



Together

NHS

**Lancashire Teaching
Hospitals**

NHS Foundation Trust

The Workforce



Organisational

Development Strategy

**Excellent
care with
compassion**

Workforce and Organisational Development

   @LancsHospitals

Contents

<i>Introduction</i>	<i>3</i>
<i>Context - Where we are now.....</i>	<i>4</i>
<i>Strategic Alignment, Consultation and Involvement.....</i>	<i>7</i>
<i>The Workforce and OD Strategy - Where we want to be.....</i>	<i>9</i>
<i>To Attract, Recruit and Resource.....</i>	<i>11</i>
<i>To be Inclusive and Supportive.....</i>	<i>18</i>
<i>To be Well Led.....</i>	<i>23</i>
<i>To be Responsive and Service Focused.....</i>	<i>27</i>
<i>To Create a Positive Organisational Culture.. ..</i>	<i>32</i>
<i>To Engage and Retain.....</i>	<i>36</i>
<i>Conclusion</i>	<i>40</i>
<i>Strategy Ownership and Governance</i>	<i>40</i>

Introduction

This strategy is for our staff. Our staff deserve the best possible experience of work, where they feel supported to achieve their full potential, are involved, happy, healthy and able to have a meaningful career where every day they feel they make a difference through the care they provide our patients.

The Workforce and Organisational Development (OD) strategy brings together all our people focussed strategies into one place so we are all working towards the same patient-centred and staff centred goals. It realigns OD, health and wellbeing, recruitment, retention, resourcing, staff engagement, library and knowledge management, blended learning, staff recognition, equality and diversity, leadership development and cultural work to provide strategic direction for all people related activities and programmes of work.

The Workforce and OD strategy is an enabling strategy which aims to support our people to deliver the Trust's strategic objectives by being ready and able to flourish in the face of future changes and challenges. It is more than a traditional human resources or a standalone workforce strategy; it takes a holistic and joined up approach to creating a modern workforce, bringing about culture change, collectively tackling 'wicked' workforce challenges in order to support the delivery of our overall Trust priorities. This strategy describes the programmes of work which will be led by the Workforce and OD team over the next 3 years; however the success of this strategy is depended on our staff and managers moving in the same direction, having the same passion and drive to create a great a great place to work by bringing the actions to life in every single team, profession and corner of the organisation.

The Workforce and OD strategy sets out the commitments we will make to all of our staff through the delivery of our six strategic drivers all of which will enable us to deliver our aim which is for **Lancashire Teaching Hospitals to be the best place to work in the NHS, where skilled individuals are supported and able to work to their full potential always providing excellent care with compassion.**



Context

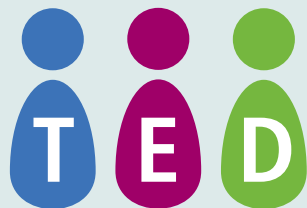
Where are we now

Our highlights

Whilst the NHS continues to face tough challenges, of which Lancashire Teaching Hospitals has experienced its own fair share, we recognise that we cannot simply address the current context by doing things the way we have always done them. Budget constraints will continue to influence the way in which services are delivered, whilst at the same time the demand for services is growing. We will therefore have to transform the way that we work and prioritise resources to achieve the greatest impact for our patients, families and the communities we serve. The Workforce and OD Strategy acknowledges the critical



The highest ever staff satisfaction scores and staff engagement levels we have ever reported, with **52% of our staff having their say** through completing the survey and achieving the national average for staff engagement levels.



Team Engagement and Development Tool

The Launch of the **Team Engagement and Development (TED)** Tool, this is a short online questionnaire which supports team to identify their strengths and development areas.



The **24 hours in LTH mini-series**, which aims to showcase the people behind the care, the first mini-series to date has had over **12,000 views** and counting, this led to an increase in staff friends and family results and an increase in applications to vacancies.



5000 staff per year complete mandatory training through our blended learning online package.

In the last 12 months we have created **12 brand new e learning packages** and updated 25 existing ones so they are fresh and relevant for our staff.

Context

Where are we now



Implemented new ways of recruiting staff and attracting potential candidates to apply for our roles, this have been achieved through utilising social media, developing innovative new roles, creating service specific recruitment brochures, providing job preview videos to help applicants understand more about the role, the opportunities and get to hear from the team.

We have **reduced our time to hire** significantly meaning we are in the top 10 Trusts (we are number 7) for having the shortest time from interview to the new staff member starting in the team.

Successfully implemented the **junior doctor's contract**, bringing about changes to processes and delivering ongoing exception reporting.

We have created a range of **interactive tool kits and online guidance packages** including e books, podcasts and video casts.

Launched Values+ as a way to **encourage teams to have values based**, emotionally intelligent conversations around behaviours at work through an innovative multimedia format.

We have **supported our rising stars to shine**, with 30% of staff who take part in our talent management programme reporting being promoted or taking on new responsibilities within 12 months of completing the course.

Health & Wellbeing

caring compassionately for our staff

The development of a **Health and Wellbeing service** and Health and Wellbeing Centre. We have delivered a number of initiatives to promote both **physical and psychological wellbeing**, including activity challenges, NHS Health Checks, weight management classes, mindfulness, staff clinical psychological therapies service, healthy eating support, and setting up of a traumatic incident debriefing service.



In 2017 over **75%** of staff had a flu vaccination.



12 national awards

We have won or been shortlisted for 12 national awards in the last 3 years, this includes the Health Care People Management Association, Health Services Journal, Halo Film Festival Award, Training Journal, North West Employers Engagement Group Awards, Institute of Medical Illustrators Awards, Librarian Information Literacy Award, and the Sally Hernando Innovation Awards.



The delivery of a **progressive** range of **leadership and management development opportunities**, which includes the launch of a Core People Management Skills programme for all first line managers, the internal delivery of range of accredited leaderships programmes from level 2 – level 7, as well as the bite sized series called 'leadership at lunchtime'. Over an average year **1300 leaders and managers** take advantage of the internal development offer to help them to continue to grow as capable, confident leaders.

We have worked in partnership with staff side colleagues to rewrite **26 workforce policies** to ensure they are in line with best practice, simple and as user friendly as possible.

Revamped our **workforce and education reporting** to create intelligent reports which enable evidenced based decision making around our workforce.

Developed and implemented a workforce planning process which involves working collaboratively with finance, divisional management teams and education teams to plan the workforce needs and skill requirements of the future.



3 years running

Achieved for the 3rd year running **100% in the libraries quality assurance framework** assessment making our libraries one of the best in the country.

We are part of an '**NHS first ever**' collaborative programme of work between our **library service and the Critical Care Unit**, which involves a clinical librarian being part of ward rounds and carrying out literature searches to support our clinicians in the delivery of high quality, evidence based care.



The implementation of an '**Ask Workforce**' advice line which in the 5 months since launch has received **over 1200 calls and 700 emails** from staff and managers seeking **instant advice** and guidance.

Increased the headcount of our temporary staffing bank and increased the shift fill rate from 34% in March 2017 to 62% in March 2018, we now provide all our bank staff with weekly pay so they do not need to wait till the end of the month to receive their pay for the extra bank shifts they have worked.



Set up and implemented an administrative and clerical staff bank reducing the need for agency spend.

Set up and implemented a **medical staff bank** to reduce the agency spend, in the two months since the medical staff bank has been launched 52% of doctors in the Trust have signed up.

Strategic Alignment



Consultation

Involvement

To develop the Workforce and OD strategy we have analysed our workforce data, reviewed the productivity of our workforce, identified our recruitment challenges, sought to understand why we have high levels of sickness absence and reflected upon the type of support or interventions which will make a sustained and measurable difference. We have undertaken a detailed cultural review of the organisation and scanned the external context by considering system wide strategic developments, policy implications and the latest research which we have used to help inform our future strategic direction for the workforce and OD agenda.

We have looked inward to identify how we can work as one team with our colleagues across the whole organisation through guaranteeing the aims of this strategy are in complete alignment with the Trust's overarching strategic direction and ambitions. We have endeavoured to ensure the strategic drivers, aims and actions of the Workforce and OD strategy will act as enablers to key organisational strategies such as the Continual Improvement Strategy 2018 – 2021, the Nursing, Midwifery, Allied Health Professionals and Care Givers Strategy 2018 – 2021 and the Health Academy Plan 2017 – 2020. We recognise that one of the success measures of this strategy is to facilitate the achievement of other organisational strategies through creating a positive culture, with skilled staff who are engaged and empowered to bring about transformational change whilst focusing on providing high quality care.

Our Values

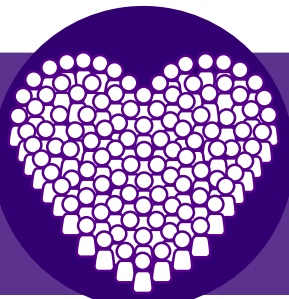
The Workforce and OD aims and strategic drivers are built around the very essence of what Our Values stand for. Our values are at the centre of what we do and define who we are both as individuals and as an organisation. They are the bedrock of our organisation, remaining constant in every situation, and setting out the behaviour we expect all staff to show in order to provide excellent care with compassion. Through the progression of these actions it will support every staff member to live the values and work in a values led culture.

The values are reflected in the way we recruit new colleagues to join our team, how we support, develop, engage, retain and reward our staff to enable them to flourish at work and reach their full potential through a positive organisational culture.

Consultation and Involvement

To develop this strategy we have consulted with almost 500 staff through coproduction sessions, involvement events, online surveys and focus groups. Through the engagement with our staff what was clear is we have truly fantastic people, who care for one another, care for the success of our organisation and want to be involved in shaping the future. Their views have proved invaluable and have inspired us to stretch ourselves further through the aims and outcomes we are committing to deliver through implementation of this strategy.

Our Values



Being Caring and Compassionate

Being caring and compassionate is at the heart of everything we do, we will understand what each person needs and strive to make a positive difference in whatever way we can.



Recognising Individuality

We appreciate differences, making staff and patients feel respected and valued.



Seeking to Involve

We will actively get involved and encourage others to contribute and share their ideas, information, knowledge and skills in order to provide a joined up service.



Building Team Spirit

We will work together as one team with shared goals doing what it takes to provide the best possible service.



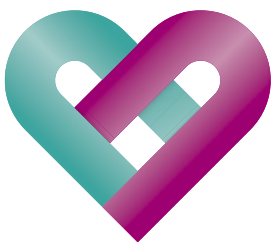
Taking Personal Responsibility

We are each accountable for achieving improvements to obtain the highest standards of care in the most professional way, resulting in a service we can all be proud of.



Our Employment Brand

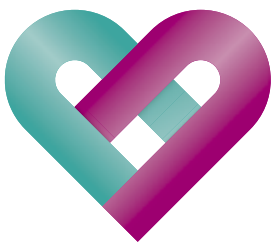
The Workforce and OD strategy will support the roll out and implementation of the employer brand and employee value proposition. The employer brand was designed by staff, staff told us what made working at Lancashire Teaching Hospitals special to them, what makes us unique as an employer, what they expect to get and give by working here. Through taking the bottom up design process, what was clear from the feedback received by staff was that the essence of our employer brand is the concept of 'togetherness', and three distinct employee brand characteristics were highlighted:



Together

Together... We are one team

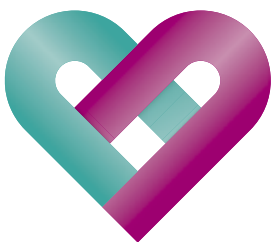
Our team is our work family. At Lancashire Teaching Hospitals, you will work as part of a collaborative, friendly and caring team where you will be valued for who you are.



Together

Together... We can create your future

At Lancashire Teaching Hospitals, we will support you to achieve personal goals, and provide opportunities to build the career you want.



Together

Together... We make extraordinary things happen

When you love your work amazing things can happen. At Lancashire Teaching Hospitals you will work with inspirational and talented people every day, driving improvement and innovation, to make a life changing difference to our patients.

Through the delivery of the actions contained in this strategy we hope to bring the employer brand to life, through continuing to strengthen the sense of team, work place community, helping staff feel empowered and supported to achieve their full potential.

The Workforce

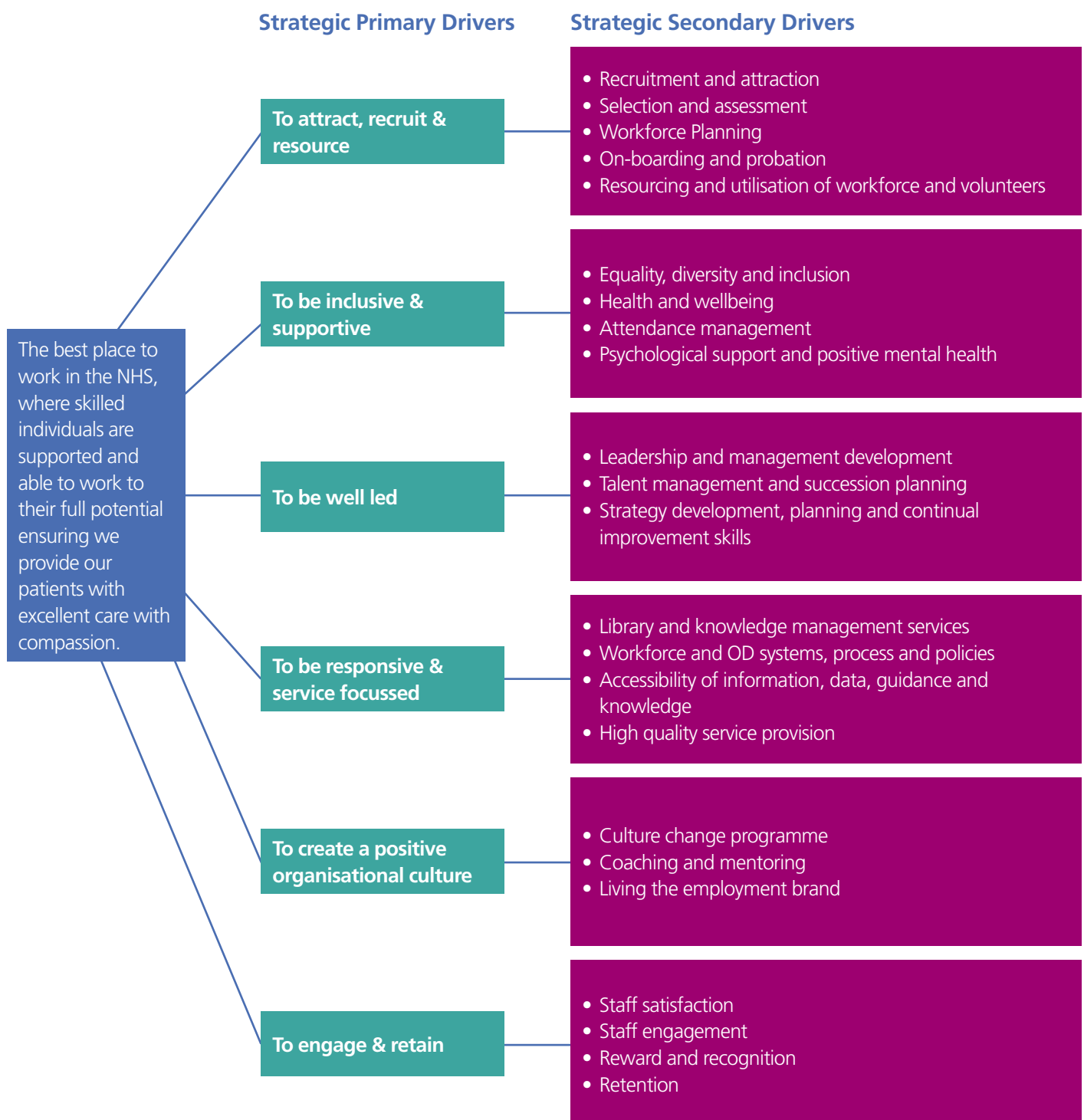


OD Strategy

Where we want to be



Together



Our aim is to be:

The best place to work in the NHS, where skilled individuals are supported and able to work to their full potential always providing excellent care with compassion.

Achievement of our aim will be measured through continued and sustained performance improvements in the following overarching performance metrics:

- Staff engagement score to be above the acute Trust national average, by consistently scoring 4 or above.
- Achievement of the Trust target for sickness absence of 4.2% in year 1, leading to a year on year reduction in levels of sickness absence with the aim to achieve a 3.5% sickness absence rate in year 3.
- Achievement of the Trust target for vacancies of 6% by year 3.
- To be in the top 5 of Trusts by year 3 as defined by NHS Quest Best Employer Standards (this will be measured through our staff wellness score achieving 4 or above, staff engagement score of 4 or above and through a peer review assessment).
- Supporting the organisation to achieve outstanding in the Care Quality Commission – Well Led domain by year 3.

Our aim will be delivered through 6 strategic drivers which are:

1. To attract, recruit and resource

We must be able to acquire talent and recruit to vacant posts, to achieve this we will create attractive, meaningful roles providing the opportunity for career progression. We need to be ahead of the curve, planning our workforce for the future and taking steps to ensure we have a continual supply of skilled staff who through living our values provide excellent care with compassion.

2. To be inclusive and supportive

We need to be an inclusive and diverse employer, where each individual feels valued. We will strive to support, care for and nurture our staff as a whole individual not just as an employee so they feel well at work and able to reach their full potential.

3. To be well led

We must continue to develop and support skilled, compassionate, inclusive and inspirational leaders and managers who are passionate about creating high performing teams and have an unwavering focus on quality of care.

4. To be responsive and service focussed

As a Workforce and Organisational Development Team we are here to provide a service to our colleagues, this service needs to be the best in class, we promise to be responsive, enabling, empowering, innovative, supportive and future focussed.

5. To create a positive organisational culture

We believe culture derails performance; we must work collectively as a Trust to create a healthy and positive organisational culture. We will seek to create the right working conditions and ethos to enable staff to be the best they can be.

6. To engage and retain

We want our staff to have a positive experience of work, who feel engaged with their team and our vision, wanting to go the extra mile. We need to have staff who want to build their future with us, feel they belong and are able to make a difference.

To deliver our aim we have utilised a driver diagram (please see overleaf) to illustrate how we are planning to bring about performance improvements. The driver diagram sets out our aim, the strategic drivers describe our theory of what is needed to achieve our aim in order to deliver improved organisational performance and be the best place to work in the NHS.

Each of the strategic drivers are underpinned by a series of secondary drivers which are illustrated in the driver diagram. The secondary drivers are the work streams which are then further broken down into tangible projects and actions each of which have performance or outcome measures attached, these can be reviewed in the remainder of the strategy document and the separate more detailed document which details the strategic work plan for the next 3 years. The Workforce and OD strategy work plan will be updated periodically during the three year period.

To Attract

Recruit

Resource

&



Together

The shortage of applicants with the right skills, abilities and experience in many professions has created a more competitive market, coupled with an ageing workforce and increasing turnover due to retirement. The ability to deliver excellent care with compassion is dependent on being able to recruit and retain high calibre staff.

Nationally it has been frequently reported that the biggest challenge being faced by NHS leaders is the recruitment and retention of staff to provide high quality care. Facing the Facts, Shaping the Future – a draft health and care workforce strategy for England to 2027 published by Health Education England stated that the current total NHS vacancies for nurses, midwives and allied health professionals are at almost 42,000 (9.4%). The rolling 12 month vacancy rate is at 4.02%, however at the start of the 2018/19 financial year following a nurse acuity review it has increased this figure to 11.3%. Our turnover levels remain consistent at 7.02% (March 2018 data) which is below our target of 10%, however just under one-third (30%) of all voluntary leavers during the last 12 months left with less than 1 year of service. The Medical and Dental and Additional Clinical Services staff group had the highest proportion of voluntary leavers with less than 1 year of service (46% and 45% respectively).

The impact of recruitment challenges and high number of vacancies has affected aspects of staff satisfaction, specifically in relation to levels of staff satisfaction with the quality of work and care staff feel able to deliver and the percentage of staff who agreed that their role makes a difference to patients / service users, both of which were below the national average for acute NHS Trusts.

However our staff satisfaction levels were above the national average for levels of satisfaction with resourcing and support, had higher than average levels of satisfaction with regards to flexible working opportunities. This indicated that whilst we have challenges due to our capacity and service issues which was impacting on perceptions around quality of care, staff reported feeling supported and welcomed flexible working opportunities.

As an organisation to deal with our vacancies and recruitment challenges we have increasingly needed to rely on a temporary workforce in which to provide short term cover. In the last 12 months we have seen a two fold increase in the number of shifts being requested to be filled by bank staff, and through increasing the headcount of our nursing bank staff by 72% in the last 12 months it has enabled us to achieve 62% (March 2018 data) bank fill rates (in March 2017 bank fill rates were at 34%). To support the organisation in filling shifts for other professions we have increased the size of our administration and clerical staff bank and more recently have set up a medical staff bank.

The Royal College of Nursing paper titled Left to chance: the health and care nursing workforce supply in England which was published in 2018 described current the approach to workforce planning in England as being “fragmented and incomplete, with no clear national accountability for ensuring that nursing staff with the right skills arrive in the right parts of the health care system at the right time. The lack of comprehensive data on current nursing staff and training numbers means that national workforce planning is incoherent and a credible workforce strategy impossible”. Health Education England in 2017 through their draft health and care workforce strategy outlined that the current gap between workforce demand and supply has occurred partly as a result of historic disconnect between service planning, financial planning and workforce planning. The challenges of workforce planning within Lancashire Teaching Hospitals has revealed similar themes and issues. This has created the impetus for us through this strategy to develop a more joined up approach to creating a credible workforce plan which is founded on robust service planning and full alignment of financial information with workforce data and associated plans. We recognise that we need to transform the current workforce, by creating roles with greater flexibility and broader skill sets in order to deliver seven day services and system wide change.

The draft workforce strategy outlined by Health Education England set out six shared principles to underpin future workforce decisions there are:

1. Securing the supply of staff

2. Enabling a flexible and adaptable workforce through educating and training new and current staff

3. Providing broad pathways for careers in the NHS

4. Widening participation in NHS jobs so that people from all backgrounds have the opportunity to contribute and benefit from public investment in our healthcare

5. Ensuring the NHS and other employers in the system are inclusive and modern model employers

6. Ensuring that service, financial and workforce planning are intertwined

A number of these principles will form the basis of the priorities for this strategic driver, with the remaining principles being embedded underneath other drivers and aims.

To Attract



Recruit

Resource

Our Commitments & Outcomes

We must be able to acquire talent and recruit to vacant posts, to achieve this we will create attractive, meaningful roles providing the opportunity for career progression. We need to be ahead of the curve, planning our workforce for the future and taking steps to ensure we have a continual supply of skilled staff to provide excellent care with compassion.

To achieve our aim our commitments are to:

1. Reduce the number of vacancies for Nursing, Midwifery, Allied Health Professionals and Clinical Services roles

This will be achieved by: the joint development of a nursing and midwifery resourcing and recruitment plan, creation of innovative new roles, robust ongoing monitoring and tracking of vacancies, implementation and evaluation of alternate methods to source potential candidates such as international recruitment and overseas programmes.

The outcome measures are:

- Reduction in vacancy rate year on year for nursing and midwifery staff.
- Reduction in amount of bank and agency spend due to increased establishment.
- Increased number and range of new roles and joint appointments.
- 80% of nursing students who were on placement with us will take up a permanent post.

2. Improve recruitment systems, standards and processes

This will be achieved by: review of job matching processes, strengthening pre-employment checks, provision of information to recruiting managers, development of recruiting managers guidance and support, enhancing levels of customer satisfaction, delivery of robust selection processes which are in line with the recruitment policy

The outcome measures are:

- Reduction in the length of time taken to carry out job matching and evaluation processes.
- Increased compliance with standards set out in recruitment policy as measured by annual audit of selection methods utilised by recruiting managers.
- Improved perception of staff with regards to fairness and transparency of selection processes as measured by bespoke question in staff satisfaction survey.
- Reduction in the time to hire of successful candidates.
- Achievement of shortlisting key performance indicators by recruiting managers.
- Improved recruiting manager customer satisfaction surveys with regards to the service. provided by the recruitment team.
- Increased number of applications to roles.

3. Develop talent acquisition and attraction methods

This will be achieved by: Implementation of the employment brand in recruitment materials and developing the working for you internet pages, publication of service specific recruitment materials and multimedia resources, creation of innovative recruitment campaigns, utilisation of social media and linkedin, creating attraction schemes such as 'refer a friend', sourcing accommodation for newly qualified staff

The outcome measures are:

- Increased number of applications to roles.
- Increased number of 'hits' to the working for you pages.
- Reduction in the overall vacancy rate to achieve Trust target of 6%.
- Successful recruitment too hard to fill roles.
- Increased number of newly qualified staff applying for permanent roles.
- Reduced turnover for staff with less than one years' service.

4. Provide an excellent candidate experience

This will be achieved by: providing candidates with help guides to enable them to showcase their skills and abilities, providing a high quality recruitment experience which is line with our employment brand.

The outcome measures are:

- Increased candidate satisfaction feedback this will be measured through a local survey and to measure if candidates would reapply to a different vacancy even if not successful.
- Reduction in the number of applicants who 'drop out' of the selection process between submitting an application and attending interview.
- Increased number of applications to vacancies advertised.

5. Enhance selection and assessment methodology

This will be achieved by: development of a bespoke values based situational judgement test to be used in all recruitment processes, creation of standardised assessment materials and guidance which can be tailored to role, development of generic leadership selection materials to assess competence against the Leadership in Lancs behavioural framework and to introduce assessment centres for consultant roles.

The outcome measures are:

- Reduced turnover in staff who have less than one years' service.
- Increased number of staff who successfully completes probation within 12 months.
- Increased candidate satisfaction feedback this will be measured through a local survey and to measure if candidates would reapply to a different vacancy even if not successful.
- Increased compliance with standards set out in recruitment policy as measured by annual audit of selection methods utilised by recruiting managers.
- Improved perception of staff with regards to fairness and transparency of selection processes as measured by bespoke question in staff satisfaction survey.

6. To grow our temporary staffing banks through active recruitment, attraction methods and centralisation of banks.

This will be achieved by streamlining recruitment processes, developing attractive campaigns which encourage staff to apply, enhancing the temporary staffing intranet pages, conducting an annual recruitment exercise to encourage existing substantive staff to join the bank, centralising all temporary staffing banks, creating reward and recognition schemes for bank workers, increasing the headcount of nursing staff on bank and working in partnership with education teams to develop a training pathway to enable non-experienced staff to join the bank in HCA roles.

The outcome measures are:

- Improved customer experience for our managers/workers and external candidates reflected in survey outcomes.
- Reduction in bank/agency use across staff groups with improved controls and managers educated about appropriate use.
- Reduced risk of workers claiming employment rights in line with continuous working practices.
- Increased bank worker headcounts by 10% as will be 'an employer of choice'.
- Positive feedback from workers around their Trust experiences and feeling valued, seeing a reduction in grievances.
- Increased headcount of competent and active workers across all staff groups.
- A staff profile that meets the needs of the workforce by being able to place the right staff, at the right time, with the right skills, in the right place.
(continues overleaf)

- Increased fill rates to support staffing shortages improving patient safety and delivering high levels of care.
- Assurance around use of framework agencies only, meeting NHS Employment Check Standards and delivering value for money.

7. Through the utilisation of technology, new systems streamlining of processes bring about workforce efficiencies in the temporary staffing team

This will be achieved by implementing electronic billing for all agency invoices, providing an out of hours temporary staffing support service, launching self-booking service and staff app for bank workers, implementing a direct booking functionality for services in order to improve roster efficiencies, and trailing rostering beyond the 6 week Carter recommendation as a mechanism to increase bank fill rates.

The outcome measures are:

- Reduced phone calls into the office by 20% allowing the team to focus on other tasks associated with improved fill rates.
- Improved timeliness of payments to the agencies meeting Trust Standing Financial Instructions within the 30 day payment terms.
- Increased fill rates.
- Positive feedback from Senior Nursing Team as measured by a customer satisfaction/evaluation survey.
- Improved rostering leading to improved quality of care and safer staffing.
- Improved customer experience for our bank workers.
- Increased roster efficiency.
- Increased range of flexible working opportunities giving us a competitive edge over local Trusts.

8. To ensure effective compliance, audit of processes, assurance and reporting is in place around the utilisation of bank workers

This will be achieved by completing regular audits on the agency used, providing reminders and mechanisms for bank workers to remain compliant with mandatory training requirements, improving the information and reporting methods available to ensure key stakeholders have the information they need to make informed decisions around bank workers.

The outcome measures are:

- Provision of assurance with regards to use of framework agencies, meeting NHS Employment Check Standards and delivering value for money.
- Improved mandatory training compliance and achievement of Trust target of 90%
- Reduce organisational risks and assurance for external bodies reflected in CQC outcomes.
- Reduced risk of workers claiming employment rights in line with continuous working practices.
- Safer working practices which ensure all bank workers are taking regular breaks
- A reduction in usage/spend over 12 months due to improved visibility of management information.
- Improved and transparent Management Information made available about usage and spend.

9. Development of a robust workforce planning process and annual cycle which is fully integrated into the business planning and budget setting cycle

This will be achieved by: the development of a robust workforce planning process and annual cycle which is fully integrated into business planning and budget setting. It will involve the education and training of managers and workforce business partners in the methodology to ensure they are skilled and enable to undertake predictive workforce modelling based on service need.

The outcome measures are:

- 100% of cost centres/SBU/staff groups have a robust workforce plan in place.
- There is a 3 year Trust wide workforce plan, which is reviewed and renewed in line with service changes on an annual basis in line with the business planning cycle.
- All workforce remodelling is undertaken through effective utilisation of WRAPT methodology.

10. Effective volunteer utilisation, systems and processes

This will be achieved by: creating innovative volunteer roles which are responsive to emerging patient need, raising the profile of volunteer roles and creating career pathways so volunteers can gain the skills they need should they wish to move to a substantive role. To provide assurance this will be achieved by having clear action plans in place for all aspects of volunteer compliance in relation to recruitment checks, DBS and mandatory training, ensuring there are robust 3rd party provider contracts in place and all processes are compliant with GDPR.

The outcome measures are:

- Improved patient experience- sustain and improve on baseline (Baseline TBC) e.g. FFT for patient satisfaction where patients have support from volunteers.
- Volunteer recruitment numbers continue to increase and meet targets for bespoke roles. Volunteer Supply and Demand targets (to be developed) % extent of demand met.
- Achievement of 100% compliance on annual DBS check and Trust Target of 90% for mandatory training every 3 years.
- Volunteering supports the Trust to be rated CQC "good" or "outstanding" across all core services.

11. To grow our medical bank through active recruitment, attraction methods and utilisation of medical bank workers.

This will be achieved by: developing a range of medical bank roles, implementing new policy and standardised bank rates, developing a medical bank app to enable medical bank workers to book shifts, reviewing bank usage, bringing about efficiencies in rota management and setting up a regional collaborative medical staff bank.

The outcome measures are:

- Increased medical bank worker headcount with 75% of all substantive medical staff signed up to the bank.
- On-going reduction in agency spends.
- Decrease in number of shifts filled by agency workers

12. To reduce the number of vacancies for medical staff roles

This will be achieved by: developing a talent acquisition approach in line with the Trust's new employment brand, seeking to secure talented candidates through international recruitment campaigns, strengthening recruitment processes to implement competency based assessment methods, developing on boarding processes to support new medical colleagues feel part of the organisation from day one.

The outcome measures are:

- Achieve 7.5% vacancy rate for Trust medical staff.
- Increase the number of applicants for vacancies baselined against 2017 data.

13. To continue to develop and provide assurance of compliance with the junior doctor contract process

This will be achieved by: working in partnership with Health Education England to ensure our processes are compliant with good practice around rota management, implementing new exception reporting processes, developing rotational roles to reduce rota gaps.

The outcome measures are:

- 100% compliance with NHS employers best practice guidelines.

14. To ensure the systems and processes for medical appraisal and revalidation are effective and support the requirements set out by the General Medical Council

This will be achieved by: further enhancing the online medical appraisal system, developing further training and development support for appraisee's and appraisers to continue to improve the quality of documentation and ensure appraisal conversations are meaningful providing assurance for revalidation.

The outcome measures are:

- 100% appraisal completion.
- 100% revalidation adherence.
- Increased appraisee satisfaction level with quality of appraisal discussion.
- Increase quality assurance scores for quality of completed appraisal documentation.



To be



Inclusive

Supportive

Equality, diversity, inclusion, health and wellbeing are at the heart of our Workforce and OD strategy.

By creating a healthy, supportive and fair work environment it will enable us to harness the skills, talents and contributions of each individual, enabling them to perform at their peak, achieve their personal ambitions and support the organisation in achieving its vision.

The evidence shows that managing diversity, health and wellbeing is key to:

- **Our reputation, a good reputation attracts talent from all communities.**
- **The ability to recruit and retain the best people for the job.**
- **Our productivity and performance, individuals perform better in organisations who value diversity and are committed to its employees' wellbeing.**

In the paper titled 'Equally outstanding: Equality and human rights-good practice resource' published by the Care Quality Commission (CQC) in September 2017, it recognises the strong link between providing high quality care and equality for staff. To achieve this we need to invest in creating fairness and building an inclusive culture that recognises and celebrates diversity. It is identified that if staff are unable to give their best because they are unfairly treated, this will ultimately have a negative impact on the organisation and more importantly on the quality of care provided to patients (NHS England 2017 – Improving through inclusion: Supporting staff networks for black and minority ethnic staff in the NHS).

Our results from the 2017 staff survey data here in the Trust indicate we need to do more with regards to raising the profile of the profile of equality, diversity and inclusion. It was found that staff from minority groups have lower levels of engagement. It was found that higher percentages of staff from black and minority

ethnic (BME) groups and disabled staff groups are more likely to experience discrimination at work from their colleagues or manager. Less BME staff and staff with a disability report that the organisation acts fairly in relation to career progression opportunities than white colleagues.

As an organisation we believe equality is about creating a fair workplace where everyone has the opportunity to fulfil their potential. Diversity is about recognising and valuing difference in its broadest sense and inclusion is about an individual's experience within the workplace and the extent to which they feel valued and included (NHS Employers 2018). The actions proposed in this strategy will support us to create a workplace which values, respects and recognises the unique contributions each person makes.

To enable us to deliver safe and effective care to our patients, it is essential that our workforce is well and in work. Numerous studies have found an inextricable link between levels of staff wellbeing and engagement and the quality of care delivered to patients (including Boorman 2009, West et al 2011) and the NHS Five Year Forward View (2014) made a commitment to ensure that the NHS as an employer sets a national example in the support it offers its staff. Our vision for the next 3 years is to shift the focus, so that health and wellbeing becomes much more than a range of initiatives; and is seen as a priority by our managers and leaders. We are striving for a culture where our staff are supported compassionately and encouraged to lead healthy lifestyles; with a continuous improvement approach to minimising health, safety and wellbeing risks at work.

Our health and wellbeing plan is underpinned by the requirements of the Staff Health and Wellbeing CQUIN 2017 – 2019, NICE guidance, Workplace Health: Management Practices (2015) and the Workplace Wellbeing Charter, which we were awarded in 2017.

To be



Inclusive

Supportive

Our Commitments & Outcomes

We need to be an inclusive and diverse employer, where each individual feels valued. We will strive to support, care for and nurture our staff as a whole individual not just as an employee so they feel well at work and able to reach their full potential.

To achieve our aim our commitments are to:

1. Ensure that our workforce and future workforce perceives us as an employer who takes positive action on health and wellbeing

This will be achieved through: undertaking a full health needs assessment, creating a targeted health and wellbeing offer for staff from minority groups, expanding our network of health and wellbeing champions and team based wellbeing charters.

The outcome measures are:

- Improvement in staff survey results for question 9a, "Does your organisation take positive action on health and wellbeing?"
- Overall reduction in sickness absence rate to achieve Trust target for sickness absence of 4.2% in year 1, leading to a year on year reduction in levels of sickness absence with the aim to achieve a 3.5% sickness absence rate in year 3.

2. Reduce the incidence of staff experiencing musculoskeletal injuries as a result of work

This will be achieved through: reviewing and triangulating data to identify hot spot areas and deliver proactive interventions, offering fitness testing to staff, launching back care awareness workshops and developing a 'preventing MSK injury task force'.

The outcome measures are:

- Improvement in staff survey results for question 9b, "In the last 12 months, have you experienced musculoskeletal problems as a result of work activities?"
- Reduction in sickness absence related to MSK conditions.
- Reduction in Datix reports of MSK injury at work.

3. Develop a culture in which promoting the positive mental health of our workforce and reducing work related stress are seen as a priority

This will be achieved through: developing a tool to support team based stress risk assessments and support pathways, signing up to the 'time to change' campaign, providing targeted mental health first aid training, proactively communicating with staff who are off sick about the psychological wellbeing service, developing support interventions based on analysis of referrals to occupational health service.

The outcome measures are:

- Improvement in staff survey results for question 9c, "In the last 12 months, have you felt unwell due to work related stress?"
- Reduction in sickness absence related to mental health.

4. Provide healthier catering and retail choices which enable staff to eat and drink well at work

This will be achieved through: providing an ongoing programme of health food in the workplace, through the increased availability of healthy options in our internal and external vendors and suppliers.

The outcome measures are:

- Achievement of 2018/19 CQUIN element 1b Healthy Food.
- Improvements in staff satisfaction evidenced through catering customer surveys.

5. Protect our staff and patients from the flu virus by ensuring optimum uptake by staff of the flu jab

This will be achieved through: reviewing and further developing the flu campaign and re-establishing the peer vaccinator network.

The outcome measures are:

- Achievement of 2018/18 CQUIN element 1c.
- Achieve a minimum flu vaccination uptake of 75% of total workforce.

6. Ensure that our workforce is representative of all groups. We recognise that diversity adds value to the culture of the organisation and enables us to provide a better quality service for our patients and service users

This will be achieved through: gaining external accreditation for our E,D&I programme of work, being a disability confident leader as an employer, undertaking targeted recruitment to encourage applications from minority groups and increasing the diversity of volunteers.

The outcome measures are:

- Increase in number of applications received in response to job adverts from members of minority groups.
- Reduced number of staff from minority groups leaving the organisation (measured by WRES and WDES).
- Increased number of staff from minority groups occupying senior positions (band 7 and above).

7. Develop a culture that supports the Trust's values and ensures that staff are not subjected to discrimination, harassment or bullying at work

This will be achieved through: creating a 'Be Yourself' brand, including E,D&I in all leadership programmes, rolling out unconscious bias training, revising mandatory training and induction, training staff from minority groups to sit on panels for senior level recruitment and disciplinary hearings.

The outcome measures are:

- 20% decrease in staff disclosing 'do not wish to disclose' as status for disability.
- 10% decrease in 'do not wish to disclose' for other protected strands (except disability).
- Reduction in number of grievances raised by staff belonging to a minority group.
- Reduction in number of staff from minority groups leaving the organisation.



8. Develop staff engagement opportunities to provide equal access and enable all staff to have a voice

This will be achieved through: setting up staff network groups, running minority groups staff survey big conversations, encouraging staff with protected characteristics to raise concerns, holding an annual Equality and Diversity Conference, celebrating positive role models and staff stories at Board.

The outcome measures are:

- Increase representation from minority groups in staff networks by 20%.
- Increased numbers of staff who disclose their status (gender, sexuality, religion) within staff survey.
- Increase engagement indicator results for motivation/ involvement on the staff survey for individuals who disclose they have a disability.

9. Ensure that our workforce is supported and everyone has opportunities to reach their full potential

This will be achieved through: Implementing a reverse mentoring scheme, developing talent management workshops for staff from minority groups, reviewing our workforce profile and undertaking impact assessments against our policies.

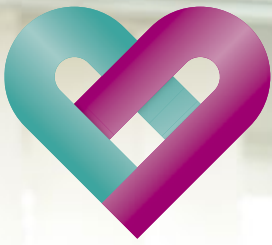
The outcome measures are:

- Greater number of staff from minority groups accessing development opportunities (measured through WRES and WDES).
- Greater number of staff from minority groups occupying senior positions (Band 7 and above).
- Reduction in the gender pay gap.

10. To increase the diversity of our volunteers through an outcome focused personalised and highly rewarding experience of volunteering in order to enrich our local communities and stakeholder groups.

- Increased number of volunteers with protected characteristics.
- Volunteer recruitment numbers continue to increase and meet targets for bespoke roles.
- Volunteer Supply and Demand targets (to be developed) % extent of demand met.

This will be achieved through: creating opportunities to attract volunteers from minority groups as well as individuals recovering from mental health issues, refugees, developing career pathways for volunteers for those who may wish to work as a member of our staff and linking in with local community groups to develop customised opportunities and rewarding volunteer opportunities.



Together



To be

Well

Led



Together

The complexity of the organisation, the NHS and the wider system in which we operate places new and different demands on the style of leadership and the skills of managers need to adapt and change in order to lead effectively in a volatile, uncertain, chaotic and ambiguous world.

Being a leader has become increasingly complex and challenging, leaders themselves need to cope personally with the changing and pressurised environment as well as guide and navigate a team or organisation through continual transition and change. We need to keep our leaders engaged, optimistic, resilient, having a clear sense of purpose and in possession of the skills to lead transformational change whilst keep their teams happy, healthy and productive.

According to the 2016 paper Developing People Improving Care which provides a national framework for action on improvement and leadership development in the NHS it proposes that we need to develop four critical capabilities in order to enhance leaders development, protect and improve our services for both now and in the next 20 years, these will be the focus for our strategy. The four capabilities are:

1. Leaders equipped to develop high quality partnerships, trusting relationships, shared system goals and the ability to lead and collaborate across organisational and professional boundaries.

2. Staff and managers need to have knowledge of quality improvement methods and know how to put them into place to bring about transformation at any level.

3. Inclusive and compassionate leaders, who are able to adopt supportive and inclusive styles to engage their staff such promoting collaboration, involving staff in decisions, encouraging and coaching staff, and supporting staff in overcoming organisational challenges.

4. Inclusive systems for managing talent and succession planning the purpose of which is attract, identify and develop people with the potential for leadership positions and match them to opportunities as they arise.

We have a successful leadership and management development offering however we need to do more to create a culture of collective leadership at every level. Collective leadership means everyone taking responsibility for the success of the organisation as a whole – not just for their own jobs or work area (Developing Collective

Leadership for Healthcare, West 2014 – Kings Fund). Collective leadership cultures are characterised by all staff focusing on continual learning and, through this, on the improvement of patient care. It requires high levels of dialogue, debate and discussion to achieve shared understanding about quality problems and solutions. Leaders need to ensure that all staff adopt leadership roles in their work and take individual and collective responsibility for delivering safe, effective, high quality and compassionate care for patients and service users. To develop a new leadership philosophy will require huge commitment achieving this will require careful planning, persistent commitment from all leaders and a constant focus on nurturing leadership development and culture.

We need to continue to invest and further develop our talent management programmes through the implementation of a succession planning approach which will harness the skills of our rising stars and align them to business critical roles in the organisation to ensure we have a pipeline of staff who have the right skills, values, attitudes and behaviours to be successful in senior roles. In Flourishing Staff – Transforming Care (West et al 2018) it sets out that based on the NHS Constitution and the principles of compassionate and inclusive leadership, the aim of talent management in the NHS is to ensure that:

Every person in the NHS, in every organisation, at every level and in every role can flourish and deliver their best for patients – providing continuously improving, high quality, safe and compassionate care.

Everyone working in the NHS is healthy, happy and passionately engaged in improving the lives of people in their communities.

Everyone counts, at all levels, and everyone feels inspired and empowered to lead positive change, to constantly learn, and to continuously improve care for their communities.

We already fully embrace these principles and have done so since the launch of our talent management approach in 2014. We recognise the next steps are to link our rising stars with business critical roles and create tailored development interventions which equip individuals with the ability to perform specific responsibilities to support service sustainability, growth and ensure we retain a strong organisational memory.

To be

Well

Led

Our Commitments & Outcomes

We must continue to develop and support skilled, able and inspirational leaders and managers who are passionate about creating high performing teams and have an unwavering focus on quality of care.

To achieve our aim our commitments are to:

1. Ensure managers feel competent and confident to positively manage their teams in line with our workforce policies and procedures

This will be achieved through: Development and delivery of Core People Management Skills programmes for supervisors, senior managers and clinical directors, roll out of 'What Good Looks Like' guidance for people managers and delivery of management systems training.

The outcome measures are:

- Achievement of Trust targets for mandatory training, appraisal completion rate and the sickness absence target.
- Achievement of staff satisfaction survey completion rate of 60%.
- Return to work interviews and reasons for absence are completed and recorded for 90% of period of sickness absence.
- Reduction in time to hire for vacancies and improved compliance with recruitment policy in relation to variety of selection methods used as evaluated by annual recruitment audit.
- Reduction in the number of grievance submitted due to poor management, or lack of local resolution to issues.
- Intervention evaluation data which demonstrates increased confidence and competence to manage.
- Staff Survey indicators: Questions 7 a, b, c, d, e, f, and g in relation to 'your manager'. 5b. the support I get from my immediate manager.

- Localised questions from staff survey: When faced with challenges my manager asks questions to help me find my own solutions. My line manager is very good at delegating and providing enough support. My manager gets the balance right between providing support, giving direction and being performance focussed.

2. Create a collective and compassionate leadership ethos in the organisation through the delivery of holistic development interventions

This will be achieved by: Provision of accredited leadership development programmes and apprenticeships, development and delivery of a senior leadership development programme, provision of further 'just in time' development and support resources for leaders, design and implementation of an online bespoke 360 degree feedback questionnaire.

The outcome measures are:

- Intervention evaluation data which demonstrates increased confidence and competence to lead.
- Overall staff engagement score is at 4 or above.
- Increased number of students attending programmes, achievement of leadership apprenticeship targets and improved pass rates, baselined against 2017 data.
- Staff Survey indicators: Localised questions – 33 a, b, c, d, e, and f with regards to leadership development and additional localised question – in the last 12 months have you had a conversation with your manager about fulfilling your potential at work.

3. Equip managers and leaders with the ability to develop localised strategies which are coproduced with their teams to create a shared vision and distributed actions

This will be achieved by: creating a suite of resources, templates and guides to support managers to create localised strategies with their multi-disciplinary teams aligned with the Trust vision and values. It will include team sessions, workshops and publication of priorities and plans, to enable teams to work across boundaries to work jointly to create strategic and operational success.

The outcome measures are:

- Staff Survey indicators: 3a. I always know what my work responsibilities are. 4b. I am able to make suggestions to improve the work of my team/ department. 4h. the team I work in has a set of shared objectives. 4i. the team I work in often meets to discuss team's effectiveness. 4j. team members have to communicate closely with each other to achieve the team's objectives. 7d. my manager asks for my opinion before making decisions that affect my work. 21a. care of patients is my organisations top priority. 8c. senior managers here try to involve staff in important decisions. 8d. senior managers act on staff feedback. 22c. feedback from patients is used to make informed decisions within my directorate/department.
- Localised staff survey questions; I understand what Trust priorities are. I understand how my role contributes to the Trust vision.

4. Continue to provide a robust talent management programme and support to all staff regardless of profession, band or role, as we believe all staff are talented and should have the opportunity to grow

This will be achieved through: Creating career pathways, implementing a transfer window, setting up a talent pool, having divisional talking talent forums and providing career focussed 'coffee catch up' events for rising stars to come and talk about different career routes.

The outcome measures are:

- Increase the number of staff from minority groups occupying senior positions (8a and above).

- Increased scores seen through the staff survey in respect of the following areas; 5a, b, d, e and f with regards to satisfaction at work in relation to recognition, support from manager, level of responsibility, opportunity to use skills and feeling valued by the organisation. 7b. My manager values my work. 16. Believing the organisation provides equal opportunities for career progression/ promotion.
- Increased number of staff securing promotion within a 2 year period following attendance on talent management programme.
- Increased number of staff who are experiencing greater opportunities for development following their attendance on the TM programme.
- All Divisions and corporate teams have talent review conversations in local Workforce Committees.

5. Implement succession planning as a mechanism to identify business critical roles and utilise internal talented individuals to fill leadership positions in the future

This will be achieved through: Carrying out team based succession planning exercise from Board to middle manager level, aligning succession planning with workforce planning processes and talent management processes to ensure our rising stars are best utilised to fulfil business critical roles in the future.

The outcome measures are:

- There is a Trust wide succession plan and business critical role risk map in place, with active vacancy management plan in place if roles are unlikely to be filled internally.
- Reduction in number of vacancies for senior positions, and/or reduction in number of attempts to fill a vacancy.
- Increased number of internal applicants for business critical roles.
- Increased number of staff who have targeted development plan to enable them to move into business critical role should vacancy arise.



Together

To be



Responsive

Service Focussed

To support the organisation in achieving its strategic aims, as a team we need to be fully embedded in the Trust by being a collaborative delivery partner to divisional colleagues, a source of professional advice and guidance whose focus is always centred on achieving improved organisational performance. Our role is to work as part of the wider system, working across boundaries though providing outstanding levels of customer service,

high quality information to enable informed decision making, providing direction and delivering change in order to protect the organisation from risk relating to its workforce and ensure all staff are able to be productive and effective in their roles.

Our strength as a team lies in our ability to be innovative and adapt to the changing environment. We have developed strong partnerships with other departments in the organisation; we also have invested in developing

strong working relationships with other NHS organisations such as the Trusts who are part of NHS Quest, we have a positive reputation as a team both regionally and nationally being regularly approached to share our developments and offer guidance. We have sought to build strong relationships with other sectors regionally and these have been nurtured through our membership of the Northwest Employers Engagement Group which has enabled us to develop productive sharing arrangements with organisations such as local universities, the manufacturing industry, in addition to this we have built effective relationships with local councils and the public library services, all of which has enabled us to adopt a do once and share approach to providing resources across organisational boundaries.

The provision of information and resources is an essential aspect of the service provided by the Workforce and OD team. Specifically so for the Library Service, who is required to deliver services which meet the needs of Lancashire Teaching Hospitals NHS Foundation Trust, its stakeholders and Health Education England (HEE). The vision for NHS libraries in England is outlined in the Knowledge for Healthcare Development Framework (HEE 2014) and the Knowledge for Healthcare Evaluation Framework (HEE, 2017), this sets out that "Information will increasingly become the currency of healthcare in the future... Our ability to access, understand and interpret it will be a key determinant in the future success of our healthcare system." Health Education England, Strategic Framework 2014-2029.

The demand for library services within the organisation remains high; there is an increasing pressure on our library spaces, which are no longer fit for purpose. The challenge will be to create flexible library spaces which accommodate a range of user needs. Journal subscriptions continue to increase by 5-6% year on year, which means that we are operating in a difficult financial environment, challenging us to do more with less. The changing needs of our users, who are often working remotely, mean that we must provide more online access to our resources and deliver services outside the library spaces, which may mean changing roles for our staff. The recent CQC inspection in 2016 demonstrated that "policies did not reflect the most current guidance" and that many policies and procedural documents were out of date and needed reviewing.

In the last 12 months there is increased reliance on workforce data and information to be provided both internally to aid decision making and understanding of organisational performance combined with a far greater reporting requirement to bodies such as NHS Improvement and the Care Quality Commission. Due to the current climate and the financial challenges both nationally and within the Trust there is far greater scrutiny around workforce performance metrics, the pay bill and temporary staffing spend which has led to increased reporting

requirements, which over the next 3 years is likely to continue to increase. This fits with the strategic direction of the team which is centred around 'management through measurement', the aim of which is to establish a clear line of sight between workforce and OD interventions, the impact and organisational success.

As a team we need to continue to review, refine and streamline our processes to ensure they are fit for need, remove duplication, and where ever possible ensure processes are automated and online. Our systems and processes need to be accessible and intuitive providing managers with the information they need to support their decision making and enable staff to have access to a 'self-serve' functionality and 'just in time resources' so they have the information at the point of need.

The Divisional Business Partner team will continue to work in partnership with divisional managers to influence and contribute to division's service strategy ensuring that the workforce agenda is appropriately considered. The Business Partner team play a pivotal role in translating the actions from this strategy within the divisions they are responsible for, ensuring line managers understand their role in the operationalisation of actions and are held to account for the delivery of effective HR performance in their areas of responsibility.

It is essential that the Workforce and OD team remain able to effectively balance national drivers, organisational needs and divisional priorities to ensure collectively there are improvements in whole organisational performance. The team will need to continue to balance the operational agenda with the strategic priorities, as Roebuck (2011) explained, if the workforce and OD function only focusses on delivering the operational needs of the organisation and fails to focus on the overarching strategic agenda, as a corporate function we will be unable to add full value and impact to the organisation. To deliver a clear return on investment and deliver Trust wide improvements, there need to be clarity around roles, objectives and priorities of operational and divisional managers, corporate teams as well as within the Workforce and OD team. Without this level of clarity it could lead 'sticking-plasters' being utilised at operational or divisional levels, consequently meaning actions fail to align, deliver longer term impact or be aligned to the delivery of key organisational objectives in a prioritised way. As a Workforce and OD team we need to be responsive in a way which adds value and enhances performance, constructively challenging ways of working and workforce practices locally in order to deliver improved people management performance.

As a team we are committed to providing a high quality, leading edge service, which is innovative, progressive, professional and seeks to collaborate internally across teams and externally with our partners.

To be



Responsive

Service Focussed

Our Commitments & Outcomes

As a Workforce and Organisational Development Team we are here to provide a service to our colleagues, this service needs to be the best in class, we promise to be responsive, enabling, empowering, innovative, supportive and future focussed.

To achieve our aim our commitments are to:

1. Create library spaces which are welcoming, easy to use and support a range of interactions and requirements.

This will be achieved by: Carrying out a review of library space, understanding user needs through survey and focus groups, reviewing what higher education establishments provide, applying for funding to implement changes and evaluating impact.

The outcome measures are:

- User feedback demonstrates improvement in satisfaction with library spaces.
- Improvement in satisfaction scores with PC access across both sites.
- Improved IT room at Preston, feedback from trainers.
- 100% LQAF score.

2. Embed the library service within organisational activities, ensuring the mobilisation of evidence and the use of internally generated knowledge.

This will be achieved by: expanding the Trust procedural documents repository, supporting departments to transfer locally owned documents to the repository,. developing an external facing research repository, evaluating the impact of the clinical librarian service on ward rounds and to further embed clinical librarian services in clinical practice.

The outcome measures are:

- The trust will have a robust and embedded process for managing procedural documents.
- 75% of core documentation will be available via the procedural documents library.
- This will be evidenced by an improvement in CQC rating for governance of policies.
- A research repository/publications database will provide access to trust research and publications.
- Evidence of the impact of embedded clinical librarian working with critical care and new partnership.
- 100% LQAF score.

3. Deliver information services that have a positive impact on the health and well-being of patients, carers, the public and our staff.

This will be achieved by: promoting and evaluating the health and wellbeing resources provided by library services, developing new services such as providing library services for patients and providing therapeutic reading groups in partnership with public library services.

The outcome measures are:

- 10% increase of use of health and well-being resources.
- Case studies reporting the impact of outreach/ marketing initiatives to raise awareness of H & W resources and room.
- Evidence/case studies demonstrating collaborative projects with Lancashire Public Library services.
- Services to deliver health information direct to members of the public.
- 100% LQAF score.

4. Ensure the availability of resources, evidence and training for research, patient care, management and clinical decision making

This will be achieved by: trailing new resources and access to a wider range of library journals, improving library webpages, further marketing services and provision of outreach activities, rolling out the research engagement programme to therapeutic radiotherapy department and delivery of the STEP information literacy e learning modules nationally.

The outcome measures are:

- Implementation and evaluation of a discovery system to increase accessibility and use of online resources 5% per annum.
- STEP online resources are embedded in library training programme. Feedback from users and librarians demonstrate good value for money on investment.
- Marketing and outreach services deliver increased use of library resources and services.
- 100% LQAF score.

5. To continually improve and fully utilise systems to support timely data provision and accuracy.

This will be achieved by: reviewing existing systems and understanding what functionality could be utilised to maximise reporting and provision of data such as the roll out of ESR supervisor self-serve, reviewing the eJob planning system, capturing further data on our employees to enable greater reporting ability and accuracy.

The outcome measures are:

- Localised reporting delivered through manager self service via ESR or Business Intelligence reporting platforms.
- ESR is used as the single source for all workforce and education reporting to ensure consistency and continuity.
- 100% skills and competencies for each position are recorded via ESR, enabling reliable training needs analysis to be reportable via ESR.
- Reduction in administrative burden for Education Training and Booking Team.
- Improved quality of job plans, with 100% signed off by individual consultants.

6. To ensure systems and process are aligned across teams and departments to ensure smooth processes, shared data flow and alignment between reporting mechanisms

This will be achieved by: integrating and aligning data across the general ledger, HealthRoster, ejob planning and ESR systems to ensure consistency and 'create one version of the truth' with regards to workforce and education data.

The outcome measures are:

- Improved data quality.
- Reduced time taken to set up new employees on ESR.
- Reduction in the amount of manual interventions required to manipulate data across systems and provide manual data entry/inputting/amendments.

7. To support the development of one set of workforce metrics and approach to reporting so the focus is on improvement, the data is of high quality and the reporting burden is reduced.

This will be achieved by: improving the quality of reports provided, integrating Model Hospital metrics and benchmarks into localised workforce reporting, creating shared practices around data quality, inputting and cleansing across all ESR users, implementing a 'swipe to attend' training reporting tool and 'data load' to reduce administrative burden, improve accuracy and efficiency.

The outcome measures are:

- Improved Board Reporting and integration of Divisional and Speciality reporting allowing Board to Ward visibility of workforce performance metrics.
- Improved data quality.
- Reduction in report/data duplication with standardised data sets and reports being generated.

8. To continually to improve appraisal processes and systems to support staff having meaningful conversations, which are developmentally focused and support staff to achieve their objectives. (continues overleaf)

This will be achieved by: the full roll out of an online appraisal system to all staff, the development of a quality assurance processes to ensure conversations are meaningful and documentation is appropriately completed. To scope, develop and implement a bespoke values based and Leadership in Lancs 360

degree feedback tool to encourage regular feedback from staff and managers is incorporated into appraisal processes.

The outcome measures are:

- 90% of all staff will have had an annual appraisal.
- There is a Trust wide training needs analysis in place based on entries in staff members personal development plans.
- Improvements in the following staff survey indicators: Q23a awareness of organisational values. Q 20b, c, d with regards to appraisal helping staff to do their job, have clear objectives, make them feel valued. Q5b satisfied with support from immediate line manager.
- Satisfaction levels from appraisee survey indicate appraisal conversation was meaningful and constructive.
- Quality assurance processes indicate appraisal documentation is well written, constructive and developmental.

9. To provide high quality, integrated professional support services to Divisional and Corporate teams to enable them to bring about improvements in their workforce metrics

This will be achieved by: the implementation of a responsive workforce advice line in order to provide advice and support at point of need, provision of proactive workforce advice to support organisational change, delivery of an integrated business partner service which is aligned to divisional need and ensures divisional workforce metrics are in line with organisational targets helping all staff to have a positive experience of work through completion of an annual cycle of review and planning for sickness absence, turnover, staff satisfaction, recruitment, appraisal and mandatory training compliance.

The outcome measures are:

- Overall reduction in sickness absence rate to achieve Trust target for sickness absence of 4.2% in year 1, leading to a year on year reduction in levels of sickness absence with the aim to achieve a 3.5% sickness absence rate in year 3.
- All divisions to be achieving a staff engagement score of 4 or above by year 3.
- All divisions to have a workforce plan and associated recruitment plan in place to ensure we achieve the Trust vacancy rate target of 6%.

- 90% of all staff will have had an annual appraisal and 90% of staff will be compliant with mandatory training.
- 100% of calls and e mails to the advice line will be dealt with or triaged within 24 hours of receipt during the working week.

10. To create high quality resources to enable all staff and managers to be able to access the information, on line education at the point of need

This will be achieved by: the development of intuitive, user friendly intranet pages, creation of interactive multimedia toolkits to support managers to positively implement HR policies and regular impact assessments of all HR policies to ensure application is fair and transparent.

The outcome measures are:

- Increased number of hits to the Workforce and OD intranet pages baselined against 2017 data.
- Increased number of views of multimedia bite sized resources e.g. toolkits and how to videos.
- 100% of policies are impact assessed on an annual basis.
- Increased confidence and competence of managers to apply workforce policies effectively.

11. To have robust and efficient record keeping and information systems ensuring compliance with General Data Protection Requirements (GDPR)

This will be achieved by: reviewing and implementing clear protocols for the management of employee personnel files, scoping the implementation of a Trust wide electronic personnel file management system to ensure compliance with GDPR requirements, implementation of an employee relation case management system which allows the timely reporting against workforce policy timescales to reduce levels of risk and ensure alignment with best practice.

The outcome measures are:

- 100% of subject access requests are achieved in 30 day time limit.
- 100% of personnel files are retained, stored and deleted in line with standards set out by GDPR.
- 90% of all employee relations casework is completed in line with timescales set out in Workforce Policies.
- MIAA audit indicates actions have been completed and processes are stringent and in line with recommendations by GDPR.

To Create a **Positive** Organisational Culture



Every interaction by every leader at every level shapes the emerging culture of an organisation. Cultures are co-created by all in the organisation and they are dynamic, fluid and responsive to internal and external changes. This is because individuals within organisations are constantly communicating, influencing, collaborating and competing up, down and across the organisation. This constant activity creates the varied cultures that exist within specialties, directorates, divisions, organisations and whole systems. However the most important determinant of the development and maintenance of cultures is current and future leadership (Schneider and Barbera 2014).

The organisational cultures which exist permeate every single aspect of the workplace; “the way we do strategy around here” or “the way we pursue quality around here”, “the way we make decisions round here” or the “way we recruit people round here”, “the way managers spend their time around here” or “the way supervisors relate to employees round here” (Egan 1994, Working the Shadow Side)

An organisational culture consists of two different sides, it has a ‘thinking side’ – the shared beliefs, values and norms and a ‘doing side’ the patterns of behaviour which tend to be driven by the thinking side. Schein (2010) defined cultures in an organisation as phenomena beneath the surface that constrains and guides behaviour.

Kings Fund defines six characteristics which are fundamental to a healthy culture:

1. Inspiring vision and values – there needs to be an inspiring, forward looking and ambitious vision which is focussed on offering high quality, compassionate care to the communities we serve.

2. Goals and performance – there should be clear goals which move from every level from board to frontline staff. A clear vision and mission statement about high-quality, compassionate care provides a directional path for staff. But this must be translated into clear, aligned, agreed and challenging goals at all levels of the organisation. It must be matched by timely, helpful and formative feedback for those delivering care if they are to continually improve quality.

3. Support and compassion – if we want staff to treat patients with respect, care and compassion, all leaders and staff must treat their colleagues with respect, care and compassion. Directive, aggressive or brusque leaders dilute the ability of staff to make good decisions, deplete their emotional resources and hinder their ability to relate effectively to

patients, especially those who are most distressed or challenging. There are clear links between staff experience and patient outcomes. Staff views of their leaders are strongly related to patients’ perceptions of the quality of care. The higher the levels of satisfaction and commitment that staff report, the higher the levels of satisfaction that patients report. If leaders and managers create positive, supportive environments for staff, they in turn create caring, supportive environments and deliver high-quality care for patients. Such leadership cultures encourage staff engagement.

4. Learning and innovation - Sustaining cultures of high-quality care involves all staff focusing on continual learning and improvement of patient care. To create a reflective and learning culture teams at all levels should collectively take time to review and improve their performance and high levels of dialogue, debate and discussion are actively encouraged to achieve shared understanding about quality problems and solutions. This will provide all staff the opportunity to explore feedback and treat complaints and errors as opportunities for learning across the system rather than as a prompt for blame.

5. Effective teamwork - Leadership that ensures effective team and inter-teamwork (both within and across organisational boundaries) is essential if NHS organisations are to meet the challenges ahead. Shared leadership in teams is a strong predictor of team performance.

6. Collective leadership - leadership in the NHS should be collective and distributed rather than located in a few individuals at the top of organisations. Collective leadership means everyone taking responsibility for the success of the organisation as a whole – not just for their own jobs. It requires organisations to distribute leadership power to wherever expertise, capability and motivation sit within organisations. Collective leadership should also be collaborative with leaders working together to prioritise quality of patient/ service user care overall, not simply in their own areas of operation.

Following on from the detailed cultural review which was undertaken in the Trust in spring 2018, it is evident that we need to invest dedicated time and energy into ensuring our culture is in line with the Kings Fund recommendations for a healthy culture. These characteristics and recommendations have helped inform the strategic direction in relation to the programme of work which will be undertaken over the next three years.

To Create a

Positive Organisational Culture

Our Commitments

We believe culture derails performance, we must work collectively as a Trust to create a healthy and positive organisational culture. We will seek to create the right working conditions and ethos to enable staff to be the best they can be.

To achieve our aim our commitments are to:

1. Create a values based culture

This will be achieved by: Promotion of the value+ resources, the integration of a values based culture in all aspects of organisational life, creating resources and holding large scale events centred round storytelling to ensure staff feel empowered and able to raise concerns and constructively challenge behaviour which is not in line with our values.

The outcome measures are:

- Overall staff engagement score is at 4 or above.
- Improvement in staff friends and family scores for I would recommend this organisation to work and I would recommend this organisation to receive care.
- Improvements in the following staff survey indicators; 8b. Communication between senior managers and staff is effective. 8d. senior managers act on staff feedback.
- Improvements in the following localised questions in staff survey: awareness of organisational values, managers demonstrates values at work, colleagues demonstrate values at work, the organisation has a clear vision for the future and feeling part of the vision for the future.
- Improvement in TED tool scores for the team engagement factor 'working together' for aggregate quarterly data.
- Reduction in turnover in senior management roles.
- Intervention evaluation data, to measure impact or large events, training sessions etc.

2. Utilise ongoing cultural diagnostics to continually measure, review and take action

This will be achieved by: Including culture focussed questions as part of the staff survey questionnaire, utilising cultural diagnostic tools as a way to take a 'culture temperature check', holding culture workshops to enable teams to raise concerns, discuss norms or practices and have challenging conversations constructively

The outcome measures are:

- Overall staff engagement score is at 4 or above.
- All teams are participating in TED tool on an annual basis.

3. Improve levels of openness and transparency

This will be achieved by: The implementation of a series of actions which will create a 'just and learning culture' through setting up Schwartz rounds, corporate management decision debriefs, the introduction of learning from mistakes workshops, promotion of the freedom to speak up champions.

The outcome measures are:

- Improvement in staff friends and family scores for I would recommend this organisation to work and I would recommend this organisation to receive care.
- Improvements in the following staff survey indicators: 12a, b, c, d in relation to handling errors, mistakes and incidents. 13a, b, c, in relation to raising concerns about unsafe clinical practice. 14d. reporting of experience of physical violence at work. 15d. reporting last experience of harassment, bullying or abuse at work.
- Reduction in sickness absence for mental health issues.
- Reduction in the number of staff who go off sick due to investigation or disciplinary process.

4. Build a sense of team and community and embed our employer brand

This will be achieved by: Bringing to life our employment brand through all aspects of the employment lifecycle through creating organisational promises for our staff, running employer brand events for managers so they understand our aspirations, delivering a series of 24 hours in LTH every year to showcase the work we do and creating communication campaigns which reflect our organisational personality utilising social media and video such as through the 'your best moments' campaign.

The outcome measures are:

- Overall staff engagement score is at 4 or above.
- Increased number of applications to vacancies in the Trust benchmarked against 2017 data.
- Increased number of hits to the 'working for you' pages baselined against 2017 data.
- Increased social media reach and engagement, baselined on 2017 data.
- Reduction in turnover with staff less than 1 years' service.
- Exit interview data indicates that despite leaving the organisation, departing staff members still view the Trust as a positive place to work.
- Improvement in staff friends and family scores for I would recommend this organisation to work and I would recommend this organisation to receive care.

5. Develop a positive volunteering culture

This will be achieved by: engaging volunteers in the development of the volunteer service, rewarding and acknowledging volunteers contribution to our team, supporting the development of volunteers and providing coaching and mentoring, supporting managers to understand the value of having volunteers in the team and providing a volunteer story to Board and encouraging our substantive staff to volunteer through a micro volunteering programme.

The outcome measures are:

- Volunteer recruitment numbers continue to increase and meet targets for bespoke roles. Volunteer Supply and Demand targets (to be developed) % extent of demand met.
- An increased number of volunteers apply for and are successful in obtaining a permanent role at the Trust.
- Increased number of requests from wards, services and corporate areas for volunteers.

- Volunteer satisfaction survey results show an annual increase in levels of satisfaction and engagement year on year, baseline to be developed in year 1 (2018) of strategy.
- Staff recognise the value of having volunteers as part of their team as measured through regular evaluation survey and feedback mechanisms.

6. Develop a coaching culture by ensuring that leaders and managers understand the value of coaching and staff are able to benefit from coaching support

This will be achieved by: Delivering a programme of coaching training to raise awareness of the approach, to implement a 'matching' scheme for coachees and coaches, to provide coaching supervision to support practice and ongoing development, to provide 'just in time' and 'self-help' resources to increase the number of people who can benefit from this approach.

The outcome measures are:

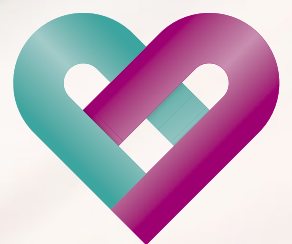
- Improved staff survey indicators: 3a. I know what my work responsibilities are. 3b. I am trusted to do my job. 4d. I am able to make improvements happen in my area of work. 5b. satisfied with the support I get from immediate manager. 5e. satisfied with the opportunity I have to use my skills.
- Coaches report feeling supported, with easy access to resources, and coaching supervision as measured by annual coaching survey.
- Increased awareness of managers and leaders around how to take a coaching approach.
- Increased number of trained coaches on the LTH coaching register.
- Increased number of staff benefiting from being formally coached, or receiving a coaching approach in their day to day activities.
- Increased senior level support and role-modelling of coaching behaviours.
- Further recognition and income generation from provision of training programmes.

To



Engage

Retain



Together

The case for staff engagement is significant; a wealth of research has found that engaged staff leads to better care (Kings Fund 2015), improved patient satisfaction, lower mortality rates and financial savings (West et al, 2011). It has been found that “engaged staff are more likely to have the emotional resources to show empathy and compassion, despite the pressure they work under” (Kings Fund, 2015) this leads to lower levels of sickness absence amongst staff which consequently reduces the amount of spend on agency and bank staff. Moreover in research investigating the links between staff engagement, sickness absence and agency spend in NHS Trusts, Dawson and West (2018) found that an upward shift of only 0.12 on scores of a five point scale for staff engagement is linked with savings on bank and agency spend of approximately £1.7million for the average NHS Acute Trust. Our ability to effectively manage sickness absence, to retain staff in clinical roles and to attract new individuals to come to work with us remains of strategic importance to us and can only be improved through a robust staff engagement approach.

Having a strong sense of purpose and being part of an effective team have been found to be factors which strongly impact upon levels of staff engagement and satisfaction. By investing in and ensuring all staff have meaningful appraisals with clear objectives, with individuals feeling trusted, fairly treated and empowered to do their jobs can lead to increased levels of staff engagement (West et al 2011). Working in an effective, inclusive team results in less staff suffering injuries at work, less errors and near misses, with less staff reporting experiencing stress, physical violence, bullying, harassment or abuse at work which all positively impact upon our staff meaning they experiencing higher levels of job satisfaction (Carter et al, 2008).

Staff engagement is a broad concept. It is not just about job satisfaction or staff feeling committed. It is not just a management technique to do with listening and involving staff, though good people management is a key component. It is a two-way process that results in staff feeling engaged with each other and with the organisation for which they work (Point of Care, 2014). Engagement can also refer to “a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation” (Robinson et al 2002). Engaged staff feel involved, valued, motivated, supported, able to influence their workplace and ultimately proud of the organisation they work for (West and Dawson, 2012 and 2018). In the last 2-3 years we have come a long way, our staff engagement levels for the last 2 years is similar to the national average, it is at

the highest ever level in the last 5 years and now over 50% of our staff take part in completing the annual staff survey.

Our turnover levels consistently remain below our internal target of 10%, with a high proportion of staff choosing to retire and return to work with us. In the Public Health England 2018 document titled Facing the Facts, Shaping the Future – a draft health and care workforce strategy for England to 2027, it reported that 8.7% of nurses left in 2016/17 for reasons other than retirement, with 10% more nurses aged over 45 in comparison to 2010 in which 38% of the workforce were 45 years of age and above. As a Trust we need to identify new ways in which to retain staff who are eligible to retire, to help create meaningful careers with the flexibility to support staff to continue to work whilst fulfil new personal life ambitions.

Here at Lancashire Teaching Hospitals we know there is more we can do around retention, the reasons why people leave are complex and multifaceted. Turnover for some groups of staff particularly in their first year of employment with us could be better; we also know that we have pockets of staff in the organisation whose experience of work needs to be improved. As found in the Facing the Facts, Shaping the Future document previously referenced, there are huge generational differences with regards to the expectations staff have around their careers, with more people wanting flexible careers where we support staff by providing the opportunity to have “the flexibility to manage work-life balance, ending binary choices between professional and personal commitments”.

We need to create an organisational culture which is centred on valuing each and every staff member, making them feel like they belong, are able to make a difference, have a clear sense of direction, are recognised for their skills, are supported to continue to learn and feel part of a high performing team from day one till the end of their careers with us. To achieve this we need to continue to take a systematic and holistic approach to strengthening staff engagement, increasing the ways in which we reward and recognise our staff and find new ways to create meaningful careers in order to enhance levels of retention.

To

Engage

& Retain

Our Commitments & Outcomes

We want our staff to have a positive experience of work, who feel engaged with their team and our vision, wanting to go the extra mile. We need to have staff who want to build their future with us, feel they belong and are able to make a difference.

1. Continue to embed the staff survey as a whole systems approach to give staff voice, measuring staff experience and action planning for improvement.

This will be achieved by: Giving staff a voice through coordinating and supporting the completion of the staff survey, facilitating Trust wide 'Big Conversations', reporting on findings, implementation of associated actions, supporting managers to utilise their staff satisfaction data to make a difference and utilising the staff friends and family test as a barometer for staff experience. It will include creating ways to give temporary staff and volunteers an opportunity to have their say about their experience and identify what would make a difference to help them feel valued and welcomed.

The outcome measures are:

- Staff survey completion rate of 60% by 2021.
- Staff engagement level at a score of 4 or above 2021.
- Staff friends and family test in the top 20% of acute Trusts by 2021.
- Improved staff survey indicators: key findings 1 – advocacy, 4 – motivation and 7 – involvement, baselined against 2017 data. (Questions 2a, b, c)
- Reduction in voluntary turnover, baselined from 2017 data.
- All Divisions and Business Units have a staff satisfaction action plan, which is monitored through local Workforce Committees and progress made to timescales.
- Improved bank worker satisfaction feedback with regards to their experience of work.
- Reduction in the number of grievances submitted for bank staff, as they now feel valued and their contribution recognised.
- Improved volunteer satisfaction rates with regards to their experience of volunteering.

2. Improve team engagement and increase staff involvement through the Team Engagement and Development Programme (TED)

This will be achieved by: Rolling out the TED programme to teams across the Trust, providing team based coaching support to enhance team effectiveness and engagement, utilising the TED data as mechanism to measure satisfaction and engagement levels at a team level on a 'real time' basis.

The outcome measures are:

- Staff engagement level at a score of 4 or above 2021.
- Improved staff survey indicators as baselined against 2017 data: Question 4h the team I work in has a set of shared objectives, 4i the team I work in often meets to discuss team effectiveness, 4j team members have to communicate closely with each other to achieve team objectives, 7a my manager encourages those who work for him/her to work as a team.
- Improved triangulated measures for teams such as sickness, work related stress, retention / turnover, bullying and harassment levels measured in the staff survey, Friends and Family Test.
- Achievement of Team Engagement score of 4 and above as measured on a quarterly basis.

3. Create opportunities for Board engagement with the staff engagement agenda

This will be achieved by: Providing methods, forums and events in which Board members can engage, involve and listen to staff through Trust Board 'coffee catch up', 'Back to the Floor', 'Big Conversations', staff stories at Board and Board personal pledges to the engagement agenda.

- Improved staff survey indicators: 8a. I know who senior managers are here, 8b. communication between senior management and staff is effective, 8c. senior managers involves staff in important decisions, 8d. senior managers act on staff feedback.

4 Build a sense of team and community across the Trust

This will be achieved by: creating the opportunity for staff to come together informally to network, share and collaborate through further utilising the 'coffee catch up' approach, creating further series of 24 hours in LTH to showcase the roles and contributions of our staff, developing a social media and multimedia plan to support staff engagement, create awareness, involve and inform.

The outcome measures are:

- Staff survey completion rate of 60% by 2021.
- Staff engagement level at a score of 4 or above 2021.
- Staff friends and family test in the top 20% of acute Trusts by 2021.
- Increased number of job applications to the Trust when benchmarked against 2017 data.
- Increased number of views of multi media campaigns, engagement with social media and clicks to our webpages.
- Increased participation and awareness in coffee catch up events.

5. Celebrate our achievements, reward and value staff

This will be achieved by: The roll out of the Thank You tool, creating a 'little things to show we care' scheme, enhancing 'Our People Awards', continuing 'Fab Feedback Fridays', reviewing the effectiveness of our current reward schemes to ensure they recognise the great work achieved by our staff, volunteers and bank workers.

The outcome measures are:

- Staff engagement level at a score of 4 or above 2021.
- Staff friends and family test in the top 20% of acute Trusts by 2021.
- Improved staff survey indicators: 5a. satisfied with recognition I get for good work, 5f. satisfied with the extent to which my organisation values my work, 7g. my manager values my work
- Reduction in turnover baselined against 2017 data.
- Increased bank worker headcount baselined against 2017 data.
- Increased number of volunteers baselined against 2017 data.
- Increased number of applications to internal awards schemes.

6. Have effective on-boarding, induction and probationary processes which make our new starters feel part of the team from day 1

This will be achieved by: Revitalising our on-boarding materials in line with the employment brand and creating an improved welcome to the organisation through refreshing our induction in order to engage with the hearts and minds of new staff and help them to understand how their role contributes to our vision through supportive, regular probationary reviews, buddying scheme and new starter 'first impression' forums.

The outcome measures are:

- Reduction in turnover in staff with less than 1 years' service, by 5% in year 1, 3% in year 2 and a further 1% reduction in year 3.
- Increased levels of satisfaction in new starters.
- 100% of new starters will have undergone an effective probationary process.
- Improved staff survey indicators: 18a, b, c, d with regards to receiving effective job relevant training, learning and development, 20g manager supported me to receive training, learning or development.
- Staff friends and family test in the top 20% of acute Trusts by 2021.

7. Retain staff through creating meaningful careers which provide flexible working opportunities and clear developmental pathways

This will be achieved by: Developing career pathways and job families to illustrate career progression routes and development opportunities, by introducing stay conversations, career navigation support, improved exit interview and analysis of findings, reviewing and improving flexible working opportunities.

The outcome measures are:

- Reduction in turnover and vacancy rates.
- Exit interview data indicates leavers were satisfied with opportunities for career progression and flexible working.
- Increased number of internal promotions or sideways moves.
- 100% of leavers have participated in an exit interview/questionnaire and had their opportunity to have their say.
- Increased number of staff retire, return and take up flexible working opportunities.
- Improved staff survey indicators: 5h satisfied with the opportunity for flexible working, 21c. I would recommend my organisation as a place to work.

Conclusion

This is an ambitious plan, setting out our workforce and organisational development agenda for the next three years. There is a lot to deliver and from where we are now it will take considerable time to fully achieve consistent, sustainable improvements which in turn will help to drive forward wider organisational transformation. Our commitment to delivering it sends a message to staff and wider stakeholders about our determination to be the best place to work in the NHS, where skilled individuals are supported and able to work to their full potential always providing excellent care with compassion.

To achieve the aims and measurable outcomes of this strategy it will require action and participation from staff at every level and role in the organisation in order to create a new culture. It will particularly need every single leader and manager to embrace the principles and strategic drivers illustrated in this strategy, seeing them as an integral part of their role. We need all leaders and managers to show strong leadership, to create strong teams, supporting their staff to perform to the highest standards through making the actions contained in this strategy come to life in their teams.

Much work is already underway to deliver the strategy, however the scale and pace needs to quicken and sharpen if the strategy is to be fully realised. To embed this strategy we will need to incorporate the actions into divisional strategies and plans as well as align the aims in this strategy into every manager's performance objectives and appraisal.

The true success of this strategy will be evidenced by our Trust meeting its strategic goals. It will be seen, felt and experienced, by all our staff and stakeholders. We will be recognised as the best place to work in the NHS, where we work as one team in a culture which is healthy and in line with our values, providing quality of care that is classed as outstanding.

Strategy Ownership and Governance

The owner and leader of the Workforce and OD Strategy and supporting plans is the Workforce and Education Director who will ensure it is implemented across the organisation. The Deputy Director for Workforce and OD in conjunction with the Workforce and OD management team will be responsible for the delivery of the strategic drivers, actions and measurement of impact.

Every year a set of key workforce deliverables will be developed taken from the Workforce and Organisational Development Strategy supporting work plan, the progress against these will be tracked and monitored.

This monitoring and tracking will take place through a range of mechanisms including:

The Workforce Committee which will oversee the development and implementation of the strategy, ensuring it is meeting the organisational need and delivering tangible performance improvements. This will be achieved through regular reports on progress of our actions and impact on workforce and OD performance metrics.

The Trust's Board will receive regular reports on impact of actions through the monthly workforce report as part of the integrated performance report.



Together

**Providing excellent care
with compassion**