to make it as accessible as possible to our key stakeholders, our staff.

The delivery of our strategy over 3 years will be further underpinned by continual communication of our priorities and achievement through both new and existing communication channels. It is intended that this will be presented to staff via the intranet in a way that promotes continued engagement and involvement in the delivery of the strategy.

Communication and Engagement Activity Planned	Year 1			Year 2				Year 3			
	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Strategy Formally Agreed at Board											
Accessible booklet format developed											
Strategy launch via organisational communication channels*											
On-going strategy awareness delivered via communication channels*											
Annual review of progress											
Operational Planning for next 12 months											

*communications to include, electronic resources on intranet, desktop displays, desktop ticker, screensaver, corporate communication email, and team brief

12 Who will be involved in the delivery of Our People Strategy?

Our People Strategy is an organisational strategy and will involve all staff in its delivery. However, it is recognised that the Board of Directors, the senior leadership team and all managers will play a key role. The Strategy will also be delivered in partnership with trade union colleagues and staff governors.

This Strategy will be reviewed every 12 months to ensure that it continues to meet the needs of patients, staff and the organisation.

13 Supporting Documents

- Five Year Forward View, NHS England
- The Healthy NHS Board, NHS Leadership Academy, 2013
- Healthy Liverpool Prospectus for Change, Liverpool Clinical Commissioning Group, 2014
- LHCH Five Year Strategic Plan, Liverpool Heart and Chest Hospital
- LHCH Quality Improvement Strategy, Liverpool Heart and Chest Hospital
- LHCH Clinical Strategy, Liverpool Heart and Chest Hospital
- The NHS Constitution, NHS
- Our People Strategy –SWOT and PEST, available on request from the LHCH Head of Education and Development
- Report of the Mid Staffordshire NHS Foundation Trust Public Inquiry, 2013