

Meeting of the Council of Governors
Wednesday 20 February 2019 at 1730
Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital,
Crown Street, Liverpool L8 7SS

Refreshments will be available in the Atrium, Blair Bell Education Centre at 1700.

Item no. 2019	Title of item	Objectives/desired outcome	Process	Item presenter	Time allocated to item	CQC Fundamental Standard
001	Welcome & Apologies for absence	Receive apologies	Verbal	Chair	1730	Well led
002	Meeting guidance notes	Receive and note	Written guidance	Chair		Well led
003	Declarations of interest	Identify and avoid conflicts of interest	Verbal	Chair		Well led
004	Minutes of the previous meeting	Confirm as an accurate record the minutes of the previous meeting	Written minutes	Chair		Well led
005	Matters arising and action log - <i>No formal actions arising from the meeting.</i>	Provide an update in respect of any matters arising	Verbal	Chair		Well led
006	Chair's announcements <ul style="list-style-type: none"> Neonatal Re-Development Ground Breaking Chief Executive update <ul style="list-style-type: none"> CQC Well Led Inspection 	Report recent and announce items of significance not elsewhere on the agenda	Verbal	Chair & Executive Directors	1740	Well led

MATTERS FOR RECEIPT / APPROVAL						
007	Activity Report from the Governor Group Meetings. <i>1. Communications and Membership Engagement Group</i> <i>2. Finance and Performance Group Incl. the appointment of Denise Richardson as Chair of the Group</i> <i>3. Quality and Patient Experience Group. Inc. Approval of Quality Indicator for approval</i>	Receive activity reports for assurance	Written Written Verbal	Group Chairs	1810	All
008	New People Strategy	To receive	Presentation	Director of Workforce and Marketing	1825	Well Led
ITEMS FOR INFORMATION AND DISCUSSION						
009	Review of risk impacts of items discussed	Identify any new risk impacts	Verbal	Chair	1840	Well Led
010	Any other business	Consider any urgent items of other business	Verbal or written	Chair		Well Led
011	Review of meeting	Review the effectiveness of the meeting	Verbal	Chair / all	Meeting end 1845	Well Led

Date, time and place of next meeting: Wednesday 1 May 2019 at 1730 in the Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital

COUNCIL OF GOVERNORS
Minutes of a meeting held on Wednesday 24th October 2018 at 17:30
in the Lecture Theatre, Blair Bell Education Centre, Liverpool Women's Hospital

Present:

Mr Robert Clarke	Chair
Mr Adel Soltan	Staff Governor (Doctors)
Mrs Pauline Kennedy	Staff Governor (Midwives)
Mrs Mary McDonald	Appointed Governor (Community/voluntary/orgs)
Mr Saad Al-Shukri	Public Governor (Central Liverpool)
Dr Aminu Musa Audu	Public Governor (Rest of England & Wales)
Reverend Cynthia Dowdle	Appointed Governor (Community/voluntary groups)
Mrs Denise Richardson	Public Governor (Rest of England & Wales)
Mr Si Jones	Public Governor (North Liverpool)
Mrs Mary Doddridge	Public Governor (Central Liverpool)
Mr Adrian O'Hara	Public Governor (North Liverpool)
Councillor Patricia Hardy	Public Governor (Sefton)
Professor Valerie Fleming	Appointed Governor (Liverpool John Moores University)

In Attendance:

Mrs Kathryn Thomson	Chief Executive
Mr Colin Reid	Trust Secretary
Mrs Jenny Hannon	Director of Finance
Mrs Michelle Turner	Director of Workforce & Marketing
Mr Andrew Loughney	Medical Director
Mrs Caron Lappin	Director of Nursing & Midwifery
Mr Tony Okotie	Non-Executive Director (Senior Independent Director)

Apologies

Ms Pat Speed	Public Governor (Sefton)
Ms Carole McBride	Public Governor (Sefton)
Mr Richard Roberts	Public Governor (South Liverpool)
Mrs Sarah Carroll	Public Governor (Central)
Ms Gillian Walker	Staff Governor
Ms. Thania Islam	Public Governor (Central)
Mr Isaac Olaitan Okeya	Appointed Governor (Central)
Ms Janice Mayer	Public Governor (South Liverpool)
Reverend Ann Lawler	Public Governor (Knowsley)
Professor Valerie Fleming	Appointed Governor (Liverpool John Moores University)

050 Welcome & Apologies for absence
Apologies as noted above.

051 Meeting guidance notes
Received and noted.

052 Declarations of interest

No-one present declared any relevant conflicts of interest.

053 Minutes of the previous meetings

The minutes of the previous meeting of 25th July 2018 were agreed as a true and correct record.

054 Matters arising and action log

No formal actions arising from the meeting.

055 Chair's announcements

The Chairman welcomed the new Governors to the Council. All members in attendance introduced themselves, their job titles and length of service with the Trust. The Chairman reported on the results of the Governor elections that were announced at the recent Annual Members Meeting. He also advised on the post of Lead Governor and Deputy Lead Governor was vacant and advised that the Trust Secretary will be emailing out to seek nominations.

The Chairman gave an overview of both the Lead Governor and Deputy Lead Governor roles, advising of what is involved and also expectations. The Trust Secretary updated the Committee of policies and timelines for the nomination process. The Chairman invited the newly appointed Governors to become core members of the Governor Groups and advised that the Group meetings were open for all Governors to attend even though they had not become core members. It was noted that the Finance Performance & Business Development Committee now requires a Chair. The Chairman invited Governors to come forward should they require further information on any of the meetings/subject matters.

Genetics Laboratories

The Medical Director updated the Council on the restructuring of the Trust's Genetics service reminding the Council of previous updates which explained the reasoning behind NHS England's decision to reorganise the way Genomics would be delivered across the county, reducing the number of laboratories to seven. The Council noted that with regards to the 100,000 Genome project, the Trust had been very successful in recruiting patients with cancers and complex abnormalities; the project had now been extended to 5m.

Neonatal Redevelopment

The Chief Executive updated the Council on the redevelopment of the Trust's estate to provide for additional space for the Neonatal Unit. She reminded the Council that at the end of 2017 approval was given for the Trust to spend £15m to redevelop existing estate enabling significant improvements to the current unit which would reduce the risk of infections and provide a better environment for the babies, parents and also the staff, whilst delivering the standards required for neonatal care. The Director of Finance informed the Council that the project ground work had commenced on the site of the re-development and noted the involvement of parents in designing the new unit. The Chief Executive advised that she would continue to keep the Council informed of the work at each Council meeting.

Future Generations

The Chief Executive reminded the Council that the work of the Trust regarding Future Generations project that commenced five years ago, explaining that the Board had been working with our Doctors, Midwives and other staff to understand the challenges faced each and every day in delivering complex care to the women of Liverpool, Cheshire and Merseyside. The Chief Executive recognised that new Governors would not be as versed in the FG Strategy and suggested that they may wish to meet with her and the Medical Director and Director of Finance

to discuss the development of the strategy and the reasons behind why it was important that the Trust move to a new build adjacent to the New Royal Liverpool Hospital on the University Health Campus. The Chief Executive suggested that Governors wishing to meet with her contact the Trust Secretary so that arrangements can be made.

The Chief Executive informed the Council that the Cheshire and Merseyside Health and Care Partnership, formerly the STP had placed the Trust's application for capital funding from the Department of Health and Care, as its primary project for projects over £100m. The Trust was now awaiting the outcome of the process, noting that the Trust's application would be competing against a large number of other providers requiring funding across England.

The Chief Executive handed over to the Medical Director to provide an insight into some of the clinical challenges the Trust was facing. The Medical Director provided the Council with background to FG and the clinical challenges being faced day to day by the Trust's clinicians and staff. He evidenced the importance of being attached to an adult acute hospital rather than being an isolated site. He went on to explain the timelines for the potential new build. The Chief Executive closed this item by inviting the Governors to come forward should they have any questions.

056 Activity Reports from the Governor Group Meetings

1. Quality and Patient Experience Group – taken as read.
2. Finance and Performance Group – taken as read.
3. Communications and Membership Engagement Group - Reverend Cynthia Dowdle informed the Committee of the importance the Get Involved Campaign that took place in August. The Committee were advised that this initiative was an awareness raising event which comprised of engaging with members of the public, talking about LWH and what we do at the Trust. The Reverend informed the Committee that this type of awareness raising event is something that the Trust will be looking at rolling out more frequently in the future.

057 Operational Planning 2019/20

The Director of Finance provided a presentation on the approach to Planning for 2019/20 financial year and onwards.

Referring to the 5 year revenue budget settlement from Government for 2019/20 to 2023/24, the Director of Finance advised that the annual real growth was £20bn, this meant that 20m of funding had been approved for funding the NHS rolled out over the next five years; equating to 3.4% growth. She advised that a long term plan was being developed which she understood would be published in November/early December which would set the framework for the future.

The Director of Finance reported on the current planning timetable and reported that for the Trust, the requirement would be that a one year plan for 2019/20 would need to be worked up against a control total set by NHS Improvement; thereafter a longer term 5 year strategic plan would need to be developed in line with the soon to be publish framework.

The Director of Finance explained the current financial position of the Trust and advised that the planned deficit for 2018/19 was £1.6m

The Committee were informed that the deficit for the Trust this year is 1.6m, this was an improved position from previous years due to the acting as one contract with Liverpool CCG who Commission the services. She advised that the acting as one contract set the commissioning

funding levels for the providers across the region, Liverpool CCG commission services from rather than pay for the services under payment by results (PbR). This had been a benefit to the Trust due to its activity had been lower than anticipated when the contract was awarded and therefore received more income than if it had be paid by PbR. The Director of Finance advised that for 2019/20 there was currently no acting as one contract in place and the Trust was actively looking at rightsizing the services so that it could deliver the activity it anticipates for 2019/20. The Council noted that this had been discussed at the Finance and Performance group meetings.

Referring to the Planning timetable the Director of Finance advised that the Trust was required to submit a draft operating plan 2019/20 by 12 February 2019 against a control total provided by NHS Improvement, with a final plan submitted by 4 April 2019.

The Chair thanked the Director of finance for her presentation which was noted.

058 Review of risk impacts of items discussed

The Chairman identified both clinical and financial impacts as the main two risks to the Trust.

059 Any other business

There were no other business items.

060 Review of meeting

The meeting achieved its objectives and all items were covered in a timely manner.

Council of Governors Communication and Membership Engagement Group
Thursday 13th December 2018 at 1730hrs
Boardroom, Liverpool Women's NHS Foundation Trust

Present: Colin Reid (CR) (Trust Secretary), Phil Huggon (PH) (NED), Andrew Duggan (AD) (Head of Communications & Marketing), Mary McDonald (MM), Kate Hindle (KH), Lesleyanne Saville (LAS) (Communications officer) & minute taker.

Board/Management attendees:

Apologies from: Robert Clarke (RC), (Trust Chair) Cynthia Dowdle (CD) (Chair of meeting), Tony Okotie (TO) (NED & SID), Sarah Carroll (SC), Gillian Walker (GW), Janice Mayor (JM), Denise Richardson (DR), Michelle Turner (MT) (Director of Workforce & Marketing)

18/19/41	<p>Apologies for absence</p> <p>As above. Trust Secretary Colin Reid informed the meeting was not quorate but that it should continue with those present. CR chaired the meeting in the absence of Cynthia Dowdle.</p>
18/19/42	<p>Meeting guidance notes</p> <p>Noted</p>
18/19/43	<p>Declarations of interest</p> <p>None declared</p>
18/19/44	<p>Minutes from the meeting of the Communications and Membership Engagement Group held on Thursday 19th September 2018</p> <p>The minutes of meeting were approved.</p>
18/19/45	<p>Matters arising and action points</p> <p>All actions were either complete or ongoing.</p>
18/19/46	<p>'Get Involved' plans for engagement events 2019</p> <p>AD updated the meeting on the Get involved campaign focus for the year which is included within the Communications Plan 2018-19. The campaign is to raise awareness and make best use of all engagement opportunities for multiple purposes and to primarily support the membership recruitment, volunteer recruitment, and charity promotion.</p> <p>It was reported that an event had been scheduled at an Asda store on Friday 7th December led by Lesleyanne Saville but due to a colleague being off sick it had to be cancelled at last minute. AD informed the group that LAS will be arranging several events with Asda and Tesco stores for 2019 and reiterated the importance of Governors involvement at such events, but expressed his appreciation of the difficulties some governors will have due to work and other commitments.</p> <p>LAS will circulate a list of dates for 2019 events.</p>
18/19/47	<p>AMM 2018 - Saturday 13 October 2018 post event update</p> <p>The Group received a post event update for the Annual Members meeting (AMM) held on October 13th 2018. AD reported the day itself was a great success with in excess of 200 in attendance throughout the day. The event gained positive social media interest which was assisted by conducting a children's art completion leading up the event, which received excellent involvement from local schools, parents and children's groups. On the</p>

	<p>day there was a back to the future vehicle on display offering fantastic photo opportunities, and a 1940's afternoon tea.</p> <p>However, it was noted that as much as it was a very well attended event with excellent feedback received, unfortunately this still did not lead to many attending the actual AMM meeting. Therefore discussions have taken place with the Executive team with regards to the possibility of changing the format which will entail holding future AMM meetings during an afternoon Monday to Friday. It was noted that a possible general interest item may be beneficial to the AMM.</p>
18/19/48	<p>Governor Elections 2018 – Update on Appointments</p> <p>The Group received an update on the progress of the Governor elections from CR, noting two staff positions still available. The lead governor position is still vacant and CR noted he will be re advertising the post shortly. The latter will be taken to the Council of Governors (CoG) meeting.</p>
18/19/49	<p>Future Generations update</p> <p>AD updated the meeting on the Future Generations, noting the main objective is to move to public consultation, which Liverpool CCG will lead, so that the Trust can discuss the preferred plans for the future in more detail. But before that can happen we need to receive approval of our capital funding arrangements from the Department of Health.</p> <p>Liverpool Women's had been prioritised by the Cheshire and Merseyside Health and Care Partnership to receive capital funding and the Trust has the full support of the partnership. However AD noted that although the Trust is waiting for an official announcement, the Trust understands we were not successful for approval of the capital arrangements from the Department of Health. It was noted that the LWH was not singled out but any funding request over £1m didn't receive capital funding. AD informed the meeting that the Trust will turn its attention to 2019/20 to ensure that the case for funding will remain a priority both locally and nationally.</p>
18/19/50	<p>Meeting Dates 2019</p> <p>CR informed the group that the date for the next CoG meeting will be changed as it currently clashes with half-term holidays, thus will have effect on lack of attendance. CR confirmed the new CoG date and all Trust Committee meeting dates for 2019 will be circulated next week.</p>
18/19/51	<p>Any Other Business</p> <p>There was no other business noted.</p>
18/19/52	<p>Review of meeting</p> <p>The Group felt the meeting was instructive and assurance was provided on the agenda items.</p>
18/19/53	<p>Date, time and place of next meeting:</p> <p>Thursday, 11th April 2019 – Boardroom, LWH.</p>

Council of Governors Finance and Performance Group
Monday 21 January 2019 at 1730hrs
Boardroom, Liverpool Women's NHS Foundation Trust

Attended by: Denise Richardson (Chair), Kate Hinde, Aminu Audu, Adel Soltan and Richard Roberts

Directors: Jenny Hannon, Director of Finance, Ian Knight NED, Chair of Audit Committee, Colin Reid Trust Secretary, Robert Clarke, Chair, Jeff Johnson, Director of Operations

Chair appointment

The Group approved the appointment of Denise Richardson as Chair. It was noted that the appointment would be formally ratified at the Council meeting on 20 February 2019.

Cancer and RTT

The group received a paper from the Director of Operations which provided an update on the current status of the trusts performance for Referral to Treatment and cancer targets. The Group noted that performance for RTT for September, October and November was at 87% against a target rate of $\geq 92\%$. Arrangements were in place to address clinical capacity within Gynaecology and it was reported that two locum consultants' job plans had been revised from January which would address RTT performance going forward. The Director of Operations advised that the number of 52 week breaches in November was 14 and it was anticipated that this would continue to reduce each month to zero by the end of February 2019. The Group noted that the Trust was not now buying in external consultant resources reported at the last meeting and that the Service consultants was addressing backlog queues.

Cancer 62 day was still the biggest concern and performance was not improving due to the lack of diagnostics on site and the difficulties in the provision of diagnostic services from local providers. It was explained that the service was actively tracking patients and chasing results, however, capacity issues were restricting early diagnosis. The Group noted that the clinical lead for Gynaecology was reviewing the clinical pathways and the Service had accepted additional support from the cancer alliance to improve the wait to diagnosis.

In terms of obtaining assurances on the Trust's recovery plans, the Trust invited NHS Improvements Intensive Support Team (IST) to provide expert assessment against the recovery plan. The Group noted that this was a one day assessment and following the assessment the IST reported that it was clear that a significant amount of work had been undertaken within the organisation to improve situation in the short term, within the restrictions of the resources available. The IST went on to explain that the long term RTT and Cancer recovery had been delayed due reduced clinical capacity, gaps in the nursing and operational structures and the reliance on interim roles latterly focused on stabilisation as opposed to informing the long term plan. The Group heard that additional expert IST support would be provided in February. The Director of Operations advised that further assurance was sought from independent audits of both RTT and Cancer pathway waiting times. These audits had reported that RTT data was 85% accurate and rated very good and Cancer data was 100% accurate and rated excellent which gave the Group assurance on the actions the Trust had taken to address data issues arising in January 2018.

Annual Report and Accounts

The Group received a report from the trust Secretary on the requirements for the production of the Trust's Annual Report and Accounts 2018/19 and the timetable for submission to NHS Improvement and Parliament. It was noted that a draft of Annual Report would be made available to the Group and Council in due course.

Chairs Report from the Finance Performance and Business Development Committee (FPBD) and Audit Committee (AC)

The Group received feedback from each of the Board Committees on their activity since the last meeting of the Group.

FPBD

The Group noted that there had not been a meeting in December 2019 and that the last meeting of the Committee was this morning. The Group received a verbal update on the matters discussed at this morning's meeting and the assurances the Committee received.

The Group received re-assurance from the Committee that the Trust would deliver an improved deficit to that agreed with NHSI. It was explained that this was due to the 'acting as one' commissioning contract in place which provided revenue at an agreed level and did not fall or increase if activity reduced or increased. The Group noted that the Trust had benefitted from the acting as one contract as activity in Maternity and Gynaecology continued to be below what was planned at the beginning of the year. The Committee had noted that recurrent CIP programmes for 2018/19 were behind plan and received assurance that non-recurrent mitigations had been found to address the in-year shortfall. The Group noted that in 2019/20 the Trust would find delivering recurrent CIP difficult.

The Group noted that the Committee had received an update on the decision for the capital funding for the proposed new build and noted that although the Trust had been informed through the Cheshire and Merseyside Health and Care Partnership that the application had not been successful; formal notification from the Secretary of State for Health and Social Care had not yet been received but was expected soon following which the Trust would be able to consider its next steps, given the clinical concerns due to remaining on an isolated site.

The Group received an update on the discussion regarding the implementation of the new Electronic Patient Record system. It noted that delivery was being delayed whilst discussions were ongoing with the other partners (Aintree and the Royal).

The Director of Finance reported on the development of the Trust's Operating Plan 2019/20 and explained that as yet no control total had been set by NHSI, although the expectation was that it would be close to break even. She advised that funding would be provided to support trust to deliver their control totals as with previous years, although this was cognisant on the trusts delivering their agreed activity and CIP.

Audit

The Group received an update on the work of the internal and external auditor and the assurances the Audit Committee receives on the processes adopted in the Trust.

Reference was made to a number of internal audit reviews that had been undertaken by MIAA the internal Auditor and reported to the Audit Committee this afternoon, both of which had provided substantial assurance.

Ian Knight reported on the reports received in relation to the Annual Report and Accounts 2018/19 and advised on the structure of the Annual Report and submission timings as reported to the Group earlier in the meeting. The Committee also received a report from the External Auditor on the audit plan going forward.

MEETING	Council of Governors	
PAPER/REPORT TITLE:	Putting People First Strategy 2019-2024	
DATE OF MEETING:	Friday, 01 February 2019	
ACTION REQUIRED	For Noting	
EXECUTIVE DIRECTOR:	Michelle Turner, Director of Workforce and Marketing	
AUTHOR(S):	Michelle Turner, Director of Workforce & Marketing	
STRATEGIC OBJECTIVES:	<p>Which Objective(s)?</p> <ol style="list-style-type: none"> To develop a well led, capable, motivated and entrepreneurial <i>workforce</i> <input checked="" type="checkbox"/> To be ambitious and <i>efficient</i> and make the best use of available resource <input checked="" type="checkbox"/> To deliver <i>safe</i> services <input checked="" type="checkbox"/> To participate in high quality research and to deliver the most <i>effective</i> Outcomes <input checked="" type="checkbox"/> To deliver the best possible <i>experience</i> for patients and staff <input checked="" type="checkbox"/> 	
LINK TO BOARD ASSURANCE FRAMEWORK (BAF):	<p>Which condition(s)?</p> <ol style="list-style-type: none"> Staff are not engaged, motivated or effective in delivering the vision, values and aims of the Trust..... <input checked="" type="checkbox"/> Potential risk of harm to patients and damage to Trust's reputation as a result of failure to have sufficient numbers of junior medical staff with the capability and capacity to deliver the best care. <input checked="" type="checkbox"/> The Trust is not financially sustainable beyond the current financial year..... <input type="checkbox"/> Failure to deliver the annual financial plan <input type="checkbox"/> Location, size, layout and accessibility of current services do not provide for sustainable integrated care or quality service provision <input type="checkbox"/> Ineffective understanding and learning following significant events..... <input checked="" type="checkbox"/> Inability to achieve and maintain regulatory compliance, performance and assurance..... <input type="checkbox"/> Failure to deliver an integrated EPR against agreed Board plan (Dec 2016) <input type="checkbox"/> Inability to deliver the best clinical outcomes for patients..... <input checked="" type="checkbox"/> Potential for poorly delivered positive experience for those engaging with our services.. <input checked="" type="checkbox"/> 	
CQC DOMAIN	<p>Which Domain?</p> <p>SAFE- People are protected from abuse and harm <input type="checkbox"/></p> <p>EFFECTIVE - people's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence. <input type="checkbox"/></p> <p>CARING - the service(s) involves and treats people with compassion, kindness, dignity and respect. <input type="checkbox"/></p> <p>RESPONSIVE – the services meet people's needs. <input type="checkbox"/></p>	

	WELL-LED - the leadership, management and governance of the organisation assures the delivery of high-quality and person-centred care, supports learning and innovation, and promotes an open and fair culture. <input checked="" type="checkbox"/>	
	ALL DOMAINS <input type="checkbox"/>	
LINK TO TRUST STRATEGY, PLAN AND EXTERNAL REQUIREMENT	1. Trust Constitution <input checked="" type="checkbox"/> 2. Operational Plan <input checked="" type="checkbox"/> 3. NHS Compliance <input checked="" type="checkbox"/>	4. NHS Constitution <input checked="" type="checkbox"/> 5. Equality and Diversity <input checked="" type="checkbox"/> 6. Other: Click here to enter text.
FREEDOM OF INFORMATION (FOIA):	1. This report will be published in line with the Trust's Publication Scheme, subject to redactions approved by the Board, within 3 weeks of the meeting	
RECOMMENDATION: (eg: The Board/Committee is asked to:-....)	The Council is asked to note the Strategy approved by the Board on 1 February 2019	
PREVIOUSLY CONSIDERED BY:	Committee name 	Not Applicable Or type here if not on list: Putting People First Committee
	Date of meeting 	Friday, 30 November 2018

Executive Summary

The Putting People First Strategy 2019-2024 has been developed in collaboration with staff, partners, volunteers, patients and other stakeholders over the last 6 months. It builds on the achievements of the previous Strategies and seeks to further respond to the key workforce risks, challenges and opportunities facing the Trust and its workforce over the next five years. The Strategy sets out the challenges of the operating context and identifies four key themes integral to the delivery of an engaged and capable workforce:

- Supporting the health & wellbeing of staff
- Engaging & Involving our people,
- Influence & Impact on our community and
- Investing in our people and our leaders.

The strategy sets out the ambition and objectives under each theme and the measures of progress and success. The Putting People First Committee will be accountable for gaining assurance that there is good progress being made in the delivery of the Strategy and will formally review progress every six months. Each Key Theme will have an annual delivery workplan. Divisional performance will be monitored through the Divisional Boards and the people metrics within the Performance Assurance Framework will be refreshed to reflect the revised Strategy.

It is designed to remain fit for purpose for the next 5 years and anticipates that change will remain a major challenge and a highly engaged, flexible workforce is essential if the Trust is to achieve its vision of being the leading provider of healthcare for women, babies and their families.

Report

Introduction

The Trust has undertaken a comprehensive range of scoping and engagement activities with key internal and external stakeholders to inform the refresh of the People Strategy. Strategic ambition, employee feedback, societal drivers and local and national NHS context have also been taken into account to ensure that the People Strategy truly focuses on, and addresses, the key people risks and challenges facing the Trust as it progresses its clinical strategy over the coming five years.

Context and Key Themes

The Strategy is informed by the context in which the Trust operates, and needs to be accessible and relevant to the current and future leadership and workforce. In the next five years:

The workforce will need to be :

- Resilient and responsive to change
- Flexible
- Well led, motivated and engaged

As an employer we will need to be:

- Attractive in a highly competitive market & responsive to the future employee 'ask'
- Flexible in our thinking
- Prepared to work across boundaries be they organisational or professional
- Innovative in our approach to recruitment and retention, reward & recognition
- Fair & Just with a focus on improving safety through learning

In our community we will need to

- Make every contact count
- Be seen as an employer and hospital of choice
- Respond more flexibly and innovatively to the needs of patients and their families
- Be reflective of the community we serve and responsive to their needs
- Provide access to work opportunities in the broadest sense

In summary, the four key themes underpinning the Strategy are:

- Key Theme 1 – Supporting the Health and Wellbeing of our Staff
- Key Theme 2 – Engaging and Involving our People
- Key Theme 3 – Our Influence and Impact on our Community
- Key Theme 4 – Investing in our People and our Leaders

Once approved, a detailed work-plan will be developed to set out year on year delivery objectives and to enable the PPF Committee to more easily track progress and provide assurance to the Board. In addition, and in response to feedback from staff, a simple visual representation of the strategy set in the context of our environment in which

our stakeholders can identify themselves and their journeys will be developed together with a summary of the strategy for wider circulation in the organisation.

Conclusion

The new strategy has been developed following extensive engagement with staff and stakeholders. It is designed to remain fit for purpose for the next 5 years and anticipates that change will remain a major challenge and a highly engaged, flexible workforce is essential if the Trust is to achieve its vision of being the leading provider of healthcare for women, babies and their families.

Putting People First Strategy 2019-2024

[FINAL DRAFT – November 2018]



Introduction from the Director of Workforce & Marketing

Here at Liverpool Women's we believe a great patient experience is intrinsically linked to a great employee experience. For this reason, we need to care for, develop and enable the collective potential of all our people, including those who are not directly employed but who have an important role to play here at the Women's, and harness their energy, ingenuity, talents, differences in a shared sense of purpose.

Our ambition is to create a place of work where everybody

- feels welcomed and their contribution, talent and differences are valued and recognised from the very first to the very last day of their time at Liverpool women's
- is clear about the part they play in the delivery of excellent and safe care every day
- Understands their personal responsibility to ensure they have a positive impact on those they care for and those they work alongside
- has a voice, is encouraged to speak up without fear of blame in the interests of patients and receives timely feedback on their ideas and concerns
- is actively encouraged to get involved in shaping improvements in their service areas and teams
- is actively involved in decisions that affect them
- is supported to develop throughout their career to achieve their full potential
- is treated fairly and with respect, with a shared commitment to learning from the times when we don't get things right
- is led by leaders and managers who truly understand and are committed to supporting their teams to do the very best they can for women, babies and their families
- actively seeks feedback from patients, visitors and colleagues to inform their personal and professional development
- feels supported, cared for, empowered and proud to work for and recommend Liverpool Women's as a place to come for care
- lives up to the values of We Care & Learn and consistently demonstrates the right behaviours

We believe there are four key themes which are at the very heart of ensuring Liverpool Women's is a great and safe place to work. These are

- Health & Wellbeing
- Engagement & Involvement
- Influence & Impact in our communities
- Compassionate Leadership – Investing in our People and our Leaders



Our Vision

The vision for Liverpool Women's is to be the recognised leader in healthcare for women, babies and their families.

Our Strategic Aims

The strategic aims give the trust the direction needed to deliver the trusts vision of being the recognised leader in healthcare for women, babies and their families. Our five strategic aims are:

1. To develop a well led, capable, motivated and entrepreneurial workforce.
2. To be ambitious and efficient and make the best use of available resources.
3. To deliver safe services.
4. To participate in high quality research in order to deliver the most effective outcomes.
5. To deliver the best possible experience for patients and staff.

We know that it is not what somebody does but how that task is performed that really makes a positive difference to how our patients, service users and our staff experience our services.

Our Values



engage

we involve
people in how
we do things



ambition

we want the
best for people



learn

we learn from
people, the past,
present and
future



care

we show we care
about people



respect

we value the
differences
and talents of
people

Strategic Context - The Big Issues

Future Generations

The Trust's clinical strategy 'Future Generations' clearly sets out the vision for Liverpool Women's services for the future, with the aim of ensuring clinical staff have access to the full range of clinical support services and timely access to other specialist clinical expertise. We are now experiencing the anticipated challenges in recruiting and retaining highly specialised medical staff, particularly in oncology and anaesthetics, requiring us to work creatively with colleagues across the city in terms of recruitment of Consultant staff and the sharing of facilities such as Theatres and ITU.

Whilst we remain focused on securing a significant capital investment to fund the relocation of Liverpool Women's hospital adjacent to the main adult acute hospital in the city, and anticipate a period of public consultation in the first years of this Strategy, we must continue to work collaboratively with other partners to ensure the delivery of safe care to women in the time leading up to any future relocation.

Work has commenced on a £15m investment in our neonatal unit to provide an improved clinical estate and we continue to work collaboratively with our partners at Alder Hey to provide a single neonatal surgical service, where specialist surgeons are supported by our specialist neonatologists and nursing teams.

Fair & Just Culture

We listened carefully to our workforce when they told us that they did not always feel confident about being treated fairly when they were involved in an incident or a complaint. We want to drive a safety culture, based on fairness and learning. This year will see the formal launch of the Trust's Fair & Just Culture Programme. This is a long-term programme of cultural change, working closely with an international expert on developing safety cultures – David Marx – to ensure we embed a culture where the focus is on clear accountability, supporting each other and learning from events. In the lifetime of this Strategy, the Fair & Just culture will become everyday currency – the way we do things round here - under-pinning all of our employment practices and leadership behaviours.

Quality delivered through efficiency

The NHS workforce is accustomed to challenge and change. In addition to the challenges faced by all healthcare providers in ensuring high quality services in a climate of increasing demand and patient expectation at a time of financial constraint, there is an increased focus on improving public health. Such a major transition is challenging and will require courage, energy and innovation from all within the service at every level. We will learn from others within the Service, and from industry, in our drive to ensure we are as efficient and lean in our processes as we can be, striving to eliminate any waste of our people's time and our valuable resources. Service improvement will be at the heart of our drive for efficiency, with teams encouraged and empowered to make positive change in the interests of patients. We recognise our duty to support and engage with our staff through change, ensuring they are resilient and open to new ways of working, whilst at the same time listening carefully to their ideas and concerns.

Flexibility & Wellbeing

We need to ensure we are supporting our workforce to be fit and well for the future both mentally and physically as we all face the prospect of longer working lives and increased workforce challenges. We need to adapt our approach to the changing needs and desires of the younger generations and develop more flexible and agile working solutions for all generations working in healthcare. In the lifetime of this Strategy we will increasingly see our staff working across service, professional and organisational boundaries. We will need to ensure staff are well supported, skilled and confident in their abilities to work flexibly across organisations and systems, and equally that we are responsive to enable staff from other organisations to deliver care here at Liverpool Women's.

We will learn from our workforce and from others on how we can improve the deployment of staff and use technology to improve the working lives of our people.

We remain concerned that one third of our workforce report occasionally feeling unwell due to stress. This strategy will continue our focus on improving mental health at work through a range of positive interventions, support and improved leadership behaviours.

Compassionate Leadership & Caring for each other

This is a time of great leadership challenge in the NHS at every level. We will invest in the identification and development of emerging and existing leaders, and ensure that they are well equipped to care for their staff so their staff can care for patients and their families. We are committed to every employee and volunteer feeling cared for, able to care for each other and proud to work at Liverpool Women's.

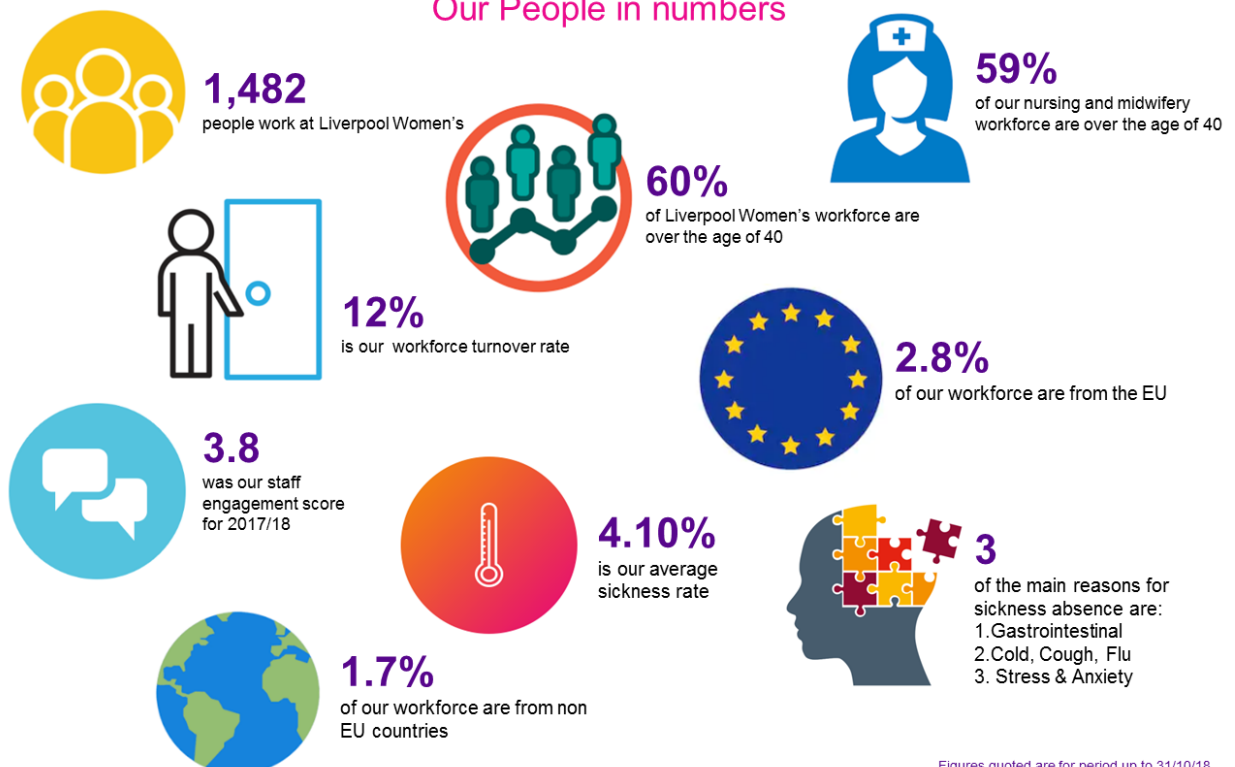
Brexit

The political uncertainty associated with Brexit has consequences for healthcare. This strategy will require us to pay close attention to the strategic workforce implications arising from the progress of Brexit. We will need to focus on ensuring our staff from the EU and overseas are well informed and supported at this time, and that we – together with partners in the city and beyond – are addressing any risks and deficits arising from Brexit as well as seizing opportunities for working differently and growing the workforce of the future.

Recruitment & Retention challenges

We need to remain focused on planning and working collaboratively with other partners in health and education to ensure we have a talent pool of staff to deliver our services for the future. Changes to medical education, the removal of NHS bursaries for nurses and midwives and the challenges we face as a specialist tertiary centre working on an isolated site requires us to think innovatively about how we remain attractive in a highly competitive market to ensure we can continue to recruit and retain staff of the highest calibre.

Our People in numbers



Figures quoted are for period up to 31/10/18

Developing our People Strategy

The people best placed to inform the development of a five-year People Strategy are those who work and volunteer for Liverpool Women's and those who use our services. We have over the last 12 months developed this strategy in partnership with our staff, our trade union partners, our patients and their families and our Governors and Members.

We know that our workforce will need to be:

- Resilient and responsive to change
- Flexible & innovative
- Well led, positive, motivated and engaged

We know that as an employer we will need to be:

- Attractive in a highly competitive market and responsive to the future employee's 'ask'
- Flexible in our thinking and approach to work
- Prepared to work across boundaries, both professional and organisational
- Innovative in our approach to, recruitment, retention, reward and recognition
- Fair & just with a focus on improving safety through learning

In our community we will need to:

- Make every contact count
- Be seen as an employer and hospital of choice
- Respond more flexibly and innovatively to the needs of patients and their families
- Be reflective of the diverse community we serve and responsive to their individual needs
- Provide access to work opportunities in the broadest sense

Through this development process we have together identified four key themes on which we will focus over the next five years as we transition to the next phase in the history of Women's services in Liverpool.

- Theme 1 - Supporting the Health & Wellbeing of our staff
- Theme 2 - Engaging and involving our people
- Theme 3 - Increasing our influence & impact in our communities
- Theme 4 - Compassionate Leadership - Investing in our people and our leaders



Supporting the Health and Wellbeing of our staff

Our Ambition

To create a workplace in which staff are healthy, resilient, engaged, motivated and show initiative, and who are actively involved with the Trust. A workplace where physical, mental and emotional health and wellbeing is at the heart of the employment relationship, and everyone is committed and supported to care for themselves and for their colleagues.

How we will do this

1. We will ensure that promoting and ensuring wellbeing is seen as a positive leadership behaviour – embedded in our leadership training, our PDR processes and our staff engagement measures of success; we will celebrate the achievement of those who embrace the wellbeing challenge in their leadership, and support others to be even better
2. We will invest in building resilience in our workforce, through formal access to training, development and support and by ensuring that leaders truly engage and involve their teams in times of change, giving real opportunity for input and influence early in the change process – a ‘do with’ rather than ‘do to’ mindset
3. We will continue to develop our Mental Health First Aider offer to ensure all teams have easy access to a mental health first aider. We will commit to maintaining at least 10% of our workforce as trained Mental Health First Aiders and we will commit to support other organisations at the start of their Mental Health First Aider journey
4. We will offer dedicated training to line managers on how to have open and supportive conversations with individuals and teams about mental health, as part of a wider Challenging Conversations development offer
5. We will actively promote uptake of our Listening to our People tool, to ensure managers have timely engagement feedback from their teams to inform local engagement activities
6. We will continue to develop our Health & Wellbeing programme, with an increased focus on opportunities for physical activity and mental wellbeing, seeking innovative technological solutions to enable staff to be able to access health & wellbeing activities at a time and place that suits them. We will commit to the Workplace Wellbeing Charter and Workplace Health needs Assessment process
7. As part of our Fair & Just Culture Project, we will refresh our attendance management processes moving to a language of support and enablement, with an increased focus on prevention and improvement, with appropriate training for line managers
8. We will recognise and celebrate the achievements of those at every level who have a positive impact on others' health and wellbeing
9. We will ensure staff wellbeing considerations are built into all planning and change processes, recognising its importance in developing a Healthy Workplace for all our People.

10. We will identify practices and solutions that show staff we care for them personally and develop and prioritise facilities and services to help staff manage work and home more easily, and achieve the right balance.
11. We will work with our Occupational Health Practitioners and those who are expert in the field to develop further innovative and engaging health education programmes in our organisation to bring about lifestyle changes for the benefit of staff and patients
12. We will work with new and existing employees to develop a shared understanding and commitment to the importance of being happy, positive and kind to each other, especially at times of pressure and change



Engaging and involving our people

Our Ambition

To create an inclusive working environment, where differences are recognised and valued. A listening and respectful culture, enabling the voice and views of staff to inform and drive improvement, change and learning. A fair and just workplace that supports staff to speak out in the interests of patients and each other, and supports people when things go wrong, with a primary focus on learning from experience.

How we will do this

1. We will recognise the expertise that lies within our teams, and nurture this through leadership and management development programmes. We will, through an agreed quality improvement methodology and training, empower local teams to own and drive service improvement in their areas of expertise
2. We will introduce organisational systems and processes that support rapid innovation and improvement, and we will be brave when it comes to scaling up successes for the benefit of the wider organisation
3. Under the auspices of the Fair & Just Culture Programme, we will actively counsel and coach staff who have been involved in incidents or complaints resulting in harm or potential harm. Managers and leaders will be required and supported to develop their coaching and mentoring skills, both informally and formally, internally and externally and staff will be actively involved in developing and identifying solutions.
4. We will establish processes that make it easier for staff to put forward innovative and creative ideas for exploration and testing, ensuring ongoing feedback and opportunities to be involved with and own 'testing' of innovation
5. We will move swiftly to address any perceived tensions between targets, finance and patient care and will ensure that we have a shared purpose where everybody's contribution to the delivery of safe, effective and efficient patient care is recognised and understood.
6. We will work collaboratively with partners to develop a networked approach to continuous improvement across organisational boundaries in recognition of the challenges of system-wide working
7. We will ensure our leaders recognise the individual needs of staff which, when addressed with a flexible and innovative mind-set, can ensure the Trust continues to benefit from their skills and talent.
8. We will ensure that there are clearly signposted routes for staff to raise concerns and speak out in the interests of patients and each other; with a focus on listening and feedback and open appreciation of those who speak out
9. We will improve our internal communication processes and skills, utilising technology to support but not replace face to face dialogue, with an increased focus on feedback and sharing of messages

Influence an impact on the community

Our Ambition

To have a thriving and diverse volunteer workforce and membership, reflective of our community and our patients. A workplace which is attractive, accessible and welcoming to those thinking about healthcare careers or work in the wider sense. A workplace where our staff are encouraged to reach out of the workplace and influence and improve health through community-based projects.

How we will do this

1. We will work with our teams and our local community, to ensure our workforce, from Board to Ward, is representative of our community in respect of all protected characteristics and we will be proactive in identifying, developing and promoting role models from diverse backgrounds.
2. We will improve organisational and individual awareness of cultural difference, including unconscious bias and will identify innovative ways to improve diversity in attraction, recruitment and development processes.
3. We will continue to innovate in our work experience programmes, engaging with schools, colleges and other organisations, with a particular focus on addressing barriers to employment and establishing non-traditional routes to qualifications and employment
4. We will continue to develop our volunteering offer, being flexible in our approach to meet the individual and diverse needs of potential volunteers, with an eye to the potential for progression into healthcare careers through a clearly defined pathway.
5. We will further develop and extend our vocational learning programmes
6. We will work to maintain contact and relationships with potential employees, to ensure they look first to Liverpool Women's when looking to take up or resume a healthcare career
7. We will ensure our staff are supported and trained to provide cultural and social support for our patients, by improving staff understanding of cultural and community needs.
8. We will ensure we listen carefully to the voice of our community, providing regular opportunities for dialogue and by evaluating the feedback (informal and formal) we receive through a range of measures
9. We will ensure that every member of staff at Liverpool Women's understands the importance of making every contact count and their role in promoting good health, not only through formal healthcare interactions but through innovative interactions such as social prescribing, literacy projects, volunteering projects, talks and events.
10. We will identify opportunities for our staff to get involved in the community we serve, and support our staff to ensure that every contact counts with a focus on health, wellbeing, ambition and safety.

Investing in our people and our leaders

Our Ambition

Where everybody is proud and happy to work for Liverpool Women's and will without hesitation recommend it as a place to work and a place to come for care. We are the preferred employer of choice for potential colleagues of the future.

Where leaders proactively care for their teams, consistently displaying the organisation's values and expected behaviours without fail.

Where talent of the future is identified and nurtured to achieve their full potential and our teams are coached, empowered and supported to improve every day.

How we will do this

1. We will develop a Leadership Strategy which promotes collective, compassionate and visionary leadership
2. We will further develop our talent mapping processes – ensuring that through effective appraisal discussions talent and aspiration is identified and nurtured to ensure a pipeline of Liverpool Women's leaders in all areas and disciplines
3. We will develop a multi disciplinary Leadership Forum to aid self-development, peer support and networking across the organisation and across the system. This will include buddying and mentoring for new leaders and facilitated connections to wider networks including the National Leadership Academy.
4. We will enhance our appraisal system for managers and senior leaders to include 360 feedback and to include team engagement performance as measured by the Listening to our People Quarterly Survey.
5. We will continue to invest time and energy in the Fair & Just Culture Programme, training leaders and managers across the organisation in the methodology and requiring them embrace and consistently role model the behaviours to be found in a fair & just culture.
6. We will develop and roll out a Coaching & Mentoring Programme with a mixture of formal coaching training, coaching behaviours and team coaching; and a focus on growing an internal cohort of mentors
7. We will ensure that newly appointed line managers have access to support, training, development and mentoring for the first 12 months in the form of a personalised programme
8. We will expand and promote our 'aspirant' offer to those looking to progress into leadership roles, including the medical workforce.
9. We will celebrate and recognise great leadership through our formal recognition process
10. We will look outside of the NHS to identify exemplary employers and seek to give our leaders exposure to those environments and their leadership behaviours

How will we know we are making progress?

We will focus on three annual measures of progress

- Staff advocating Liverpool Women's as a place to work and be treated (Listening to our People Survey/Staff Friends and Family Test)
- Staff engagement (Annual Staff Survey)
- Staff motivation (Annual Staff survey)

The metrics we will measure throughout the lifetime of the Strategy at an organisational, divisional and directorate level are

Health and Wellbeing

- Improved attendance
- Reduced time lost due to Work related Ill Health (specifically absence stress related & MSK absence)
- Improvement in staff health outcomes over long term (measured by reduced long term sickness)

Recognition

- Investors in People – Accreditation & Awards
- Times Best Employer status
- Outstanding "Well Led" CQC rating
- Success at local and national awards
- Ward Accreditation Programmes
- Workplace & Wellbeing Charter

Diversity

- Improvement in equality goals as measured by Equality Delivery System (EDS) and Workforce Race Equality System (WRES) with a particular focus increased representation in management and leadership roles
- Workforce more representative of the community we serve

Productivity

- Reduced agency and bank spend
- Improved performance against Lord Carter's benchmarks from the Operational Productivity and Performance: Unwarranted Variation report

Employer of Choice

- Reduction in long term vacancies
- Reduction in turnover in hotspot areas
- Increase in number of apprenticeships, advanced practitioners and other enhanced roles
- Positive feedback from healthcare students (GMC Survey, HEI Feedback, SAR)
- Increase in confidence level about being treated fairly when things go wrong (Annual Staff Survey)

Development

- Improved leadership behaviours & management skills (as measured through the Listening to our People Quarterly Surveys & annual staff survey)
- Increasing rate of quality appraisals (as measured by annual staff survey)
- sustained improvement in staff training rates both mandatory and non-mandatory
- Improved talent management (measured by internal promotion)
- Improved team working (as measured by annual staff survey metrics)
- Increases in staff undertaking quality improvement training
- Increasing number of staff accessing coaching, mentoring and team development



Who is responsible for reviewing the progress and impact of the strategy

Progress against the strategy will be reviewed every six months by the Putting People First committee who will provide assurance to the Board of Directors.

Divisional performance against the Strategy will be monitored through the Divisional Boards, providing assurance to the Trust Management Group.

Key people metrics will form part of the Trust's overall Performance Management Framework

