



LHCH People Strategy 2022 - 2025



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Executive Summary

Karen Nightingall, Chief People Officer



Welcome to our People Strategy 2022-2025, which sets out our approach to developing, strengthening and retaining our workforce over the next three years.

Our people make the difference; it's their dedication, care and pursuit of excellence that has created our outstanding performance, as recognised by the Care Quality Commission (CQC).

Our key aim is to be an employer of choice that attracts, develops and retains exceptional talent. It's about us providing a safe, inclusive, people-centred culture which puts the patient at the heart of everything we do.

It is vital for us to design a workforce that's fit for purpose and fit for the future to look after our people, patients, partnerships and populations.

It's been a challenging number of years for us all. However, together we have supported one another and continued to provide outstanding care to our patients. We are passionate about bringing out the very best in one another, within a culture that is both civil and kind and aligned to our people promise.

People Promise



Our vision is 'to be the best - leading and delivering outstanding heart and chest care and research' which is underpinned by six strategic objective themes:

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

To achieve our vision, it is vital that we engage all of our staff and volunteers to ensure we all understand the huge difference we make to each patient's journey. Our LHCH People Strategy 2022-2025 is designed to accomplish our vision, mission and six strategic objectives.

We look forward to achieving this together.

Our Approach

We want to continue to create a place known for outstanding patient care and for being a great place to work, whereby people feel they can thrive and belong.



Our Vision:

To be the best - leading and delivering outstanding heart and chest care and research.



Our Mission:

To provide excellent, compassionate and safe care for our patients and our populations, every day.

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



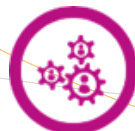
ACCOUNTABILITY

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'

Our Culture

Living Our Values Every Day

At LHCH, employee voice counts.

Thanks for sharing what you would love to see more of at work.



Our co-created civility charter

Every day, and in every situation, we:

- Treat each other equally and with respect.
- Welcome and value every person's contribution and feedback.
- Build each other up and appreciate how we help and support each other.
- Lead by example, role modelling our IMPACT behaviours.
- Greet and acknowledge each other with kindness.
- Understand the importance of fairness.
- Acknowledge and reflect on the impact our behaviour has on others.
- Strive for continuous improvement and learn from our mistakes.
- Value the variety of experience, perspectives, skills and ideas that our diverse workplace culture brings.
- Promote a culture of civility, addressing incivility in real time to protect everyone's mental health and wellbeing.

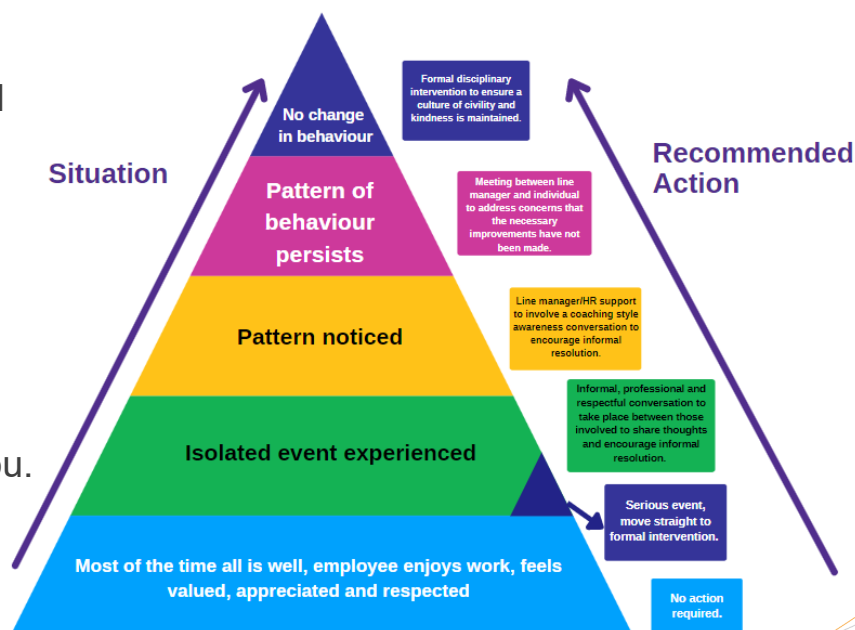
Promoting our behaviours

LHCH is dedicated and committed to living our values & behaviours that cultivate a culture of civility and kindness.

We encourage employees to recognise and show their appreciation to one another for a job well done, the work you do makes an impact and we thank you.

Speak up guiding principles

On the rare occasion that our agreed and expected behaviours are not demonstrated, we encourage employees to feel empowered to address their concerns in real time to preserve our workplace culture utilising our 'Speak Up' pyramid.



NHS People Plan

More people, working differently, in a compassionate and inclusive culture

This is the clear ambition of the NHS People Plan, the workforce strategy for delivering the Long-Term Plan for the NHS. The People Plan: action for us all, published at the end of July 2020 along with the People Promise, set out a range of actions to deliver this.

These are organised around four pillars:



Looking after our people

With quality health and wellbeing support for everyone

Belonging in the NHS

With a particular focus on tackling the discrimination that some staff face

New ways of working & delivering care

Making effective use of the full range of our people's skills and experience

Growing for the future

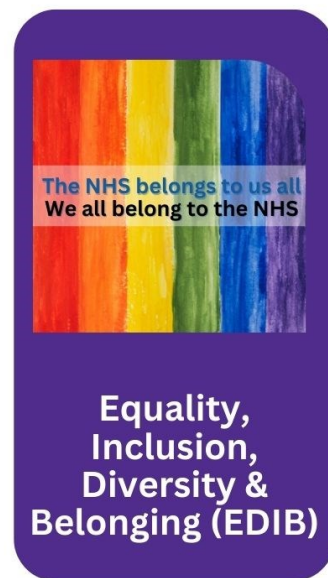
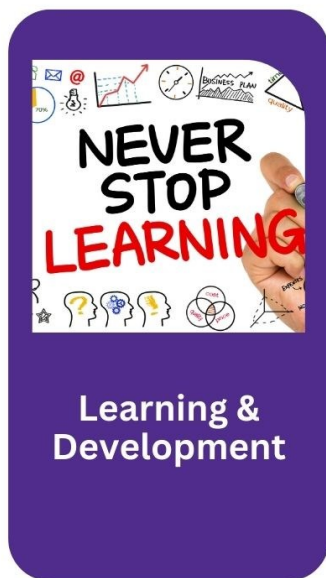
How we recruit and keep our people, and welcome back colleagues who want to return.

Key Aims

Creating this strategy has involved listening to our colleagues, liaising closely with key stakeholders, exploring best practice within both the NHS and other organisations whilst always ensuring governance and assurance.

We have also focused on the priorities of the trusts 3P's strategic objectives, NHS People Plan, NHS Long Term Plan, and our People Promise.

Four key pillars have been identified as areas of focus required to support LHCH strategic objectives.



Recruitment & Retention People Plan

Ambitions



- Align our recruitment activity to our workforce plans.
- Brand LHCH as an employer of choice.
- Optimise technology to improve our recruitment processes.
- Recruit the best candidates with aligned values and skills.
- For the candidate to have a positive recruitment experience
- Improve employee retention.

Achievements to date



- Launched Recruitment & Retention Strategy
- 110 International Nurses will have been recruited to LHCH by October 2022
- Successful recruitment events for Nurses, Admin and Hygiene posts
- Digital HR SharePoint and digital forms
- Automated weekly recruitment updates for Recruitment managers
- LHCH Careers account launch

Risks



- Private Sector offering a higher reward package
- National Supply issues with certain roles

Challenges



- Continuous Vacancy Rates
- Getting quality candidates with the right behaviours, skills and level of experience
- Retention - Turnover data indicates a large part of our workforce leaves within the first 1-2 years of them joining LHCH
- Competitive Job market offering a variety of employee benefits.

We'll know we have it right when...

- We have closed the vacancy gap and have a fully established, diverse, highly skilled workforce who actively demonstrate LHCH core values and behaviours with inclusion across the candidate and employee life cycle.
- We redefine and better support remote and hybrid work strategies, demonstrating a commitment to improve flexible working where possible.
- We're able to maintain a healthy level of turnover, retaining and developing outstanding talent.
- We have an innovative, engaging approach to recruitment providing an excellent candidate experience.

Learning and Development People Plan

Ambitions



- Growing for the future, supporting the learning and development of our people.
- Support new ways of working to innovate and attract/ retain talent.
- Work collaboratively with local partners, extending our widening participation programs.
- Apprenticeship first approach to 'grow our own' talent.
- Design and develop new appraisal program that is meaningful and adds value
- Build inclusive leadership capability to attract and retain the best talent and develop the best leaders to support our people.
- Implement clear and concise career pathways for effective succession planning and talent management, introducing scope for growth program

Achievements to date



- Launched Learning & Development Strategy
- Design, implementation, and delivery of Level 7 Clinical skills module at pace
- Building leadership capability with the design of new programs
- Competency Framework for Nursing
- Multi-professional preceptorship offered to all newly qualified nurses
- Team awareness & social styles development sessions road show
- Design of learning & development catalogue
- Schwartz rounds
- Successful apprenticeship and widening participation campaigns

Risks



- Not being able to upskill workforce due to operational pressures
- Leavers with vast experience and knowledge that can be difficult to replace
- Not embracing new technologies for people development

Challenges



- Time out to train
- Compliance reporting is kept centrally, despite live data available to all line managers
- ESR not creating great learning experience due to limitation of the system
- Balancing operational and strategic demand
- Gathering quality evidence and intelligence to enable informed decision

We'll know we have it right when...

- We will attract, develop and retain talented people from diverse backgrounds by providing learning opportunities to thrive, enabling us to continue delivering outstanding patient care
- Increase employee engagement, job satisfaction and wellbeing as evidenced through staff survey results
- Our talent management framework will actively support leadership development and succession planning
- Leaders at all levels will know what is expected of them and lead in a compassionate and inclusive way
- We maximise the use of our learning and development facilities, resources and opportunities.

Culture and Wellbeing People Plan

Ambitions



- Patient and employee safety being at the heart of everything we do.
- Design a workforce that's fit for purpose and fit for the future
- Promote a positive culture of civility & kindness; 'Be Civil Be Kind'.
- Looking after our people by aligning our NHS people promise and the health and wellbeing framework, introduce 'live well, work well events'
- Provide opportunities to learn, grow and succeed.
- Enhance the employee experience.
- Create a resilient workforce and make LHCH a greater place to work
- Maximise efficiencies and become data driven utilising technology
- Continuous engagement with employee voice

Achievements to date



- Significantly improved health & wellbeing offer, including enhancement of EAP support
- Our 'we are safe & healthy' and 'we are always learning' safety and learning culture
- LHCH now have dedicated roles to focus and drive continuous improvement in this area
- 2021 staff survey results
- Success of Be Civil, Be Kind Campaign - award winner and finalists
- Reduction in behaviour related incidences reported to HR

Risks



- Financial wellbeing: Cost of Living Rise
- Staff burnout, work related stress and sickness absence can have a detrimental impact on recruitment, retention and operational performance
- Not matching opportunism for flexible and agile working available through other employers

Challenges



- Evolving needs, wants and expectations of staff
- Time out to attend culture and wellbeing events for all staff
- Health & Wellbeing of all staff
- Unsociable hours shift facilities
- Challenging behaviour in some areas and departments
- External factors impacting the workplace for both staff and patient
- Limited funding and resources to support agenda

We'll know we have it right when...

- We focus on total wellbeing, have a safe, healthy and engaged workforce as measured by turnover, sickness absence, staff survey feedback, listening rooms and events attendance
- We have a positive and proactive approach in supporting the wellbeing of our people, ensuring work has a positive impact and addresses health inequalities
- We gain data and insights by listening to our people, providing a safe and healthy workplace culture with freedom to speak up inclusive of ongoing wellbeing best practices, support, and events.

Equality, Diversity, Inclusion & Belonging (EDIB) People Plan

Ambitions



- Celebrate and support diversity, inclusion and the belonging of our people and build an inclusive culture through our staff inclusion networks.
- Encourage people from diverse backgrounds to access and develop their NHS Careers and ensure our workforce and volunteers are representative of the communities we serve.
- Develop and improve our equality performance and increase diversity within our board and senior leadership teams.
- Commit to a more concerted and systematic approach to reducing health inequalities and addressing unwarranted variation in care, particularly within underrepresented groups.

Achievements to date



- Launched EDIB strategy
- Launched 'LHCH Belong' network
- Accredited Veteran aware and silver employer recognition scheme
- Supported staff from ethnic minority groups to access leadership development
- LHCH ranked first for compassionate leadership
- Developed & published anti-racist commitment
- Supported patients with complex care needs
- Improved interpretation and translation needs

Risks



- Not having an EDIB workforce that represents the communities we serve can impact both employee and patient experience.
- Impact on recruitment, retention and workforce stability
- Legal ramifications

Challenges



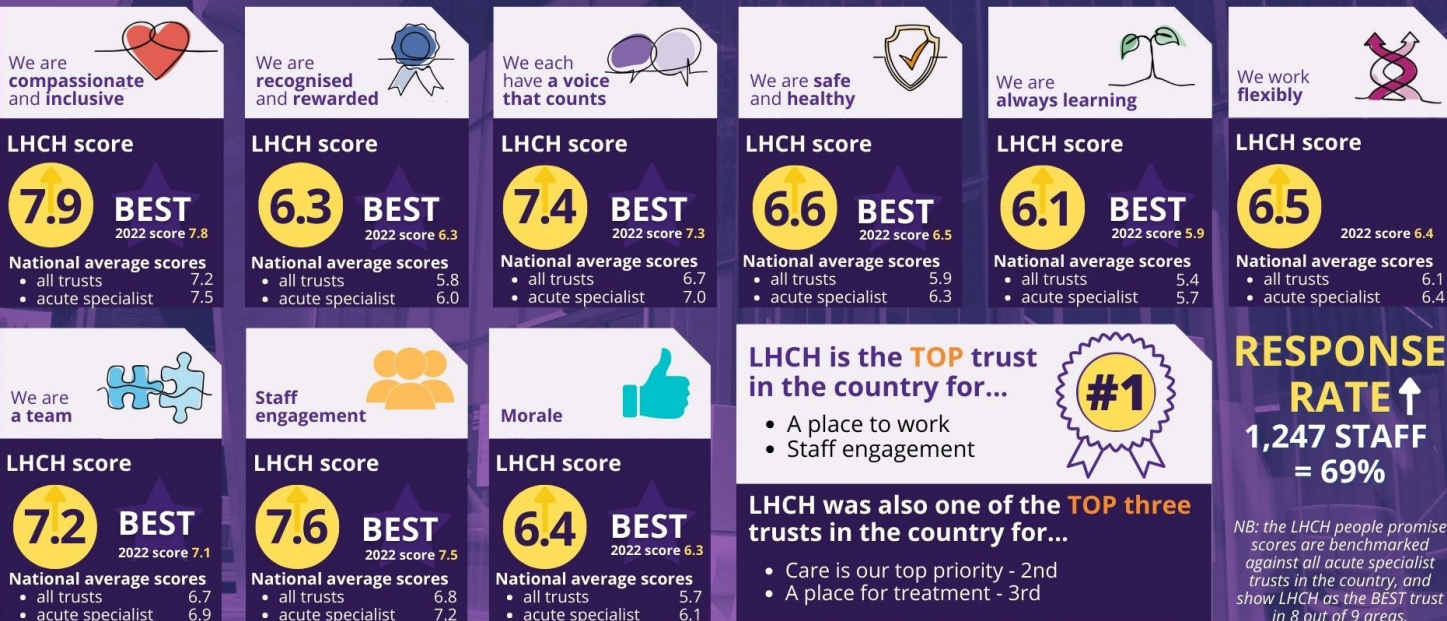
- Rapidly expanding agenda
- Health inequalities continue to be a challenge
- Ensuring responsibility of EDIB & capacity
- Ownership across the organisation
- Limited funding and resources to support agenda

We'll know we have it right when...

- We will see increased diversity in our workforce composition with improved retention.
- LHCH will become an employer of choice.
- Improved staff experienced as measured by the staff survey (we have a voice that counts and we are compassionate and inclusive).
- Enhance the experience of our ethnic minority and disabled workforce evidenced through our WRES/WDES submission.

Achievements in the last 12 months

LHCH NHS STAFF SURVEY RESULTS 2022



OUR PEOPLE ARE OUR MOST IMPORTANT ASSET



AWARD WINNER & FINALISTS



ACHIEVEMENTS IN THE LAST 12 MONTHS