

LHCH People Plan - Delivery Plan

Looking after our People	When will this be achieved	Lead	Update	
1) Extend our Health and Wellbeing Offer and apply for the wellbeing charter	July 2021	VW	Health at work engaged re the Health and Wellbeing Charter to explore initial self assessment and diagnostic.	In progress
Increase access to psychological and counselling support to all our people who need it		VW	Additional psychological support available to staff through Mersey care as part of EAP provision. Increased promotion of available support through health and wellbeing group and initiatives such as Stress Awareness month.	Completed
Support managers to undertake regular health and wellbeing conversations with their teams, starting at induction		VW / RD	Virtual training sessions have been facilitated to enable staff to undertake health and wellbeing conversations. These will be ongoing. Appraisal template has been updated for appraisers to update that conversations have been taking place.	In progress
Include a range of financial wellbeing support offers within our wellbeing package		VW/SS	Salad money and wagestream both launched and available to staff (Feb 21). Ongoing promotion of NHS National financial wellbeing resources and implementation of Vivup staff benefit portal (April 21)	Completed
2) Strengthen the resilience of our people and the organisation	December 2021	RD		
Complete a full resilience study of representative staff across the organisation		SC	Completed	Completed
Undertake a consultation to identify what measures help staff improve resilience		RD	Completed	Completed
Revise our learning and support offers based on staff feedback		RD	Wellbeing group taking actions forward from above study and report. Action plan and updating of offers on target for review	In progress
4) We will commit to flexible working by reviewing our policies and procedures	April 2021	VW	Flexible working policy updated and ready to be launched.	In progress
Review potential of flexibility for all future jobs at the point of advertising		SS	Potential for flexible working with each post to be highlighted through recruitment process and all Trust adverts to promote the message that we encourage a variety of forms of flexible working at LHCH.	Completed
Ensure support for and role modelling of flexible working is evident at a senior level		KN		Ongoing
Promote flexible working is standard induction conversation for new starters		SS	Information provided to new starters by HR at induction updated to promote awareness of available flexible working options.	Completed
Include flexible working when undertaking manager led wellbeing conversations and as part of appraisal		PC	Wellbeing conversation training underway. Appraisal template updated.	Completed
Belonging in the NHS	When will this be achieved	Lead	Update	
1) Recruitment and promotion of a diverse workforce that reflects the communities we serve	December 2021	SS		
Complete a full review of our recruitment and promotion procedures to ensure we recruit a workforce that reflects the communities we serve		SS	Recruitment process under review linked to implementation of NHS Jobs (launch 12th July) and initial recruitment strategy planning session took place in May to support development of new Recruitment Strategy.	In progress
Improve the candidate journey and ensure we are an inclusive employer		SS	Recruitment process under review linked to implementation of NHS Jobs (launch 12th July) and initial recruitment strategy planning session took place in May to support development of new Recruitment Strategy.	In progress
Support leadership development for colleagues within minority groups to support achievement of model employer goals		RD / JD	Full review of leadership programmes has been completed, on target to complete review of development for colleagues within minority groups to ensure inclusivity and equality of access	In progress
2) We will review our leadership training to focus on inclusivity, Civility, and compassionate leadership	June 2021	RD		
Launch our new leadership development offer		RD / JD	Full review of leadership programmes has been undertaken. Leadership offerings linked to four levels - Aspirant Leaders; Foundations of Leadership; Building Quality Leadership & Leading with Excellence. All these programmes relate to the four pillars of the People Plan - Looking after our people; Belonging in the NHS; New ways of working and delivering care & Growing for the future. On target to launch in June following presentation at Executive Team 9th June	In progress
Ensure managers are supported in the understanding and application of HR policy with a focus on ensuring inclusion and diversity		RMc	Review of all HR policies is in progress with a number of new policies approved and ready for approval. Policy briefing sessions and bitesize training to be delivered to managers to support the implementation of updated policies and encourage inclusive and compassionate approach.	In progress
New ways of working and delivering care	When will this be achieved	Lead	Update	
1) We will increase opportunities for staff to upskill and move into new roles	April 2021	RD		
Develop new cardiothoracic skills module as part of the Edge Hill accredited postgraduate certificate in cardiothoracic care		RD / JB	Completed First cohort successfully completed, second cohort on track for June 21	Completed
Ensure staff acting as support to Critical Care maintain their core knowledge and skill set		RD	Completed	Completed
Develop new roles in line with the trusts operational plans and strategic objectives		RD / VW	Linked to proposed workforce plans, potential for new roles to be identified by HRBPs.	
2) We will champion digital enhanced learning and increase our online CPD offer	June 2021	RD		
Introduce new CPD opportunities for our people to extend their knowledge and skills that make use of advanced digital technology and virtual learning		RD	Working in partnership with the Digital Excellent Strategy to enable and extend appropriate virtual platforms	In progress
Roll out Health Education England's e-learning programme which was developed in response to learning from the covid-19 pandemic		RD	Completed. HEE eLearning programme link added to Education Intranet, communication plan devised and actioned to ensure staff have regular updates on HEE eLearning programme	Completed
Review existing CPD portfolio to deliver blended learning programmes which incorporate both face to face and virtual learning		RD	Completed. Blended Learning has been an integral part of all learning offers from the Education team. All current learning being offered virtually where appropriate (except where practical / assessment element is required)	Completed

3) We will review improve our work experience and volunteer strategy to promote future NHS careers	September 2021	RD		
Develop new and wider roles for volunteers and provide work experience opportunities for people as a gateway to starting new careers in the NHS		RD	Review of Work Experience policy and processes under way, on target to provide further opportunities, linked to targets for Cadetships, Traineeships, Supported Internships and Apprenticeship (see 4.1)	In progress
Create stronger partnerships with local schools and colleges by improving involvement at careers events		RD	Careers events have been paused during current climate. Widening Access team are working with local schools and colleagues to ensure development of partnerships to enable access to work experience, traineeships and apprenticeships	In progress
Growing for the future	When will this be achieved	Lead	Update	
1. We will increase the number of apprenticeships and training places in shortage professions	December 2021	RD		
Increase the number of apprenticeships by at least 20%		PC	70 apprenticeships currently active (against a target of 72). Working in partnership with the Recruitment team to develop strategy of Apprenticeship First approach to recruitment of all non-clinical Bands 2 -4.	In progress
Grow the number of cadetship places offered across all nursing and AHP departments		PC	Cadet programme continues as per plan and on target.	In progress
Auto enrol all cadets onto the LHCH bank following their first year on placement		DB	Following completion of the cadetships in July, cadets will be enrolled onto the bank.	In progress
Increase our level of traineeship positions by over 50%		PC	January cohort of trainees have completed successfully and all have been enrolled on LHCH bank. Next Cohort of trainees September 21. On target to increase traineeship by 50%	In progress
2) We will improve our recruitment and retention strategy by attracting and retaining the best national and international talent.	October 2021	SS		
Undertaking a full review of our recruitment processes		SS	Recruitment process under review linked to implementation of NHS Jobs (launch 12th July) and initial recruitment strategy planning session took place in May to support development of new Recruitment Strategy.	In progress
Review if roles can be delivered flexibly to better support education and development pathways		SS	Recruitment process under review linked to implementation of NHS Jobs (launch 12th July) and initial recruitment strategy planning session took place in May to support development of new Recruitment Strategy.	In progress
Develop roles which support return to practice		RD / VW	Currently working with HEI partners to establish when Return To Practice programmes will return following pandemic. Working with placement areas to establish appropriate placements across nursing & AHP pathways	In progress
Launch a new international recruitment programme for nursing, leading collaboration across all hospitals in Merseyside.		SS	LHCH leading pan-Mersey international recruitment. First cohort of RNs to arrive in UK in April and second cohort in May. It was planned that cohorts would continue throughout the year to see 50 international nurses join LHCH however this has currently been paused due to the current situation in India. 3 HCAs have also so far been recruited through the Refugee programme.	In progress