

People Strategy 3 Year Delivery Plan, 2015 – 2018

Resourcing Priorities

Staff Experience Vision: Reputation & Pride - “I am proud to work for LHCH”

Aim: Attract, develop and retain the best people through effective recruitment and other workforce policies, systems and processes and by creating well designed meaningful jobs		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Embed resourcing systems and processes to improve time to hire and the recruitment experience 	<ul style="list-style-type: none"> Improve the efficiency of the recruitment process through the effective use of TRAC Review our recruitment systems and processes to identify and remove waste Monitor our effectiveness through the development and reporting of challenging KPI's Undertake targeted recruitment campaigns to ensure the availability of trained and untrained healthcare workers, to meet vacancy needs Introduce values based recruitment aligned to our own values and behaviours Review and improve candidate experience of recruitment, both successful and unsuccessful applicants 	Years 1,2 and 3
<ul style="list-style-type: none"> Explore and source innovative recruitment solutions 	<ul style="list-style-type: none"> Focus on hard to recruit areas to see what improvements can be made to make those areas more attractive Explore opportunities for different approaches to recruitment including local open days, targeted and international recruitment 	Year 1
<ul style="list-style-type: none"> Develop our brand as the Best Hospital Employer 	<ul style="list-style-type: none"> Explore and implement a social media strategy to clearly communicate our opportunities Review and improve our external facing communications to attract our future workforce Work proactively to publicise our brand and offer an environment that is aligned to this Listen to staff through Listening into Action to identify ways to improve as an employer 	Years 1 and 2
<ul style="list-style-type: none"> Use key organisational learning points to inform an organisational response to retain staff 	<ul style="list-style-type: none"> Focus on turnover of staff to identify opportunities for improving staff retention Ensure that we have mechanisms in place to gather feedback from staff on their experience 	Year 1

<ul style="list-style-type: none"> Review and develop our on boarding experience 	<ul style="list-style-type: none"> Ensure our values and behaviours are embedded throughout recruitment and on boarding activity Consider the introduction of probationary periods ensure the provision of appropriate support for new recruits Review and improve our on-boarding arrangements including Induction 	Year 1
<ul style="list-style-type: none"> Review and improve our Workforce Policies to ensure that they are fit for purpose 	<ul style="list-style-type: none"> Audit and review all policies due for review Identify policies that require further development or change in order to align to trust objectives and best practice Raise awareness of key policy changes and provide focused training and support where appropriate 	Years 1,2 and 3
Aim: Reduce our reliance on bank and agency resource in order to ensure the provision of consistent high quality and safe healthcare.		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Review and revise temporary staffing culture, systems and processes to reduce bank and agency usage 	<ul style="list-style-type: none"> Review our Temporary Staffing arrangements and consider alternative options to ensure that the needs of the Trust can be met Review our temporary staffing policy to ensure appropriate controls and monitoring are in place across the trust. 	Year 1
<ul style="list-style-type: none"> Ensure that where temporary staffing is utilised (including agency), there is organisational assurance on competence and safety to practice. 	<ul style="list-style-type: none"> Ensure compliance with required recruitment checks and organisational standards including mandatory and other essential training and put in place effective monitoring arrangements. 	Year 1
Aim: 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.		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Build on our business/ workforce planning foundations to refine effective service delivery reviews and determination of workforce requirements 	<ul style="list-style-type: none"> Review the effectiveness of the 15/16 business/workforce planning cycle to inform the future planning approach Build capacity for divisionally led business/workforce planning Develop and embed our workforce planning process aligned to external landscape, internal priorities and educational/innovation priorities. Put in place systems and processes to identify opportunities for skill mix reviews linked to workforce requirements. 	Years 1,2 and 3

<ul style="list-style-type: none"> • Improve the utilisation of our staff resource 	<ul style="list-style-type: none"> • Improve staff utilisation through more effective use of the e-rostering system 	Years 1 and 2
<ul style="list-style-type: none"> • Ensure effective job planning for medical workforce 	<ul style="list-style-type: none"> • Develop a trust wide Job Planning policy, clarifying expectations on key stakeholders • Implement systems and processes to improve the quality of job planning • Review the effectiveness of the job planning policy and arrangements within the organisation 	Years 1 and 2

Collective Leadership Priorities

Staff Experience Vision: Commitment & Attitude – “I know what is expected of me and what I can expect in return”

Aim: Develop an LHCH COMPACT using the trust values and behaviours to underpin the employee life cycle		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Embed our values and behaviours in the wider organisation, our partnership working and in seeking feedback on our services from our patients and their families 	<ul style="list-style-type: none"> Explore and identify the opportunities for embedding values and behaviours in the wider organisation. 	Years 2 and 3
<ul style="list-style-type: none"> Embed LHCH Values and Behaviours in our workforce systems and process 	<ul style="list-style-type: none"> Trial the implementation of our organisational values and behaviours within Appraisal, Leadership Development and Recruitment. Embed our values and behaviours across our wider people management systems and process. 	Year 1
Aim: Develop a well led workforce with the right leadership behaviours and management skills to enable our teams to deliver		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Provide multidisciplinary Leadership and Management Development for individuals and leadership teams that is valued by the organisation and the staff working within it. 	<ul style="list-style-type: none"> Underpin all leadership development with a collective leadership approach Develop a bespoke senior leadership offer utilising development opportunities internal and external to the organisation Develop a middle manager offer incorporating management skills that reflects organisational need for specific skill sets Explore, identify and implement opportunities to accredit management and leadership development within the trust Develop a first line manager offer in line with talent management and succession planning systems and process 	Year 1 Years 1 and 2 Year 2 Years 2 and 3
<ul style="list-style-type: none"> Maximise the opportunities for Leadership and Management Development at a regional and national level 	<ul style="list-style-type: none"> Identify funded/partially funded opportunities available via NHS partner organisations. Integrate opportunities available into learning and development annual offer 	Year 1 Years 1, 2 and 3

Aim: Enable succession planning and talent management across the organisation, supporting individual accountability		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Design, develop and implement an electronic appraisal that is fit for purpose and valued by staff 	<ul style="list-style-type: none"> Refresh the current appraisal paperwork to incorporate our LHCH Values and Behaviours Trial the implementation of electronic appraisal with a cross section of staff from across the organisation Fully implement electronic appraisal across the trust and evaluate effectiveness 	Year 1 Year 1 Years 2 and 3
<ul style="list-style-type: none"> Design, develop and implement a Talent Management and Succession Planning system and process within the trust, underpinned by our LHCH behavioural framework 	<ul style="list-style-type: none"> Develop capacity to implement a cohesive approach to careers advice, coaching and mentoring within the organisation. Develop and pilot a Talent Management and Succession Planning system with a selection of services from across the trust Implement an organisational approach to talent management and succession planning, working with the divisions and PMO office to identify organisational wide projects to embed within the approach to evidence return on investment 	Years 2 and 3 Years 1 and 2 Years 2 and 3
Aim: Ensure we have the right organisational structure to enable effective decision making and delivery of care		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Support the implementation, and review the effectiveness of a clinically led organisational approach 	<ul style="list-style-type: none"> Support Clinically led through the design and delivery of appropriate Leadership and Management development Review the effectiveness of clinically led organisation through evaluation and feedback Work in partnership with corporate services to align cultures to working within a clinically led organisation 	Years 1,2 and 3
Aim: Support effective organisational change to deliver our goals and ensure our services are sustainable		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Develop the LHCH approach to Change Management 	<ul style="list-style-type: none"> In partnership with the PMO office, develop an LHCH change management approach underpinned by recognised NHS best practice. Embed the LHCH change management approach in all Leadership and Management Development. 	Year 2 Years 2 and 3

	<ul style="list-style-type: none"> Creation of a managing change toolkit to be available to staff across the trust via the intranet. 	Years 2 and 3
Aim: Support our people managers to ensure that they are supported and equipped to deliver the aims of our people strategy		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Clearly communicate our strategy to all staff, clearly outlining roles and responsibilities in relation to delivery of our priority objectives and deliverables. 	<ul style="list-style-type: none"> Launch the strategy across the trust with a full communication plan Provide easy access materials to make clear to staff our commitments to them as part of our people strategy 	Year 1 Year 1
<ul style="list-style-type: none"> Ensure that our People services are accessible to our staff and our key stakeholders 	<ul style="list-style-type: none"> Utilise existing feedback measures to continuously gather and review feedback on the services provided Consider further opportunities to gather feedback on the services provided. 	Year 1 Year 2

Education and Development Priorities

Staff Experience Vision: Training & Learning - “I am equipped with the skills to do a great job”

Aim: Provide access to the right education and development opportunities for all our people to achieve their maximum potential in their roles		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Provide a comprehensive range of development opportunities that are accessible to staff, understanding their needs through a robust Learning Needs Analysis process linked to service requirements, and providing clear developmental pathways for all staff. 	<ul style="list-style-type: none"> Develop and organisational Learning Needs Analysis that is adaptive and responsive to service need, to inform education and development commissioning, Draft an annual education and training plan in support of the Trust Strategy, with particular focus on issues raised by staff and patient surveys. Establish an agreed approach to ensure that all courses developed and run within the trust are advertised to staff and that trust staff have appropriate access to them. Continue to provide a suite of quality Continuing Professional Development (CPD) programmes for all disciplines and where possible, protected study leave to attend Develop new programmes will be in response to health care changes and will encourage research activities with clinical and non-clinical groups. Monitor education and development through a central administration system Expand our portfolio of accredited learning programmes to include non-clinical development Build training capacity within the organisation to establish LHCH as the leading provider of cardio-thoracic education Develop clear development pathways for all staff, exploring opportunities for multi-professional learning and development. Promote our specialist cardiothoracic education opportunities external to the trust, seeking and implementing opportunities to income generate 	<p>Years 1, 2 and 3 Year 1</p> <p>Year 1</p> <p>Years 1,2 and 3 Years 1,2 and 3 Years 1,2 and 3 Years 1 and 2</p> <p>Year 3 Years 1,2 and 3</p> <p>Years 2 and 3</p>
<ul style="list-style-type: none"> Attract and retain the best students and staff because of our reputation for educational excellence 	<ul style="list-style-type: none"> Maintain and develop a high standard of undergraduate and postgraduate education Work in partnership with our resourcing aims and priorities to increase the number of students recruited to our substantive staffing. 	<p>Years 1,2 and 3 Years 1,2 and 3</p>

	<ul style="list-style-type: none"> • Develop and maintain a comprehensive portfolio of cardiothoracic education to attract staff locally and nationally to LHCH • Promote and market the Trust externally through presentations at conferences, networking and sharing knowledge and learning, nationally and internationally. • Work with clinical teams to support them in creating training opportunities for students and junior trainees 	Years 1 and 2 Years 2 and 3 Years 1,2 and 3
<ul style="list-style-type: none"> • Provide an excellent teaching and learning environment which encourages and motivates all employees to perform at their best 	<ul style="list-style-type: none"> • Work with the LHCH Fundraising Manager to explore and secure funding for a Centre of Education. • Continue to invest in training resources 	Years 2 and 3 Years 1,2 and 3
<ul style="list-style-type: none"> • Improve the quality and monitoring of learning and development, giving managers and staff more access to their learner records. 	<ul style="list-style-type: none"> • Implement a new learner management system • Design and implementation of interactive e-learning modules • Seek continuous feedback on the accessibility and quality of learning and development through analysis of workforce data and a systematic evaluation of all training including mandatory training, corporate and local induction. • Review Education and Development reporting in the context of the people strategy and revised governance arrangements 	Year 1 Years 1,2, and 3 Years 1,2 and 3 Year 1
<ul style="list-style-type: none"> • Increase the responsive and flexibility of integrated Clinical Systems Training 	<ul style="list-style-type: none"> • Clearly identify clinical systems learning needs across staff groups as part of the wider learning needs analysis and deliver effective training to meet those needs • Review and improve current clinical systems Training Delivery through implementing role based training and developing blended learning options • Improve the adoption of Trust Clinical Systems by Senior Managers and Clinicians 	Years 1 and 2
Aim: Ensure that all individuals are supported to adhere to their professional standards		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> • Provide and maintain relevant systems and processes to support individuals in being accountable to 	<ul style="list-style-type: none"> • Develop an electronic appraisal tool that is fit for purpose to support our professionally registered staff • Design and deliver systems and process for the implementation of Nursing Revalidation • Maintain systems and process for Medical Revalidation 	Years 1,2 and 3

professional standards and provide effective monitoring on compliance	<ul style="list-style-type: none"> Design, deliver and implement the Care Certificate Pathway for all support staff Inform and support staff to adhere to any additional professional standards as set out by our governing bodies 	
<ul style="list-style-type: none"> Provide access to tools and resources to support adherence to professional standards 	<ul style="list-style-type: none"> Provide access to Evidence Based Practice Training and Research Develop capacity to deliver and embed Clinical Supervision Provide systems and processes for peer to peer assessments and feedback 	Years 1 and 2 Year 1 Years 1 and 2
<ul style="list-style-type: none"> Communicate national and local changes to professional standards to the workforce and continue to provide and promote opportunities for staff to speak out safely when they see things that concern them (linking to well-being) 	<ul style="list-style-type: none"> Use our networks, existing communication methods and development opportunities to ensure that our staff are kept up to date on any changes to professional standards. Continue to promote opportunities for staff to speak out safely and raise their concerns. 	Years 1,2 and 3
Aim: Strengthen our partnership working		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Maximise the use of Education funding streams, ensuring that they are used efficiently and effectively 	<ul style="list-style-type: none"> Produce an annual report of the uptake of HEI commissions and the use of Levy funding Continually review the financial impact of proposed national and local changes to medical education/CPD and other funding to produce appropriate plans in response Work in partnership with Finance to increase organisational assurance of Educational income and expenditure. 	Years 1,2 and 3
<ul style="list-style-type: none"> Maintain and strengthen our partnership working with our key stakeholders including, Higher Education Institutions and Health Education North West, ensuring that education and development 	<ul style="list-style-type: none"> Identifying best practice organisations internal and external to the NHS and develop networks as appropriate Develop our relationship with the NHS Graduate Scheme, with the aim of supporting graduate scheme individuals on placement Maintain and strengthen current partnerships with universities, colleges, institutes to explore and drive forward the creation of new accredited learning in the future for both professional and non-professional grades 	Years 1,2 and 3

provision is innovative and fit for purpose	<ul style="list-style-type: none"> Continue to and build on existing work in collaborating with local schools and colleges in the local community for the purpose of providing work experience opportunities and engaging in other pre-employment initiatives 	
<ul style="list-style-type: none"> Seek continuous feedback from our partners on the delivery of our strategy, seeking out opportunities for further partnership working. 	<ul style="list-style-type: none"> Seek feedback from our external partners on our systems, process and education provision, taking the time to make necessary improvements when required. Evaluate our performance by benchmarking with best practice organisations internal and external to the NHS Review our current education provision in light of any national recommendations 	Years 1,2 and 3

Staff Well-being Priorities

Staff Experience Vision: Support and Wellbeing – “I am supported in my working life”, Achievement and Recognition – “I have a rewarding and fulfilling role”

Aim: 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		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Improve the way we engage and involve people in decisions that affect them and empower them to put forward and implement ideas to deliver excellent, safer patient care in the best possible place to work 	<ul style="list-style-type: none"> Use the LiA process to engage staff in the identification of workplace improvements Develop and implement a culture improvement plan aligned to the organisational vision 	Years 1,2 and 3 Years 1,2 and 3
<ul style="list-style-type: none"> Influence our culture to ensure that people feel able to speak out about their concerns 	<ul style="list-style-type: none"> Continually review our arrangements for raising concerns and seek out opportunities to raise awareness Review our Raising Concerns Policy, align this to Speak Out Safely and raise awareness amongst staff to encourage concerns to be raised 	Years 1,2 and 3 Year 1
Aim: Enable the workforce to be their best through offering Health and Well-being support, creating healthy workplaces and enabling good attendance		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> Provide information and support to our workforce through the design and delivery of appropriate Health and Wellbeing initiatives, ensuring that the workplace is fit, safe and supports their health and well being 	<ul style="list-style-type: none"> Consult and engage with staff to create a wellbeing package of support that is valued. Maintain and review NICE quality standards to understand and address any gaps in provision Provide managers with tools to support their staff to be mentally healthy in the workplace Review the organisational provision of Health Promotion and the role of the Staff Well-being Group within this. Explore opportunities to work with other trusts and 3rd party providers in our local health community to 	Years 1 and 2 Years 1,2 and 3 Year 1 Year 1

	source, implement and promote health and wellbeing initiatives <ul style="list-style-type: none"> • Raise and build the profile of staff Health and Wellbeing programmes, via improved communications and delivery of events and activities • Maintain our Workplace Well-being Charter status and put action plans in place to achieve excellence across all areas 	Year 1 Years 1,2 and 3
<ul style="list-style-type: none"> • Ensure appropriate attendance management through review of policy, occupational health provision, manager training and use of evidence based best practice 	<ul style="list-style-type: none"> • Implement a revised attendance management policy and equip managers with the knowledge and skills to support their staff, manage attendance, manage change and reduce stressors in the workplace • Educate and support managers to recognise the important role they play in nurturing a healthy working environment • Continually review and evaluate the Trust's Occupational Health Service to ensure that it is fit for purpose for all staff 	Year 1 Year 1 Years 1,2 and 3
Aim: Reward and recognise people's contribution and performance		
<i>To achieve our aims, we will prioritise the following objectives</i>	<i>To deliver our objectives we will</i>	<i>Timescale</i>
<ul style="list-style-type: none"> • Ensure our reward and recognition package is aligned to our organisational priorities and our values framework 	<ul style="list-style-type: none"> • Explore what reward and recognition staff value to inform future schemes and incentives • Ensure all assessment criteria for our reward and recognition schemes reflect the trust values and behaviours 	Year 1 Year 1