

Strategy	Q1 23/24	Q2 23/24	Q3 23/24	Q4 23/24
Recruitment and Retention Strategy	<ul style="list-style-type: none"> * Nurse Recruitment Day held in March 23 to support recruitment to hard to fill roles. * Stay conversations planned through April and May 23 to help create a profile of why staff enjoy working at LHCH * Benefit videos have started to be filmed to support the onboarding experience * Communication plan to cascade Pension Changes, including bespoke Retirement Sessions * Supporting Theatres with Internal Recruitment. * Collaboration in place with LCR ensure all LHCH jobs adverts are cascaded into the wider community and to attract more ethnic minorities. * AFC pay award successfully implemented. * HR Robotic Automated Process currently being developed to improve the employee experience * Implementation of Health Roster Loop App Allowing staff easier access to request annual leave and view their roster * Positive staff survey results 	<ul style="list-style-type: none"> * Voluntary turnover reports below the Trust target of 10% (the lowest levels since September 2023) * Benefits videos developed (lease car/child benefits/gym/EoM) * New Trust Website launched - internet due Q3). * Patient Safety awards finalists - HSJ for International Nurse pipeline programme * Supporting hard to recruit areas such as therapies and theatres. * Part of C&M retention group to share LHCH best practice. * Substantial assurance on Recruitment Audit by MIAA * Long Service Lunch planned for Q2 to recognise and reward long service 	<ul style="list-style-type: none"> * Turnover continues to remain below target (9.26%) * Retirement and Pension sessions took place across Sept/Oct to promote positive and flexible culture * Successful Theatre & Physiotherapy Recruitment Days to recruit to hard to fill roles which will reduce the vacancy gap in these areas. * Four LHCH benefit videos have been launched to promote a positive 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 HR Digital process to improve employee experience. 	<ul style="list-style-type: none"> * LHCH continue to make good progress in the delivery of the strategy, which is evidenced through lower levels of turnover, workforce stability and staff satisfaction. * Positive staff Survey Results. * Implementation of TRAC in March 24 which streamlines the recruitment and onboarding process and will improve reporting functionality. * A Retention Summit was held in January 24 which will support a refreshed LHCH Retention Action Plan. * Valued based Board and NED recruitment * 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 * A review of admin and clerical roles to make roles more varied and attractive and which includes a pipeline for progression
Learning and Development Strategy	<ul style="list-style-type: none"> * Supporting Director of Medical Education to address issues raised in 2022 GMC Survey, including reviewing ways to better support and improve junior doctor's experience * 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. * Scope for growth' - roll out of LHCH Talent Management framework has commenced, initially to Band 7 and above colleagues. * Review of corporate induction to improve the experience for new colleagues and capacity has increased to two inductions per month. * Feedback received from 'World café' events and trust wide survey regarding current appraisal system has been evaluated and recommendations for improvement are being finalised. * The OD team are in the process of acquiring and developing a trust wide mentoring platform that will provide skills development aspirations for all colleagues and further support the Clinical mentoring program for newly appointed and recruited Band 7s and 8a's as part of the Ockenden Review. * 8 World café events to review the appraisal system, with feedback used to make improvement to the process * A new induction program for newly appointment managers and managers new to the trust was launched in March 2023. 	<ul style="list-style-type: none"> * Review of corporate induction to improve the experience for new colleagues and capacity has increased to two inductions per month. * Continue to host Leadership Academy's Mary Seacole Local Programme for Cheshire & Merseyside with two further cohorts planned for this year. * Working towards NHS England National Preceptorship Quality Mark for our preceptorship programme. * Practice Education ongoing with improvements noted in clinical competency compliance and support for international nurses and multi-professional students. * Supporting unit areas with Cultural and Civility best practice sessions. * MSc Cardiothoracic Practice approved at Edge Hill University's programme board. We expect to recruit first students September 2024. * The roll out of LHCH Talent Management framework has commenced and has been built into the appraisal process. 	<ul style="list-style-type: none"> * Apprenticeship First policy has been ratified and published * New Heart Failure module under development * The Preceptorship Quality Mark application was successful, with outstanding feedback for the application and LHCH Preceptorship Programme. * The Aspiring Clinical Leads Programme commenced September 23 which will support succession planning and growing for the future * LHCH representation are 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 roll out of LHCH Talent Management framework has commenced built into the appraisal process. 	<ul style="list-style-type: none"> * Managers Essentials Training - diagnostic stage is now completed. Delivery of the programme will commence in Q1 (2024). * Coaching and mentoring platform designed - expected launch March 24 * Improved results were seen in the 2023 GMC Junior Doctors Survey * 15 Schwartz rounds held 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 * Development of a Training Needs Analysis

<p>Culture and Wellbeing Strategy</p>	<ul style="list-style-type: none"> * Culture & Wellbeing Strategy created in alignment with NHS Health & Wellbeing framework, currently being circulated and shared with key engagement groups before finalisation 31st July 2023. * Expansion of Live Well, Work Well, events with a focus on holistic wellbeing, providing on-site health checks, physical and wellbeing champions, mindful wellbeing therapies and psychological support, financial wellbeing guidance and mental fitness workshops to promote personal development and resilience. *Skills booster platform was approved with an implementation planned for May 2023. Skills Boosters provides video-based training designed to address meaningful workplace challenges and will enhance our learning offer and make training more accessible * Created the Staff Health and Wellbeing hub on HR Front Door with a wealth of wellbeing resources available for all. * Continued promotion of civility and kindness via out Be Civil, Be Kind Mantra, Civility Charter and Pyramid. Roadshow across the Trust inviting all staff to attend impactful drama-based scenario learning session to encourage civility, kindness and belonging. 	<ul style="list-style-type: none"> * Live Well Work Well event in September - Collaboration continues to be progressed with Broadgreen. * Increased training sessions with internal psychologist (debrief and managers reflections). *Launched Culture & Wellbeing strategy. * Held a range of events and awareness sessions - world mental health day menopause awareness month and launched a tobacco dependent treatment service. 	<ul style="list-style-type: none"> * Collaboration continues to progress with Broadgreen - plans are being progressed for next LWWW event scheduled for Feb 24 (Q4). *Engagement event planned in line with the national campaign Brew Monday (Q4). *Further training for hot debriefs and manager reflection has been delivered by the Staff Support Psychologist. *OD/HR have started a diagnostic to help develop a Managers Essentials Programme which will build leadership confidence and capability. *De-escalation leaflet launched as part of the Its not okay campaign which includes tools and techniques to support conflict resolution. * Menopause Staff Network/Lounge is established and continues to grow, helping to influence policy and practice. 	<ul style="list-style-type: none"> * Collaboration Steering Group in place with Broadgreen to support delivery of a joint HWB offer. *Live Well Work Well Event held in February - 100 staff received health checks.
<p>Equality, Diversity, Inclusion and Belonging Strategy</p>	<ul style="list-style-type: none"> * Review of Year 1 of the EDIB strategy to People Committee and BoD. *Impact of the strategy can be evidence through improved staff retention, increased diversity in our workforce composition, improved staff experience as measured by the NHS staff survey and improved scored in the people promise themes we are compassionate and inclusive. * Year 2 action plan developed through various think tank sessions - actions will be aligned to the NHS England EDI Improvement recently published (six high impact actions). * Met all national requirements including submission of our WRES/WDES. * Good progress has been made against our WDES indicators and we have improved against 2 of the WRES indicators. * Engagement with employees from protected characteristics will be progressed to understand lived experiences and how we can improve. *EDIB Wellbeing officer recruited to support delivery of the People Strategies *The Gender Pay Gap Report was presented to Board in March 2023 and published in line with our statutory and legal requirements. 	<ul style="list-style-type: none"> * BAME Assembly have visited and presented to Clinical leads event (end Q2) and for Board awareness Q3. * Finalised Y2 EDIB action plan. * Set up staff network groups Endometriosis. LGBTQ+ and start of a disability network. * Celebrated 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. * Racist framework went to BOD with an implementation plan. * Secretary of State issued a letter regarding designated EDI resource which will be discussed at People Committee Q3. *Equality Monitoring Report published in line with our requirements under the Equality Act 2010 and public sector specific duties 	<ul style="list-style-type: none"> * A number of Staff Networks have been developed across LHCH supporting the objective to enhance visibility and improve belonging * Action Plan developed to support the implementation of the NHS Implemented Plan. * Board Awareness Session on the Anti Racism Framework took place in Q3. * EDI Board Objectives agreed. *Lived Experience Drama based Training to be rolled out across 24. * Staff Survey/WRES/WDES/ expected in Q4. * 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. 	<ul style="list-style-type: none"> * Specific action plans have been developed to support delivery of the NHS Improvement Plan and Anti Racism Framework. *Relaunch LHCH Anti Racism Commitment Statement. * Launch of LGBTQ+ Staff Network *LHCH has submitted its Equality Delivery System Report in line with reporting timeframe. * Improvements seen in some WRES/WDES indicators. A range of listening Rooms for our international and ethnic minority being planned for Q1 (2024) to share their lived experiences and give feedback on our WRES results in order make continuous improvement. * Attended 4 school and community careers events to promote widening participation programmes and recruitment at LHCH. * Schedule of Staff Stories to People Committee and BoD *Further Improvement in all Staff Survey People Promise Themes including 'we are compassionate and Inclusive'