

## Board of Directors Item 3.3

**Subject:** People Strategy Update  
**Date of meeting:** 31<sup>st</sup> January 2024  
**Presented by:** Jane Royds, Interim Chief People Officer  
**Purpose:** For Assurance

BAF Reference	Impact on BAF
BAF 4	To provide assurance on progress against the actions within the People strategy as reflected in the BAF risks.

<b>Level of assurance (please tick one)</b> <i>To be used when the content of the report provides evidence of assurance</i>					
<input checked="" type="checkbox"/>	<b>Acceptable assurance</b> Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	<b>Partial assurance</b> Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	<b>Low assurance</b> Evidence indicates poor effectiveness of controls

### 1. Executive Summary

This paper is intended to provide the Board of Directors with assurance on the delivery of the LHCH People Strategy 2022-2025. The paper also appraises the BoD with a high-level progress update (Q1 – Q3) against each of the four strategy pillars below: -

- Recruitment & Retention
- Learning & Development
- Culture & Wellbeing
- Equality, Diversity, Inclusion & Belonging (EDIB)

Progress and assurance updates are provided to the People Committee on a quarterly basis.

The Board of Directors is asked to note the content of this report and the actions being taken.

## **2. LHCH People Strategy**

Delivery of the LHCH People Strategy has demonstrated significant progress over the last 12 months, with specific emphasis on wellbeing, belonging and retention. LHCH has made strides in fostering a culture of wellbeing, evidenced through our staff survey results and through a downward trend in turnover over the last 6 months. Nevertheless, the ongoing commitment to delivery of the People Strategy is paramount for sustained success and continued improvement of our people experience.

A high-level progress update against each pillar of the People Strategy has been provided below.

### **2.1 Recruitment & Retention**

Good progress has been made in the delivery of this strategy. The Recruitment team continue to partner with the leadership teams to ensure recruitment & retention levels effectively support service delivery.

- Voluntary turnover has reported below the Trust target of 10% since September 2023. This is lowest figure in over 2 years.
- The delivery of a nursing workforce plan for 23-24 has created stability in the workforce and has supported a reduction in bank and agency usage across this staff group
- Successful Theatre & Physiotherapy Recruitment Days took place in November 2023 to recruit to hard to fill roles which will reduce the vacancy gap in these areas.
- A review of admin and clerical roles is being developed to ensure we continue to grow our workforce and have a pipeline for progression
- A new value-based assessment for HCA recruitment has been developed.
- Retention meetings with managers have been taking place, to understand the reasons why staff are leaving to support the Retention Action Plan.
- Regular Stay Conversations are in place to employees 20+ years' service to create a profile of why staff enjoy working at LHCH.
- A long Service Lunch took place in July to recognise and celebrate employees that have been employed by the NHS for 25, 30 and 40 years.
- LHCH Employee Benefits videos have been developed to help promote a positive workplace culture
- Following a review of corporate induction there have been amendments to the schedule to improve the experience for new colleagues and capacity has increased to two inductions per month.
- Retirement and Pension sessions took place across Sept / October to help promote a positive and flexible culture
- Recruitment materials have been redesigned to incorporate kite marks that have been awarded including Disability confidence, Preceptorship Gold Mark, Veterans Awareness to promote LHCH as an employer of choice.
- Continued development in Digital HR Processes to improve the employee and manager experience

### **2.2 Learning & Development**

Good progress has been made against the strategy. Please note, some learnings and projects were paused due to the impact of industrial action.

- Appraisal compliance reached above 90%
- Improved results were seen in the 2023 GMC Junior Doctors Survey
- There have been 15 Schwartz rounds to date with 157 attendees, helping staff to feel more supported in their roles and allowing them to time and space to reflect.
- 23 teams have accessed Team Development funding to date to help support new ways of working
- Delivery of the 1st cohort of our influence & impact program (Band 8b & above) to help build leadership capability. This included 121 coaching with an external senior leadership coach.

- The roll out of LHCH Talent Management framework has commenced and has been built into the appraisal process.
- MSc Cardiothoracic Practice approved at Edge Hill University's programme board. We expect to recruit first students September 2024.
- A trust wide mentoring platform has been implemented which will provide skills development aspirations for all colleagues and further support clinical mentoring
- LHCH continue to host Leadership Academy's Mary Seacole Local Programme for Cheshire & Merseyside. A request to host a cohort from Southwest DALs programme (Developing Aspirant Leaders for ethnic minorities nurses and midwives) is being considered.
- The Aspiring Clinical Leads Programme commenced September 23 which will support succession planning and growing for the future.
- Throughout the last quarter the L&D team have attended 3 school and community careers events to promote widening participation programmes and recruitment at LHCH. In addition, two internship placements in Education and Pharmacy commenced in September 2023
- The Preceptorship Quality Mark application was successful, with outstanding feedback for the application and LHCH Preceptorship Programme.
- Apprenticeship First policy has been ratified and published
- We are currently recruiting apprentices in advanced practice, health and social care, healthcare leadership and trainee nurse associates

### **2.3 Culture & Wellbeing**

The Health & Wellbeing (HWB) of our people remains a key focus for the Trust and to support our aspirations, a Culture & Wellbeing was created and published in July 23.

- LHCH continue to grow its Live Well, Work Well HWB events in collaboration with Strategic Partnerships and as part of the Broadgreen Collaborative. The next event is scheduled for 1<sup>st</sup> February 2024.
- At the last event, 172 staff had health checks (blood pressure, cholesterol, BMI) with many recommendations to make lifestyle changes or contact their GP for further checks.
- Reflective space for managers has been introduced. 5 monthly sessions arranged for last 5 months of year to help support the people (Managers) who look after our people.
- Training for 'Hot Debriefs' have been rolled out across relevant areas and additional support in high pressured clinical areas continues. This model supports teams to have an interactive and structured team dialogue immediately or very shortly after a clinical case.
- Further Wellbeing Champion training has been scheduled to increase the uptake of Wellbeing Champions
- Further Drama Based (Lived Experience) learning has taken place to promote civility, kindness, inclusivity and belonging.
- The OD Team have provided targeted support to departments experiencing challenges to improve culture, team building, understanding social styles and enhancing ways of working.
- The creation of a 'de-escalation' leaflet has been launched as part of the 'ITS NOT OKAY' campaign, which includes tools and techniques for conflict following some areas experiencing a spike in abuse received from patients and family.

### **2.4 Equality, Diversity, Inclusion & Belonging (EDIB)**

The EDIB strategy is in its second year of delivery and is supported by an annual thematic operational action plan. Key progress highlights include: -

- Specific action plans have been developed to support delivery of the NHS Improvement Plan and Anti Racism Framework

- A guest speaker from the NW BAME Assembly attended clinical leaders and the BoD to talk about the Anti Racism Framework. This supports the ambition to 'lead from the front' on this agenda.
- A number of Staff Networks have been developed across LHCH supporting the objective to enhance visibility and improve belonging
- The Trust published its Equality Monitoring Report in line with our requirements under the Equality Act 2010 and public sector specific duties.
- A weekly EDIB and HWB newsletter has been developed to improve communication across the organisation and to celebrate diversity through awareness, staff stories and lived experience.
- The trust has an ambition to receive GOLD Employee Recognition Scheme (ERS) and a robust action plan has been developed to support this work. This project aims to ensure wider opportunities are created to recruit current/former armed forces members.
- A range of EDIB awareness sessions have taken place between September – November, including an event to mark Black History Month. A range of promotional materials were circulated across the organisation and a cooking event was facilitated onsite by Bettylicious Cooks who demonstrated African and Caribbean cooking.
- The Trust continues in its commitment to reducing health inequalities. The Liverpool Healthy Families project is making steady progress and the outreach testing is reaching out to the people most in need and most vulnerable in society.
- The Trust continues to grow its Live Well Work Well initiative and whilst this is a HWB programme, its closely aligned with our health prevention pledge and reducing health inequalities
- LHCH continue to work closely with EDI regional groups to share best practice and exploring opportunities for collaboration.

EDIB continues to remain a priority. An annual EDIB Report will be presented to the Board in May which will include a review of progress against our action plans and summary of our Staff Survey WRES and WDES results.

### **3. Risks and Challenges**

The HR and L&D Team remain cognisant of the workforce risks and impact on the delivery of the People Strategy. Key risks include challenges in recruitment to hard-to-fill roles, managing sickness absence levels, specifically increased levels of stress and anxiety (burnout), and losing talent to other organisations that have more opportunities. Additionally, the impact of industrial action and staff unrest due to the national pay structure remains a risk in 24-25.

Despite proactive recruitment efforts, certain roles present persistent challenges, requiring targeted strategies for attraction and retention. This will be addressed through the annual / workforce planning process. Sickness absence patterns have also increased, necessitating a comprehensive approach to employee well-being. A heightened focus on psychological support initiatives has been implemented, recognising the importance of mental health in the workforce, but more needs to be done using data and soft intelligence.

Continued vigilance and strategic adaptations are essential to mitigate these risks effectively.

### **4. Recommendations**

The Board of Directors are asked to note the update on delivery of the LHCH People Strategy.