

People Strategy 2022-2025

To deliver Five Star Patient Care, we must put our staff at the centre of everything we do

The Trust's vision is to provide
Five Star Patient Care
Illustrated by our Star Chart, delivered through
our strategic aims and values

St Helens and Knowsley
Teaching Hospitals
NHS Trust

Strategic Aims

- Provide high quality personalised care
- Be the hospital of choice for patients
- Respond to local health needs
- Attract and develop caring, highly skilled staff
- Work in partnership to improve health outcomes
- Create sustainable and efficient health systems



Values



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1. Foreword

Anne Marie Stretch, Deputy Chief Executive and Director of Human Resources



Welcome to our People Strategy for 2022-2025.

In developing our People Strategy, we have considered the many challenges but also opportunities we have faced in a global pandemic.

Demand for our services reached an unprecedented peak and the response by our workforce has been a testament to the resilience and skills of our people. I continue to be in awe of the work our staff do and continue to do.

This strategy brings together the key themes from our supporting operational plans and this aligns with the national People Strategy and the Trust's vision for Five Star Patient Care

We are also committed to using the feedback we receive through the Staff Survey to help us make informed decisions about how we support our staff to deliver five-star patient care in an inclusive culture where staff can bring their whole selves to work.

In developing our People Strategy, we have increased our commitment to supporting our staff to meet the challenges we face. As a people focussed organisation, we place our workforce at the centre of everything we do. Investing and valuing in our people enables our workforce to learn, grow and be able to provide sustained excellence in the delivery of patient care.

We know that change and continuous improvement and the increasing demand for our service is not easy, and to do this we need the engagement of a workforce that is well-led and feel recognised for the invaluable contribution they make to the health and wellbeing of the population we serve. This includes ensuring our staff have access to varied and interesting roles that provide career development pathways, ensuring we are an inclusive and rewarding employer of choice for our local community.

Our strategy has been developed through an extensive process of stakeholder engagement taking the depth and breadth of the organisation and will be reviewed annually to ensure we continue to adapt to the needs of our workforce.

2. Introduction



Mersey and West Lancashire Teaching Hospitals NHS Trust serves a population of over 600,000 with a combined workforce of around 9,000 dedicated and skilled staff delivering acute hospital care, intermediate care, primary care, and community-based services.





The purpose of this strategy is to translate the NHS People Plan into a local programme which meets the requirements presented within the annual Operational Planning Guidance, and the Health Education England. The strategy is set within the context of:

- NHS annual priorities and operational planning guidance of which investing in the workforce is a key priority
- NHS 10 Year Long Term Plan - which sets out national ambitions to support our workforce
- Interpreting the NHS People Plan in line with the wider work which is already being delivered across Cheshire and Mersey and ICB workforce priorities
- Our Trust Objectives, and our commitments set out in the Trust Workforce Strategy Action Plan, which set out the Trust's intentions in response to the challenges and opportunities that relate to our people
- The NHS Constitution which pledges to support and engage all staff in strategy development and implementation

Fundamental to the strategy is 'Our People Promise,' which sets out ambitions for what people working in the NHS will say about it in the future. The people promise has been developed to help embed a consistent and enduring offer to all staff in the NHS



The Trust has developed a three-year action plan which supports delivery of the Trust Objectives, our local People Plan and includes detailed objectives for the achievement of supporting action plans. A summary of aims of the four pillars is described below:

 <p>Looking after our people</p>	<p>with quality health and wellbeing support for everyone.</p>
 <p>Belonging in the NHS</p>	<p>with a particular focus on the discrimination that some people face.</p>
 <p>New ways of working and delivering care</p>	<p>capturing innovation, much of it led by our NHS people.</p>
 <p>Growing for the future</p>	<p>how we recruit, train and keep our people, and welcome back colleagues who want to return.</p>

Looking after our people:

- Improving retention by delivering the NHS People Promise to improve the experience of our staff
- Continue to support the health and wellbeing of our staff, including through effective health and wellbeing conversations and mental health hubs
- Improve attendance and supporting staff to return to work.

Belonging in the NHS:

- Improve the BAME disparity ratio, delivering the six high impact actions to overhaul recruitment and promotion practices
- Implement plans to promote equality across all protected characteristics.

New ways of working:

- Accelerate the introduction of new roles, and expansion of other roles
- Develop the workforce required to deliver multidisciplinary care closer to home
- Ensure the highest level of attainment set out by the 'meaningful use standards' for e-job planning and e-rostering is met to optimise the capacity of the current workforce
- Establish/ become part of volunteer services such as the NHS cadets and NHS reservists.

Growing for the future:

- Expand international recruitment through ongoing ethical recruitment of high-quality nurses and midwives
- Leverage the role of NHS organisations as anchor institutions/networks to widen participation and create training and employment opportunities, including through expanding apprenticeships as a route into working in health and care

- Make the most effective use of temporary staffing, including by expanding collaborative system banks and reducing reliance on high-cost agency staff
- Ensure training of postgraduate doctors continues
- Ensure sufficient clinical placement capacity to enable students to qualify and register as close to their initial expected date as possible.

3. Our People Focus 2022 - 2025

This strategy has been translated into **specific, meaningful, and achievable** actions which we will review annually in line with the Trust Objectives. In addition, the Trust has a cycle of continuous improvement to ensure strategies, policies and other governance documents continue to align with national guidance and regulatory compliance. Our operational plans are focussed on six key areas:

3.1 Health and Wellbeing Operational Plan 2022-2025

Our Health and Wellbeing Operational Plan focusses on working with our people to embed health and wellbeing into day-to-day work and life to enable us to create a positive and healthy working environment. The plan focusses on the top priorities that are and will continue to impact on employee health and wellbeing over the next three years. The vision for the Health and Wellbeing Operational Plan is:

“Working together to provide a safe, healthy, and well led culture that will enable our people to thrive, bring their whole selves to work and give opportunity to provide outstanding patient led care”

Our plan will be championed by our Wellbeing Guardian and delivered through a wellbeing framework which aligns with to our Organisation Development plan, with staff support through for example appraisals and wellbeing conversations in addition to ongoing support through e.g., line managers, wellbeing champions, mental health first aiders and the Trust health and wellbeing service



3.2 Recruitment and Retention Operational Plan 2022-2025 which sets out how Strategic Resourcing will work collaboratively across the HR directorate and the wider organisation to create a workforce for the future. The plan focusses on the needs of the people within MWL and opening our career opportunities to the communities which we serve.

The vision for the Recruitment and Retention Operational Plan is:

“To commit to delivering a 5-star recruitment and retention service, making use of data, feedback and intelligence from across the organisation to design and deliver innovative and impactful recruitment and retention campaigns aligned to our workforce needs and the NHS People Promise.”

Our approach to delivering the operational plan concentrates on four key elements over the next three years. The plan focuses on retention initiatives, career development and ensuring our recruitment processes are more user and candidate friendly, which will improve candidate experience and reduce time to hire. The table below summarises our priorities:



3.3 Workforce Development Operational Plan 2022-2025

The purpose of the Workforce Development Operational Plan is to support our existing and future workforce and make the best use of their skills and capabilities in delivering Five Star Patient Care within the Trust. Over the next three years this plan will be the

framework that supports us to deliver some ambitious projects. The key to our success will be engagement, collaboration, cross departmental working, and innovative thinking.

The vision for the Workforce Development Operational Plan is:

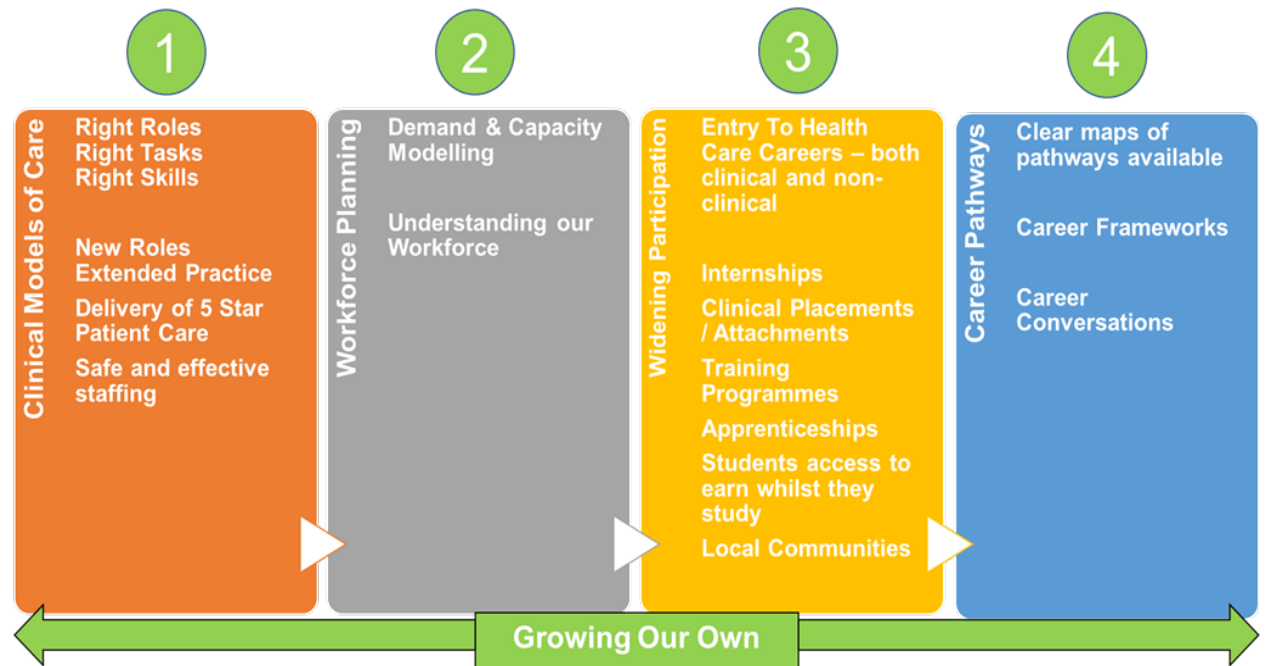
Working together to provide clear, accessible career pathways to both our existing and future workforce in roles that enable our people to thrive, develop and pursue their career whilst delivering outstanding patient led care.

In delivering the plan, the NHSE STAR Model outlines seven investment themes related to five domains regarding training, education and workforce planning & transformation which will drive our plan: specifically:



- Investment Themes:**
- ✓ Developing the role of the support worker
 - ✓ Upskilling for extended and advanced roles in priority areas
 - ✓ Supporting patient safety and person-centred care
 - ✓ Supporting career progression
 - ✓ Enabling Apprenticeships
 - ✓ Promoting Prevention
 - ✓ Workforce Modelling and Redesign

The key pillars and priorities of the plan are:



3.5 Organisational Development Operational Plan 2022-2025 sets out the direction and actions for the Learning and Organisational Development team, in collaboration with colleagues and partners across the Trust and our region and locality, to address the key Organisation Development (OD) issues that face us during the next three years. The OD strategic focus is on the following key areas:

- Culture, values, and behaviours
- Leadership and management development
- Team building
- Personal development
- Talent management
- Staff experience and capability

The vision for the Organisational Development Operational Plan is:

“Working together to provide a compassionate values-based culture where everybody has the chance to succeed. That will enable our people to thrive, reach their potential and give opportunity to provide outstanding patient led care”

The plan considers what is meant by OD as part of the wider People function. It looks at the key areas the service will need to address specifically relevant to Mersey and West Lancashire Teaching Hospitals NHS Trust and our partners, concentrating on what is achievable and measurable over the next three years. The plan examines national, regional, local, and internal contexts and analyses a range of relevant data

and identifies the three foundations that will form the focus of activity to 2025. These are shown in the diagram below:



The Trust has undertaken an analysis of the organisation to highlight the current OD challenges facing the Trust to support improvements in:

- Annual Staff Survey
- Appraisals
- Statutory and mandatory Training
- Talent Management
- Apprenticeships

The data available will enable targeted OD programmes to be delivered over the next three years.

3.6 Volunteer Operational Plan – which sets out all aspects of the development, maintenance, and delivery of our volunteer service within the Trust encompassing recruitment, retention, and recognition. Volunteers make a unique and valuable contribution to patients, carers, visitors and help us to enhance the experience our patients have and add value to the services provided within the Trust,

The vision for the plan encompasses five key themes:



The **Workforce Equality, Diversity and Inclusion Operational Plan 2022-2025** provides a framework for action based on three key foundations all underpinned by 'being kind' in everything that we do:

- Inclusive and Compassionate Leadership
- Culture of Inclusion
- Diverse Workforce

We are committed to delivering 5-star equality, diversity and inclusion in employment outcomes and experiences for all colleagues from all protected characteristics. We will actively work toward becoming truly and effortlessly inclusive and anti-racist to create the right conditions and working environment for all staff from all backgrounds to have a sense of belonging by celebrating differences and demonstrating that we recognise, respect and value every employee in how we recruit, train, develop, nurture and retain staff.

The plan sets out our how we will design and deliver innovative and impactful interventions aligned to our workforce and population needs, our corporate objectives, our equality objectives, our public sector equality and mandatory gender pay gap reporting duty and NHS mandated equality standards

ED&I Delivery Framework

All Trust Employees	Managers and Leaders	ED&I Networks
<ul style="list-style-type: none"> • ED&I Awareness • Training and CPD • Adjustments Conversations • Behaviour Standards • Bystander Behaviours • Access Staff Networks • Freedom to Speak up Safely • Improved ED&I incident Reporting • Cultural Ambassadors 	<ul style="list-style-type: none"> • Training and CPD • Inclusive Practices (Culture, Employee Relations, Recruitment, Talent Management) • Facilitating Adjustments Conversations • Providing Fair Access to Support & Resources • Policy Compliance • Impact Assessments • Management of ED&I Related Incidents 	<ul style="list-style-type: none"> • Targeted Interventions & Initiatives • Relaunch and wider engagement • Network input tin inclusive process improvements • Giving staff a voice • Sign posting staff for support • Education programme • ED&I Resources • Communication of annual programmes of events/activities

The Workforce Equality, Diversity & Inclusion operational Plan is a core part of the cultural improvements and key to achieving the Trust's vision and objectives. Equality, Diversity, and Inclusion will be mainstreamed as a golden thread through every aspect of the employment cycle and employment experience and in all related operational plans.

4. Performance Management and Reporting

We will continue to regularly review our action plans to ensure our operational plans are on track and meeting our agreed focus to 2025. We will revise these annually to ensure they remain in line with any changes to the NHS Annual Operational Guidance and other changes to the national NHS People Plan.

To ensure that the strategy is evidence based and in line with best practice, we have reviewed and integrated the key deliverables from national and local policy. This includes the NHS People Plan and the NHS People Promise. An [action plan](#) has been developed and aligned to both operational plans and the four pillars of the NHS People Plan.

We will use this strategy to hold ourselves to account in the delivery of our local and system actions and goals. In doing so, we will demonstrate the Trust's commitment to staff and patients and set out deliverables and outcomes to drive forward the change we are committed to within the strategy.

This strategy is the Trust's overarching People Plan for the next three years and is supported by a detailed action plan.

4.1 Approach to governance

The delivery of the People Strategy will be overseen by the People Performance Council, which reports to the Strategic People Committee who will provide assurance to the Trust Board that the strategy is meeting its deliverables. This will be monitored by the HR governance framework which will ensure regular reports and updates are provided and will ensure mitigation plans are put in place for risks identified where necessary.

We will also ensure links with key stakeholders where there are dependencies and particularly for the enabling themes. Through these groups we will ensure effective monitoring of outcomes as well as risk identification and mitigation.

4.2 Approval Process

Consultation has taken place across the Trust in developing this strategy, which has included presentation to the People Performance Council and the Strategic People Committee prior to approval by Trust Board

References

MWL Operational Plans 2022-2025:

- Health and Wellbeing Operational Plan 2022-2025
- Workforce Development Operational Plan 2022-2025
- Organisational Development Operational Plan 2022-2025
- Recruitment and Retention Operational Plan 2022-2025
- Volunteer Operational Plan 2019-2024
- Workforce Equality, Diversity and Inclusion Operational Plan 2022-2025
- 2021-22 People Plan Priorities <https://www.england.nhs.uk/ournhspeople/>

Health Education England 2021-22 Mandate

<https://www.gov.uk/government/publications/health-education-england-mandate-2021-to-2022>

2022/23 priorities and operational planning, NHS England

<https://www.england.nhs.uk/publication/2022-23-priorities-and-operational-planning-guidance>