



Liverpool University Hospitals
NHS Foundation Trust

People Plan 2020/3

Together we are LUHFT



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RADIOLOG
General

Welcome

Liverpool University Hospitals NHS Foundation Trust (LUHFT) is an adult acute trust formed on 1 October 2019 following the merger of Aintree University Hospital NHS Foundation Trust and the Royal Liverpool and Broadgreen University Hospitals NHS Trust. With Liverpool University Dental Hospital part of the existing family too, we are now Merseyside's biggest employer. It is our ambition to build our reputation as the best employer in the North West.



"The overall aim of the merger was to empower us in making an even bigger difference to our patients, our city and the wider health and research community. In this new role as an anchor institution we want to have the biggest impact possible on the lives of our communities. But like all NHS organisations our biggest threat at present is a reliable and sustainable workforce."

Steve Warburton
Chief Executive



"The People Plan has been developed to enable us to establish a robust approach to engaging, recruiting and developing the best people in the short, medium and long term, in order to achieve our goals and fulfil our extraordinary potential."

Debbie Herring
Chief People Officer

In these unprecedented and challenging times for the Trust we recognise the pressure all of our staff have been under, striving to give the best care to our patients. We would like to take this opportunity to thank everyone for all their continuous hard work and dedication.

Healthcare depends on people — nurses, porters, consultants and receptionists, scientists, therapists, and many others.

We can design innovative new care models, but they simply won't become a reality unless we have a workforce with the right numbers, skills, values and behaviours to deliver it (*Five year forward view 2015*).

Our newly formed Trust, as a centre of excellence, will continue to come together to innovate and develop a new culture for our workforce, rich in new opportunities, supported by a motivated, solid, skilled senior team. Healthcare is adapting to match the increasingly complex health needs of our community and the need for this change has intensified due to the coronavirus. We live in a demographic area where health is poor in comparison to other major cities. We must close the health gap within the city and with the rest of England for Liverpool to take its place as a world class city. Healthcare provision will need to move away from a traditional paternalistic approach by enabling people to determine what matters most to them in order to take better control of their health and care needs. The Trust needs to focus on how we manage the services in light of COVID-19.

(One Liverpool Strategy, 2019)



A clear purpose guided by a strong vision

We are the **11th biggest** Trust in the UK with an annual turnover of **£988 million**.

Serving a core population of around 630,000 people across Merseyside, we have an overall reach of two million further afield. If we want to rise to the scale of this opportunity, we all need to be working together and moving in the same direction.

That's why everything we do, from the care we provide to the way we develop partnerships at home and overseas, is driven by our shared purpose and guided by a strong and very specific vision.

Our vision: to support our communities to live happier, healthier, fairer lives.

Our purpose: to provide outstanding healthcare.

We employ over 12,000 staff. We are also supported by ISS and Avrenim and host a number of services on behalf of the local health economy.

Staff Group	Employee Count
Add Prof Scientific and Technic	810
Additional Clinical Services	2325
Administrative and Clerical	2955
Allied Health Professionals	906
Estates and Ancillary	787
Healthcare Scientists	358
Medical and Dental	1197
Nursing and Midwifery Registered	3532
Grand Total	12,870



Our values

Developed by our people, our values will support how we deliver our purpose and our vision: **CARING, FAIR, INNOVATIVE**

**WE ARE
CARING**



We treat people equitably and value their different experiences

We know we are doing this when:

- We value everyone for their unique contribution to our Trust whatever their diverse backgrounds
 - We are kind, always showing compassion
 - We praise good effort and good results, always showing appreciation.
-

**WE ARE
FAIR**



We are good role models (to each other and the public we serve), being accountable for what we do and how we behave

We know we are doing this when:

- We are confident in presenting new ideas – we speak up and we support our colleagues to do the same, particularly those colleagues from diverse backgrounds
 - We are open and honest
 - We learn from mistakes, aiming to get things right first time, exploring new ideas when we can.
-

**WE ARE
INNOVATIVE**



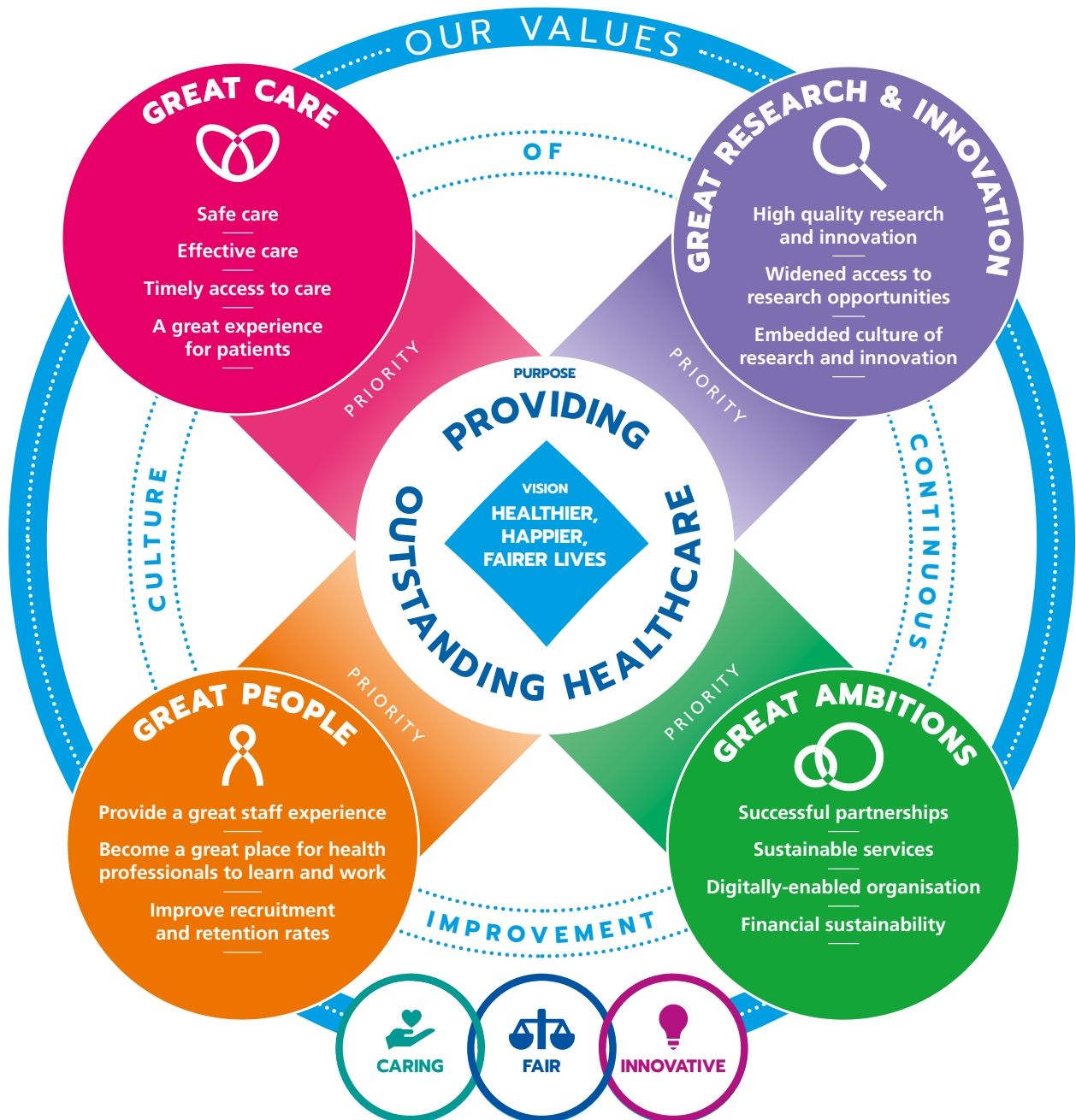
We work as one team to deliver, improve and transform care through continuous improvement

We know we are doing this when:

- We are professional, always seeking to do the right thing
- We create and share knowledge with patients, each other and our professional communities
- We continuously strive to make things better and to pioneer new ways of doing things.

Our strategy

To bring all these elements together we've developed a bold strategy called **Our Future Together**. We've engaged with hundreds of stakeholders to refine and strengthen our strategic framework and keep us on track.



As you can see, four clear priorities underpin the strategy and provide a focus for our whole organisation. We call these the 'four greats'.

We want to create:

- GREAT CARE**
- GREAT RESEARCH AND INNOVATION**
- GREAT PEOPLE**
- GREAT AMBITIONS**

Our people are our biggest asset

Our NHS People Promise



Getting stronger together

Organisational environments are formed from the forces that surround them and this is particularly true for the NHS. Changes in government have a direct impact on how the organisation is managed and funded. To be sustainable we need to have an understanding of the impact that these forces can have now and in the future, along with the impact they have on Trust sustainability.



Whatever the external and internal factors impacting the organisation, we always place people at the centre.

Where did this plan come from?

All our priorities are aligned with national objectives, and this People Plan is no different.

Our ambitious three-year plan has been shaped predominantly by the *NHS Long Term Plan*, and the *Interim People Plan (2019)*, but it is also closely aligned with *The People Plan (2020)*, Liverpool City Council and *NHS One Liverpool Strategy (2019)* and the *HEE Strategic Framework (2014-2029)* to ensure we are all moving in the same direction.

There are six key drivers in the NHS Long Term People Plan.

1. Responding to new challenges
2. Looking after our people
3. Belonging in the NHS
4. New ways of working
5. Growing for the future
6. Supporting our people in the long-term.

Here's how we're approaching each of them, what we're already doing and what we have planned.

1. Responding to new challenges and opportunities

AT A GLANCE

Upskilling staff

Supporting health and wellbeing

Providing high-quality education packages

Engaging with HEIs to increase placement capacity

Developing relationships with local schools and colleges

What does this mean to us?

As a Trust we always need to be ready for new challenges, and COVID-19 has presented one of the most unexpected and difficult challenges imaginable. The response across the NHS has been incredible, especially here at LUHFT, with compassion, professionalism and clinical excellence showing how important good people are to responding well. However, it has also highlighted how much more we need to do to prepare our people and systems for future health alerts. Especially our ability to expand critical care provision rapidly to cope with periods of increased pressure.

Our workforce has been operating in extreme conditions, far outside their usual practice, and we couldn't be prouder. Now we are committed to reviewing exactly what our people need to be ready for anything, whilst ensuring the Trust is on course to become the North West NHS employer of choice.

Here's what we're doing about it:

Preparing for increased demand

- We're reviewing all our workforce requirements to make sure there is adequate upskilling for staff who may be required to support our critical care teams in the future
- We're reviewing new and supportive roles – such as Advanced Clinical Practitioners and Healthcare Support Workers – that could be used to support teams moving forwards
- We're taking the opportunity to reflect and learn with all our staff, to ensure their training needs will be met if required in the future
- We're working collaboratively with healthcare partners to deliver increased capacity
- We're embedding a redeployment development programme into our winter planning process so that staff required to flex their role in meeting patient care are well prepared and supported
- We're developing our approach to family liaison as a result of COVID-19, working with our staff to shape the service.

Developing our teams and leaders

- We're helping teams develop through a range of methods, including effective organisational development (OD) diagnostics, team coaching models and using restorative approaches where indicated. We are also continuing to prioritise the development of a safety culture across the organisation and embedding our values and behaviours framework
- Development for teams will extend to the Trust Board and a programme will be put in place to address the needs of the Executive Team, as individuals and as part of the wider Board. This Board Development Programme is critical to developing the culture we want.

Supporting health and wellbeing

- We're exploring how health and wellbeing can be improved to develop a safety culture that empowers staff to speak out, so everyone's voices are heard and acted upon
- Conversations about health and wellbeing have been incorporated into the annual appraisal process, which also explores the impact of employees' backgrounds on their working life
- We're reviewing our current baseline of interventions to ensure access is equitable. This will include continuing Schwartz rounds and dedicated spaces for staff wellbeing, both locally and centrally
- We're also going to develop resources within our knowledge service provision to support health and wellbeing and develop a collection of resources for staff, including psychological support.

Increasing responsiveness through research and innovation

- We're preparing our current and future clinical workforce for emerging changes in working practice through robust high-quality education programmes, and monitoring the effectiveness of this on patient outcomes. We are continuing to provide complex literature searches and document supply. We're also going to reintroduce the monthly tailored evidence bulletins to publicise what's coming up on social media
- Research active healthcare organisations have better patient outcomes, so we are embedding a culture and infrastructure to support staff to undertake the research which matters to our patients and population. We will expand the volume of high-quality research conducted in all specialties to widen access to research opportunities for our patients and staff
- We value our role as a university hospital and are working closely with our academic partners to develop research capacity and capability building programmes, to grow academic opportunities for our workforce
- A culture to innovate and improve must be fostered at all levels of our organisation and form an integral part of improving quality in our "business as usual" processes. Through our Continuous Improvement programme we will provide the tools and support to empower our staff to innovate and improve all aspects of their work and patient care.

Continuous improvement

- We will create a capability programme developing improvement skills at all levels in the Trust. This will support teams and managers to innovate and improve using improvement tools and methodologies to measure improvements and benefits, specifically cost benefits, where appropriate.

Increasing our flexibility

- We've seen huge success with virtual clinics and are going to incorporate them in future ways of working to increase efficiency
- We're in the process of reviewing our flexible working policy and, once complete, will embed this as part of our recruitment processes to ensure that all options are explored. Conversations about flexible working have also been incorporated into the appraisal process
- In response to the national call to retired staff we've created a fresh approach to the ways that we engage and deploy clinical colleagues who wish to return to practice, providing lots of support, including a greater flexibility options.

Education and careers

- We have engaged with our HEIs to co-create learning opportunities for our student placements and support the principle of offering permanent posts once training is complete – so every student can start their career with us as soon as they graduate
- By growing our relationships with schools and colleges we'll be exploring how we engage with health workers of the future, not just in clinical settings but across all the scientific careers, IT careers, finance career pathways and even HR
- We're going to have career pathways for each function, and the Trust has already committed 25% of its rolling vacancies to be made available for apprenticeships to build our future workforce whilst also supporting our local communities
- We've developed an internship using the evidence-based model DFN Project SEARCH, an international programme designed to help support young people with learning disabilities and autism gain work-ready skills
- We've committed support to local business through the Apprenticeship Levy, including a non-levy-paying organisation Liverpool School Sports Partnership (LSSP)
- We are a member of the Liverpool City Region Employment and Skills Board and we are aiming to deliver a more inclusive and competitive Liverpool City Region.

Improving the experience for our staff

- We've improved the training experience for students as well as improving the doctors' mess facilities across all sites
- We're developing permanent central wellbeing spaces for staff, to give staff a space to rest and recuperate and are enhancing local facilities to include shower/ changing facilities, among other things.

Our volunteers

- We're nurturing our excellent volunteer service across the LUHFT footprint and are going to explore new ways of working to enable our volunteers to be involved
- We're also reviewing how these roles can be utilised to support patient pathways and our ambition of safety culture.



John Walker
Dental Hospital

"In early April 2020, I was transferred from my job as a Dental Technician to become a PPE Advocate. This involved ensuring staff were wearing the correct PPE for each ward they were going on. This became an important role within each ward, giving staff the confidence to go about their extremely demanding tasks. New skills were learnt, in my case my self-confidence was raised and it was good that I was playing a small part in the effort against COVID-19.

When the PPE Co-ordinator/Advisor roles became an established new job, I was successful in getting a six month secondment enabling me to carry on the effort within the hospital, advising new members of staff of the importance of PPE and its correct usage. As I approach the end of my first month in the role it is going well, is enjoyable and I still believe we are making a difference and helping staff perform their duties in a safe manner."

Staff feedback regarding Family Liaison Service

"I feel this has supported families when they most needed it. We should feel very proud of the service that was up and running within days rather than months."

"The service was good, so many family members appreciated the service, such as video calls in lockdown when they were unable to visit their loved ones."

"Many relatives were waiting a long time for clinical updates which resulted in them ringing back upset and anxious. We tried to reassure them we would send an urgent second request."

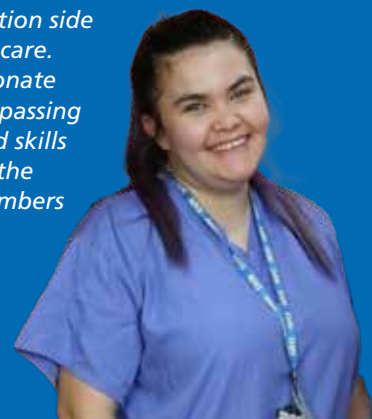
"A good valuable service for families that as far as I know has never been used before in the hospital, apart from PALS. I think they were a sort of lifeline for families."

Debbie Herring
Chief People Officer

"This positive partnership with Greenbank College and Liverpool City Council will enable Liverpool University Hospitals to help provide opportunities to young people with learning disabilities - who are underrepresented in the workforce nationally. Following the internship, these students will have the potential to go on to gain permanent employment within our hospitals. We are looking forward to welcoming the successful applicants."

Jiordan Lloyd
HCA – now on Trainee
Nurse Associate Programme

"I have come on leaps and bounds since becoming a nursing cadet at my college. I have developed a new found love for nursing and I am extremely driven to provide the best patient care that I can. I was very shy when I was a nurse cadet and was too scared to ask too many questions, but since becoming a Health Care Assistant (HCA) my attitude has completely changed. I am no longer afraid to ask questions to develop my learning and I will always challenge individuals if I feel that something is not right. Starting on an apprenticeship pathway as part of the Trainee Nurse Associate (TNA) programme has allowed me to expand my knowledge further and meet a lot of new people, which has really helped my confidence. Once I have completed my TNA training I hope to continue with my education and go on to do further training to become a Registered 1st level nurse. I would also like to progress in the future to become a student mentor and perhaps be more focused on the education side of nursing and healthcare. I feel extremely passionate about education and passing on my knowledge and skills to other members of the team such as new members of trained staff, HCAs and students."





2. Looking after our people

AT A GLANCE

Maximising the use of the Freedom to Speak Up Guardian office

Upskill people to have challenging conversations

Effective leadership and management training for all leaders

Increased flexible working

Dedicated psychology service

What does this mean to us?

We need to look after our people and have already recognised the need to engage with our staff as part of the development of our values and behaviours.

High levels of staff engagement and effective team working are directly linked to improved organisational performance and lower patient mortality in healthcare settings.

So if we want to provide the best care for our patients we need to provide the best care for our staff. The COVID-19 pandemic has shone a spotlight on existing social and health inequalities and we recognise that this has a disproportionate impact on our Black, Asian and Minority and Ethnic (BAME) colleagues.

Here's how we're looking after everyone connected to our organisation, fostering the safety, skills, inclusivity, diversity and wellbeing we need to provide the best possible care and give our staff the best possible experience.

Here's what we're doing about it:

Engaging with staff better and more often

- Building on our existing processes for capturing staff experiences and feedback, we're going to improve feedback to all staff groups with a 'you said, we did' approach, to ensure that staff feel their views matter and are acted upon
- To ensure consistency in this we're developing a joint staff, patient and stakeholder engagement model and ensuring that both the staff and patient voice is evident in our decision-making
- We're developing and implementing a suite of effective tools for engaging staff. These include templates, toolkits and workshops that managers can use quickly and easily whilst receiving ongoing support
- Building on our campaign of zero tolerance to violence and aggression towards our staff
- Implementing the 'Civility Saves Lives' campaign.

The power to challenge safely

- Individual staff need to feel they can challenge hierarchical structures when they feel it's necessary – it is an essential part of improving patient safety. So we've appointed a full time Freedom to Speak Up Guardian and a network of local champions to empower staff to speak up safely
- We're also going to develop this training further for all groups to enable the challenging conversations we need to have whilst increasing our in situ simulations to review latent error.

Keeping everyone safe

- Implementing the recommendations from the Globis BAME experience assessment
- We're making sure all BAME and vulnerable staff have a risk assessment completed with actions implemented where needed
- We're developing a clear shared action plan to address these inequalities which will be overseen by the Executive Team
- As part of our response to COVID-19, we've already implemented a Personal Protective Equipment (PPE) oversight group looking at supply and demand of PPE, to keep everyone safe
- We're learning from staff experiences of the COVID-19 exercise to make sure we're responsive and agile to any future infection threats
- To protect our staff and patients and support our operational resilience we are delivering a flu immunisation programme with a target of >90% compliance for clinical staff
- We're ensuring that staff who are working from home are supported both physically and mentally and have the right equipment to help them adapt to this change
- COVID research programme and preparing as a vaccination hub
- Civility and respect and the "Civility Saves Lives" campaign (a national campaign led by NHS health professionals) are essential to the effective embedding of the Trust's values and behaviours framework. These initiatives seek to address poor standards of behaviour which are the cause of stress, misunderstandings and allegations of bullying and harassment. When people behave civilly and respectfully, mistakes and harms are reduced and psychological safety is increased. The good practice indicated will be used to guide the effective implementation of the values and behaviours framework.

Effective leadership and management development

- We have already delivered on a core management skills programme, and leadership development with the leadership development programme partnering with John Moores University and have successfully used the Apprenticeship Levy to develop various courses for our leaders, including a bespoke LUHFT programme, an MSc and an MBA
- However, we are aware that access to the appropriate level of training has not always been equitable so we'll be reviewing our leadership offering and the routes of entry for all of our staff to ensure equity and consistency
- In addition to this we will improve onboarding for all staff and induction for managers new to the Trust to support them.

Cultivating personal skills

- We have already made coaching and mentoring available locally and are employing an organisational development approach for team development
- Because access is limited and not currently consistent we're going to identify the models that best fit with the culture we want to create and embed them for the medium term. With the right consistent approach it will deliver results over a two to five year period, which should be visibly effective in the long term based on evidence from other organisations.

Legacy appraisal and talent management processes

- We've recently procured a new electronic appraisal system that will allow us to produce training needs analysis across all of our teams, linking clearly into the Trust's and department objectives
- We're going to make sure that these are used equitably across our teams to ensure that all staff have an equal opportunity to access development
- We will use the system to support meaningful conversations about equality and diversity, flexible working and health and wellbeing, as well as to provide feedback to each other and manage performance against objectives.

Embedding flexible working

- We have a number of flexible working options available but we want to ensure that all staff are able to work flexibly when they need to. We are establishing a working group to review this process.

Equality and diversity

- We've established a BAME Strategic Response Group. This is a strategic decision making group and will oversee the implementation and actions from the WRES and external report findings
- We're drafting an anti-racism and discrimination strategy setting out clear expectations of what the Trust stands for
- We're reviewing the Trust's training programme and development programmes from an inclusion perspective to ensure BAME staff needs are being met
- We're creating a job shadowing programme for BAME employees at band 6/7 with managers band 8a upwards
- We're going to use our electronic appraisal system to support meaningful conversations about equality and diversity.

Supporting wellbeing and resilience

- We want to further develop our Health and Wellbeing package to support our staff to maintain their physical and mental health
- We'll use the appraisal system to support meaningful conversations about flexible working and health and wellbeing
- Using the values and behaviours framework, we're going to ensure that all staff receive appropriate education and support in identifying and resolving bullying and harassment incidents, so that issues are prevented from arising where possible and dealt with swiftly and appropriately when they arise
- We're implementing a dedicated staff psychology service and access to physical wellbeing spaces on the main hospital sites. Alongside this, an individual will be appointed to be the Trust Wellbeing Guardian and managers and supervisors will be given more tools and techniques to grow psychological resilience, especially against the backdrop of COVID-19.

- We are developing a Healthy Workplace agreement that is designed to set out aims for creating a workplace that has a positive impact on the health and wellbeing of all staff.

Joselito Marinas

Lead for Professional Development

"It is important that BAME staff are made to feel a strong sense of belongingness and that we have a voice that is being heard. Our contributions in the workplace should be valued and our skills nurtured to help us achieve our greatest potentials."

Jo Gibson

Clinical Physiotherapy Specialist (Upper Limb)

"I was lucky enough to meet the OD Team whilst working with the Psychological First Aid Team. When I returned to my place of work it was key that there was significant unhappiness and discontent amongst staff. A large element of this was due to communication issues with management and how things had been handled at the onset of COVID-19 and staff had been left feeling undervalued and unsupported. The subsequent huge change in working practice also caused distress and it was clear this was having a detrimental effect on some staff's mental wellbeing, as well as morale in the department. I had no hesitation in approaching the team and asking for their help. The help the team provided, giving a constructive forum for staff to discuss and air their concerns, whilst highlighting many of the reasons why they were experiencing what they were, was absolutely invaluable. Staff felt validated and heard and importantly it made them feel they were able to communicate their concerns with management and move things forward in a positive way. The resultant reaction from management has been heartening and has completely changed the approach with the second wave. The team has helped restore cohesiveness in the department and helped heal the large rift that was developing between management and the team. We would be in a very different place without their input."

Carla Burns

Assistant Director of
Organisational Development

"Wellbeing hubs allow staff a safe space to come away from their usual place of work. Feedback from staff has been clear – it makes them feel safe, valued and supported."

Elena Smith

Physiotherapist

"The OD Team supported two Therapies Support Sessions which we ran in July following a return to working in the Outpatient Musculoskeletal Therapy Department. They were particularly responsive to our requests for this support and ensured that they ran in a timely manner and that the feedback was delivered to enable reflection moving forwards."

The sessions were structured to allow colleagues the time to share experiences through the pandemic, express feelings and emotions, take stock of current working practices, celebrate learning and improvements and give views about how services can be shaped going forwards."

They provided an environment which enabled us to speak openly and hear each other's experiences and understand our own as well as each other's feelings. They were particularly good at allowing individuals to speak, air their opinions and be heard, without it taking over the session, and allowing the session to move forwards."

The recent change in COVID-19 status across the city, and Trust-wide, has resulted in changes to our service once again, however some of the issues raised have been taken on board by the management team and are evident in the communication over the last week."

IF WE WANT TO
PROVIDE THE
BEST CARE FOR
OUR PATIENTS WE
NEED TO PROVIDE
THE BEST CARE
FOR OUR STAFF.



3. Belonging in the NHS

AT A GLANCE

A fair approach to all

Creating a workforce that properly represents our community

Increasing the diversity of the Board and Senior Management

Retaining and supporting our staff throughout their career

Tackling the disciplinary gap

What does this mean to us?

Feeling like you belong is an incredibly powerful and necessary organisational quality, and it's one we want all our staff to feel about the NHS and LUHFT.

We acknowledge that our workforce is not yet reflective of our local population which is a clear obstacle to this. Data shows that our Black, Asian and Minority Ethnic (BAME) colleagues and those with disabilities and long-term health conditions have disproportionately worse experiences in the workplace and don't always feel their voices are being heard. So we are working hard to instil an inclusive, open, representative culture, one where everyone who wants to work here feels welcome, supported and understood.

Here's what we're doing about it:

Leadership development programmes

- As part of the new leadership development programmes and actions, we'll be developing a distributed leadership style, to foster belonging at all levels of the organisation
- We're also ensuring that national leadership programmes, due to come online in 2021, are available for our staff to maximise uptake
- We're developing our employee relation policies using the 'A Fair Experience for All' approach to tackle the disciplinary gap. This will be overseen by the Workforce Committee.

Supporting staff throughout their careers

- Because we want to retain our staff and support them through their career with our organisation, we're working with colleagues to ensure we have fit-for-purpose job planning and rostering systems, a healthy temporary staffing bank and a clear process to encourage staff to engage with managers about their career opportunities.

Improving retention

- We will be reviewing exit interview information and learning from comments and experiences. If staff wish to leave, it is important for us to understand their reasons. We'll then analyse the data we gather to see if there are any specific trends or themes we can learn from to improve experience and retain our staff.

Better ways to work from day one

- We want to be able to 'on-board' our new staff quickly and effectively, engaging and welcoming staff to our organisation, so we're developing an electronic on-boarding tool that prepares staff to join the Trust and provides a library of information to support them as they begin their career with us
- In partnership with staff representatives we're overhauling the recruitment and practices to ensure that our staffing reflects the diversity of our community, and regional and national labour markets.

- We're implementing a Trust-wide rostering system that allows staff to view and control their shifts and their leave online. This will help staff feel in control whilst also supporting management of staffing levels
- We're exploring better ways for staff to move between local trusts to support both the health economy and staff in giving them flexibility and opportunities and retain their skills in the NHS
- To that end, we have initiated memorandum of understanding to allow staff to work across organisational boundaries and are supporting the development of a regional Digital Passport to facilitate this movement and flexibility
- We're also working hard to maximise social value across the local NHS footprint, through our approach to talent management/realising potential. This should make it easier to match opportunities with individuals who are ready for development.

Reflecting our community in our workforce

- Our Workforce Race Equality Standards (WRES) submission has highlighted the lack of BAME representation at senior levels across the Trust. We are committed to increasing our diversity at Board and Bands 8c and above so our structure reflects the proportion of our BAME staff in our workforce and this is outlined as a priority within our WRES action plan monitored by the BAME Strategic Response Group
- We're developing a clear, shared action plan, which will be co-developed with BAME staff representatives to address inequalities. As part of this we have launched a BAME staff network to ensure that staff have a voice across the organisation
- The most up-to-date information from the Trust WRES data confirms that staff from a BAME background are more likely to have formal disciplinary action taken against them. The data is reviewed to the Workforce and Education Committee (WEC) on a quarterly basis. The WEC will review the employee relations casework to review trends, themes and lessons learned.

Developing a fair and just culture

- We have already delivered a number of actions to improve the experience of staff, including:
 - An action plan based on the national People Plan recommendations

- Delivering bespoke training with the Business Human Resources (HR) team that will be cascaded to operational managers
- Using the 'Just Culture' checklist to review cases and agree how they are handled with Staffside representatives
- Quarterly reports on employee relations activity
- Human Resources Business Partners (HRBP's) now use the 'Just Culture' checklist to review cases of possible suspension
- All suspension/exclusions are overseen by the Chief People Officer or and the relevant professional Executive Lead
- Implementation of the 'Just Culture' principles to take place with trade unions, operational managers, Business HR, Freedom to Speak to Speak Up (FTSU) and Equality, Diversity and Inclusion (ED&I) Leads
- Ensuring our staff are supported in using systems to speak up safely, and that concerns are taken as opportunities to learn.

Embedding our values

- We're developing a plan to embed our values and behaviours to all employment policies. In addition, we'll be reviewing and developing our staff networks and plan to widen them across the STP to ensure that staff have a voice in the evolving system wide health economy across Cheshire and Mersey.



Neaka Cope
Deputy General Manager,
St Paul's Eye Unit

"Since taking part in the Leadership Development Programme, I have been promoted working with another department and this is due to the reflective skills learnt during the course. The course made me more aware of myself and how I come across and how I interact with others. It made me value myself more and how I fit in."

Elaine Butchard
Deputy Chief People Officer
Developing a fair and just culture

"We want to improve our employee relations processes to align with our Trust values and ensure that we are fair in how we approach any concerns. We have been working in partnership with our trade unions and managers to review our employment policies, learning from previous cases and where we haven't got things right. We are working on a joint training package and hope to start to roll this out over the next year. This work requires all of us to be brave, trust each other, be open to new ideas and ensure we always have our staff at the centre, regardless of the situation."

Case Study
Freedom to Speak Up Service

"I recently phoned the Freedom to Speak Up Guardian after having some difficulties with a clinical situation. She was very easy to talk to, and it was great to gain an outsiders perspective into the situation. I came away with new ideas that I hadn't thought about previously. She also emailed me afterwards to check that I was still okay. I came away feeling listened to, which was something I didn't even realise that I needed! I have recommended the service to my colleagues and would use it again."

Craig Jones
Head of Estates Services

"The MBA has been a great experience. It has given me the opportunity to reflect on my position within the organisation and changed my perception of both management and leadership. LJMU and Trust support has been fantastic and the professional networks developed throughout the programme have been invaluable."





4. New ways of working

AT A GLANCE

- Supporting new roles
- Supporting leadership development
- Increasing our placement capacity
- Supporting the Digital Strategy and the Technology Enhanced Learning (TEL) agenda
- Increase our apprenticeships

What does this mean to us?

We want to maximise opportunities for our staff to deliver care and make the most of their skills. Over the years there has been a great deal of recognition of the need for a more generalist workforce. *The Five Year Forward View (2015)*, *NHS Long Term Plan (2019)*, *Interim People Plan (2019)* and *Future Doctor (2020)* all identify this as a necessary to supporting new patient pathways and reducing duplication of services in the future.

From creating new and innovative roles to recruiting and retaining the best talent to fill them, we're committed to finding new ways of working across the Trust.

Here's what we're doing about it:

New roles and new skills

- In order to make our workforce more generalist, we're creating new and innovative roles to support it such as the medical support worker, the physicians associate (PAs) and the advanced clinical practitioner (ACPs)
- We've not yet reached the scale needed to be sustainable long term, so as part of the service redesign over the next five years we'll be exploring how these roles will be implemented and evaluated
- We have also set up a staff network for physicians associates
- As part of the Trust's response to the pandemic we have provided upskilling training for our staff and will reflect on how effective the programme has

been in delivering generalist skills to all disciplines e.g. blood pressure management for allied health care professionals

- In addition, we will develop a clear programme to support the development of trainee nurse associates (TNAs) and PAs.

Monitoring effectiveness

- Where new roles are developed we will be closely monitoring their effectiveness in the clinical pathways to ensure that they meet the organisations and the wider health economy's needs
- This will include closer working with social care and supporting hybrid roles that can work across the wider system.

Redesigning our service with the workforce in mind

- Both the merger and the pandemic have given us the opportunity to look at services with a new lens. It's essential that workforce function is considered across the areas of service redesign
- We will create close links to the clinical integration plans and offer support to develop training needs analysis for the newly-formed clinical teams
- We will support the leadership development within the operational teams and explore and develop new roles that meet the needs of the future workforce, including the apprenticeship programme
- We're also going to review the placement capacity for all healthcare undergraduates as part of the integration to ensure that we can increase placement activity to support local universities in developing our future workforce.

Education and apprenticeships

- The simulation-based education packages we're developing will help us support all services that include newly merged clinical services. This will help staff to explore the potential for latent error and the importance of team working, in order that the new hospital can provide new systems and a safe environment. In addition, we're developing simulation packages for the Dental Hospital to support staff in dealing with medical emergencies
- We have significantly increased our school level entry apprenticeships, but as an anchor organisation we know we need to be more ambitious in supporting the local economy and promoting social inclusion
- By collaborating with apprenticeships and divisional leads, we'll continue to drive the NHS plan for recruiting 16-year-olds into healthcare through increased engagement. We can also use clinical education to increase community and patient engagement. By hosting training sessions for patients and families in basic skills such as wound care, changing dressings, Basic Life Support (BLS), and management of long-term symptoms we can free up specialist nurses and reduce the burden on the community, as well as increasing our local and national profile
- With the rapid growth of remote working, we'll be consulting and designing education programmes – such as virtual consultations – that support staff to do their jobs effectively from home
- In response to the NHS's long-term requirements to increase workforce for the future, we have grown our placement capacity for student nurses over the last 12 months by reviewing and changing our mentorship model

- We're reviewing placement capacity, across all disciplines and working with our HEIs (Health Education Institutes) to support blended learning. In healthcare as a profession, and as an anchor institution, we are keen to make the most of this opportunity to attract people to work for LUHFT
- We've increased support for our undergraduate medical staff and trainees by developing a practice education facilitator for medical education and are exploring this modelling for apprenticeships. Now we also need to review how this can work across all healthcare disciplines
- In support of the TOPOL review which was established to explore how technology will impact on healthcare and its workforce, focusing on the impact of digital health, genomics, robotics and artificial intelligence we're exploring how we can utilise simulation and Technology Enhanced Learning (TEL) to increase our placement activity and the apprenticeship experience. TEL will also improve the overall learning experience for staff by offering alternative modes of education delivery.

Creating a digitally advanced and empowered workforce

- We will support safe and high quality patient care by delivering digital excellence for everyone supporting staff to work efficiently and seamlessly across multiple locations freeing up more time to care for patients.

The delivery of a seamless staff experience through our Digital Strategy

- We will provide staff with the robust, reliable and trusted IT they require to carry out their tasks friction-free
- We will identify systems across sites to generate an integrated user experience
- We will introduce new technologies that enhance service delivery and patient care
- We will develop a digitally advanced and empowered workforce.





Dan Komrower

Consultant Physician and Professional Lead for Physician Associates

"PAs are bioscience/health postgraduates who undertake a two-year training course covering core anatomy, physiology and pathophysiology along with clinical history and examinations skills. The scope of practice for a PA includes clinical assessment, requesting and interpreting investigations, diagnosis, management, procedural skills and communicating with patients, relatives and Multi-Disciplinary Team (MDT). All of this is done with physician supervision.

PAs have worked in acute medicine now for nearly two years. They work within an excellent multi-professional environment, combining different skills sets to deliver quality patient care. As a medical consultant working with PAs it allows me to provide senior input into many more patients. Overall the PAs have positively impacted on the ambulatory care department and are now a vital component in the way it functions."

5. Growing for the future

AT A GLANCE

Improve systems for greater visibility of workforce gaps

Local recruitment campaigns to explore new roles and apprenticeships

Career conversations with our staff

Review and support our advanced clinical practitioner posts

What does this mean to us?

Like any organisation we want to grow, and part of that is down to our ability to attract more people into the Trust – and keep them once they are here. It's not just about getting bigger, it's about growing in a smart sustainable way.

We can only do this if we effectively identify opportunities to grow, and ask tough questions of ourselves. We need to establish an integrated approach that works from the ground up. That's why at an organisational level and an individual career level, we're taking measures to enhance our size, impact and voice – locally, nationally and around the world.

Here's what we're doing about it:

Spotting the gaps and challenges

- We're developing a greater understanding of the gaps and future challenges facing our workforce. This will give us a better understanding of new roles, develop innovative ways of working across traditional role boundaries and care settings, and reflect on what have we learnt from COVID-19
- Through our existing systems and the joining of the ledgers, we have improved establishment visibility for our managers, providing clear data that is easier to collect and analyse. This will allow us to predict future gaps and enhance our workforce planning.

Local recruitment

- We're delivering local recruitment campaigns looking at new roles to support the healthcare workforce, utilising the apprenticeship programme to target school leavers into becoming our future workforce
- We're supporting national programmes such as international recruitment to continue to strengthen us as an employer of choice, and a programme of return to practice – ensuring that returning practitioners are given the skills they require to support their clinical practice

- We have developed an enhanced multi-professional preceptorship programme to support all our new starters with a view to retain our people and we'll be assessing it moving forward to make sure the programme is meeting staff needs
- The review of flexible working requirements will also ensure that staff views on how we can achieve this are sought and used. Conversations around flexible working will commence on recruitment and form part of appraisal conversations for all our staff.

Career development

- We will have career conversations with all our staff who are approaching retirement to discuss potential adjustments to their roles that could retain their experience within the organisation
- Education is a key function to help keep our patients' safety and we will be reviewing training programmes to ensure that they meet both our patient and our workforce needs. A package of education will be implemented around key safety areas such as medicines management, assessing latent error and systems testing. Work will also be done around our surgical simulation to ensure that as a trauma centre we are delivering the skills required for our future workforce.

Delivery methods

- In light of COVID-19 we are going to explore our delivery methods so as to keep our staff safe, including embracing Technology Enhanced Learning (TEL). In this way we can maintain service delivery whilst reducing infection risks to our people
- Following the merger we are reconfiguring services and supporting staff development to achieve our future needs with a generalist and flexible workforce. Part of this will be to review and invest in our current advanced practitioner workforce to achieve the following goals:
 - Ensure appropriate line management and educational supervision is in place
 - Produce a package of post graduate education for this group, as part of an offering of ongoing personal development
 - Creating an advanced practice network so this group has a voice in the development of services and education that will meet their needs
 - Explore roles that work across the wider healthcare setting to support the patient journey and reduce hospital admission.

Preparing our leaders

- As part of the education merger we have developed a new senior education leader's structure that will allow us to be ambitious and develop the service to meet the needs of both our future and current workforce
- We have appointed a Head of Pharmacy role that will allow us to meet the training needs of both our undergraduate and postgraduate medical team. This role will be pivotal in developing clinical pharmacists and increasing our non-medical prescribing, making prescribing safer and enhancing patient care.

Rachel Kinvig Clinical Educator

"I did my nurse training at Fazakerley Hospital from 1995-1998 which I thoroughly enjoyed and feel it was so valuable. I have remained in the Trust (formerly Aintree Trust) following qualification. My first role as a registered nurse was on an acute medical ward moving quickly to a position in the Coronary Care Unit (CCU). During this period I obtained a Sister's post, completed my degree and commenced on Masters Module in Mentorship. During my time on CCU I was able to go on secondment as an Assistant Officer within the Royal College of Nursing which exposed me to various clinical environments and situations. In 2016 I moved to Clinical Education, teaching within simulation, clinical skills and resuscitation, I am now considering my options and possibly embarking on a Masters pathway. Being able to invest in staff education to maintain patient safety is an absolute privilege."



6. Supporting our people in the long term

What does this mean to us?

Our staff are undoubtedly our greatest asset and resource. We know that supporting our people has to be feasible in the long term. Short-term measures without the structures in place to grow them sustainably will fall short of our ambitions not just at a people level but also in terms of the wider strategic objectives that rely on them.

In order to recruit and retain our staff we need to develop them, support them and ensure that they have an employee journey that allows them personal growth and career development, whatever their role or background. We want our people to want to stay with us. So we're helping them all to develop long careers here within a compassionate and inclusive culture, whatever the challenges being faced.

Here's what we're doing about it:

Growing equality and participation

- As part of our commitment to an equal and diverse workforce we're ensuring that our appraisal system allows us to develop a personal development plan for everyone, so all our staff can keep growing their career the way they want to, long term
- We will support NHS careers and placements, widening participation cadets to advanced practice, excellent education packages and greater learning scope for multi-professional opportunities
- We're committed to being an open and learning organisation, where all staff members have a voice. By living our values and behaviours we'll be improving our culture every day. We're committed to delivering a compassionate and inclusive culture, something that will be embedded across all of the workforce portfolio, including human resources, education, organisational development, recruitment and workforce systems.

Hayley Deans Ward Manager

"Taking part in the Leadership Development Programme has made me more reflective and has given me a sense of belonging and of how everything fits in. It has enabled me to see the bigger picture and understand the power of honest conversations and building relationships."

Karen Heer Member of Trust BAME Strategic Group

"I am pleased that I have been selected to sit on the strategic advisory group. It is a great opportunity to share my lived experience of working within the therapy department, and the Trust, to improve the experience of BAME colleagues and patients. Taking part in the Leadership Development Programme through the NHS Leadership Academy has enabled me to see the bigger picture and understand the power of honest conversations and building relationships. I hope to use this opportunity to influence and create change for my fellow colleagues, patients and the Trust."

How we'll be measuring our success

We've set ourselves a clear set of key performance indicators (KPIs) to measure how we're doing over time. These are to:

Provide a great staff experience we'll know we've done this when:

- Our staff engagement score in the staff survey is maintained at 7.0 for 2020 and with a planned increase to 7.5 by 2023
- Our NHS Friends and Family Test score for place to work is 70% for 2020 with a planned increase to 78% by 2023
- To reduce the likelihood of BAME staff entering the formal disciplinary process from 1.05 to 0.8 therefore reducing the gap in disciplinary action between BAME and white staff and in doing so decreasing the overall rate of unnecessary disciplinary action
- To increase the number of BAME staff in Bands 8a and above by a third from 33 to 44 employees over a three year period
- To increase the number of staff declaring they have a disability on ESR from 2.5% to 10% over a three year period so it aligns with the anonymous staff survey declaration rate of 18%

Become a great place for healthcare professionals to learn and work we'll know we've done this when:

- We achieve outstanding results in our National Students Survey (GMC/NMC)
- And when we've increased our apprenticeship workforce placements from 500 to 1,000 over the next two years.

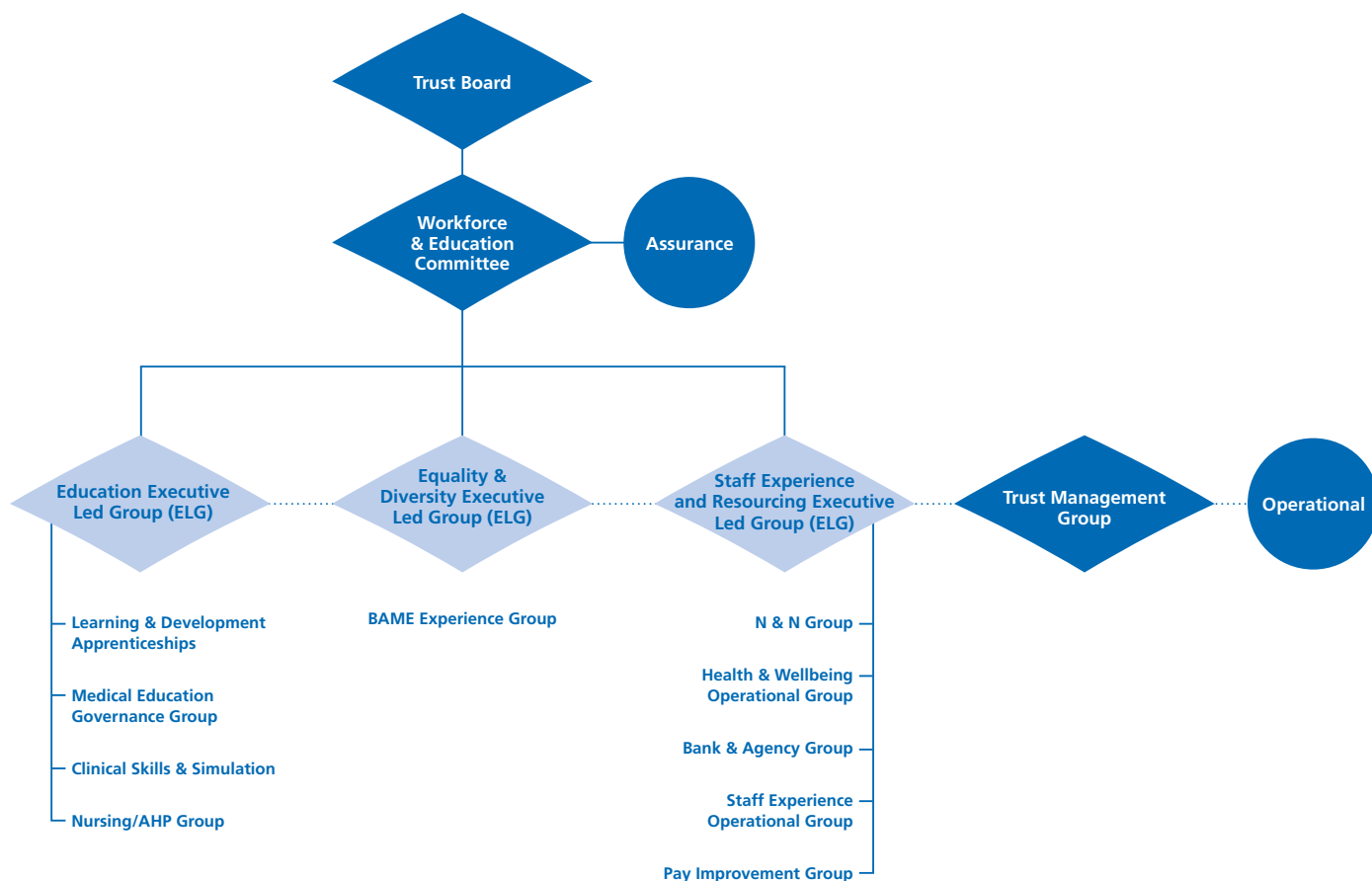
Improve recruitment and retention rates we'll know we've done this when:

- Staff vacancies have been reduced by 25%
- When our nursing turnover rate is not above 10%

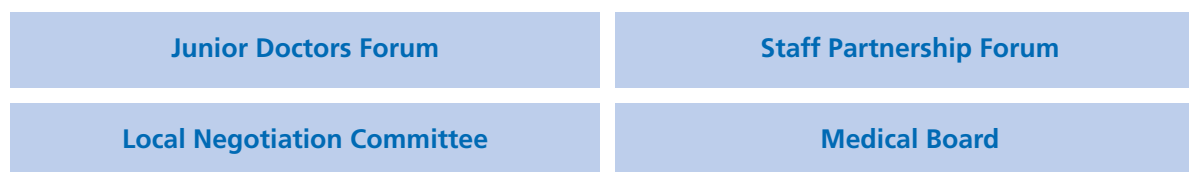
Principle risks

- A failure to provide a great staff experience
- A failure to become a great place for healthcare professionals to learn and work
- A failure to improve recruitment and retention rates
- A failure to address the principle risks above will impact on our ability to provide our overall purpose of providing outstanding healthcare.

Workforce governance



CONNECTED GROUPS



This is the Trust's three-year People Plan that takes into account national policy and the national People Plan "We are the NHS" published July 2020. This is our local plan which aligns the national requirements alongside the plans to enable delivery of the Trust's vision, purpose and its four ambitions:

- **Great Care**
- **Great People**
- **Great Research and Innovation**
- **Great Ambitions**

The plan sets out our workforce priorities for the next three years, with an initial year one plan. Delivery and oversight of the operational plan will take place through three Executive Led Groups (ELGs). Working Groups will report to the ELGs.



What we're going to deliver...

...in the first year of the plan

For each of our priority areas we've outlined clear objectives along with specific short and mid-term goals.

Business HR

- To review the Disciplinary Policy and Grievance Policy to reflect the values of the Trust and establish a restorative approach to conflict resolution, in partnership with our trade unions using the Just Culture principles
- Refresh the Improving our People Practices action plan
- Develop a development plan for managers, which reflects the approach and expectations within the Trust
- Close the disciplinary gap for our BAME staff
- Ensure that staff feel supported and that the process is fair during organisational change.

Workforce systems

- Support care groups with recruitment at departmental level to ensure our pipeline address the workforce plans using the Trust values
- Develop and oversee local and regional international recruitment strategies and plans
- Ensure our staff are employed using the Safe Employment guidelines and paid in accordance with national terms and conditions
- Provide systems and processes to allow staff to be utilised in the most appropriate way, temporary staffing practices, relevant job descriptions and supporting staff with reward schemes

- Fully implement Allocate rostering for all staff groups to ensure full transparency of staffing requirements and practices
- Review nursing establishments and temporary staffing usage to ensure effective staffing ratios.

Organisational development

- To increase the levels of psychological safety amongst staff across the whole organisation
- To create a sustained increase in the levels of staff engagement
- Implement an OD diagnostic methodology to prioritise support for departments and teams
- Roll out the new values and behaviours framework to begin to embed this across the Trust
- Establish and embed a new values-based appraisal process
- Embed discussions about health and wellbeing, equality and diversity and flexible working into appraisal conversations
- Establish a working group to address violence, aggression, civility and respect
- Enhance the leadership and management development offer to include continuous improvement methodology and health and wellbeing
- Create a joined-up patient, staff and stakeholder model of engagement
- Develop a talent management/realising potential strategy.

Education

- Establish our Trust as providing an excellent, high quality and seamless education provision across all sites of LUHFT
- To understand the education and learning needs of the larger LUHFT staff population and how education can support their development in line with Trust priorities
- Provide an education service that has a multi-disciplinary focus for all staff, which promotes teams working in new ways and that can support the development of digital capability for the developing models of patient care
- Support improvements to recruitment, and widening participation, by offering a high-quality teaching and learning portfolio that is fit for purpose and evidence based
- Support the local population and economy in our role as an anchor organisation, to ensure that we encourage school leavers to value the NHS as a career option. Including cadetships and apprenticeships. In addition, we will utilise the apprenticeship levy to support the local economy
- To ensure that the Education Team has the right knowledge skills and resources to deliver the required training and development across the Trust
- Deliver on the technology enhanced learning agenda in order to reshape care delivery and to empower patients to be more involved in their care (TOPOL Report, 2019)
- Provide education opportunities that provide equity of opportunity and choice of development for all staff
- Contribute to and drive forward research to examine and improve health care and, as a result, the education provision that is underpinned by current evidence
- To recruit 25% of rolling vacancy rates to apprenticeship programmes
- To show an improvement in both the GMC survey and University RAG reports by year end.
- Ensure that all staff are aware of the support available to them and encourage line managers to engage with staff and their health and wellbeing
- Actively support staff through flexible working where possible and identify staff with caring responsibilities who may require additional support
- Adhere to the NHS People plan 2020-21 by appointing a Wellbeing Guardian at board level. The guardian will act as a 'critical friend' on this workstream
- Re-evaluate the range of mental and physical health and wellbeing support available to staff including our psychological wellbeing offer to workforce
- Develop a system to improve the management of flexible working and the adoption of the 'Carers Passport'
- Adopt NHS Violence Reduction Standards – Due December 2020
- Create an organisation culture of belonging and trust
- Ensure our workforce is representative of the community we serve
- Actively listen and implement actions to improve the experience of our BAME colleagues and employees with a disability
- Agree diversity targets in recruitment and promotion practices
- Close the ethnicity gap in entry to formal disciplinary processes
- Publish progress against the model employer goals
- Ensure staff networks contribute to and inform the decision-making process.

People experience and health and wellbeing

- Create a culture where staff feel safe and respected. Develop standards of values and behaviours
- Build a wraparound system of support that improves mental and physical wellbeing

Conclusion

We're very excited about our ambitious plans for the future, and for the potential that is waiting to be unlocked amongst people across our organisation, as well as those who are not yet part of it.

Of course, there are a great many challenges in our path. The scope of what we will need to do to overcome the threat of COVID-19 is just one of the huge factors we need to face. We are thankful of the dedication and commitment that our staff have shown to date throughout the COVID-19 pandemic, and we are confident that we can achieve everything we're setting out to by continuing to work together. Our ability to come together is what makes us special, it's at the heart of the Trust's overarching strategy and it defines everything laid out here in this People Plan.

The route to achieving our objectives is not a fixed path. Much of it depends on input and insights from everyone across the organisation. Dialogue is a vital ingredient in our success. By listening to each other as much as possible – sharing our ideas, feelings and personal goals – we believe our workforce can set a national example and become not just the biggest employer in the region but the best, and the North West NHS employer of choice.

**WE'RE SUPPORTING OUR
PEOPLE TODAY
AND INTO THE FUTURE**



Together we are LUHFT

People Plan 2020/3

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