

Putting People First Strategy 2019-2024



Putting our
PeopleFirst

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.

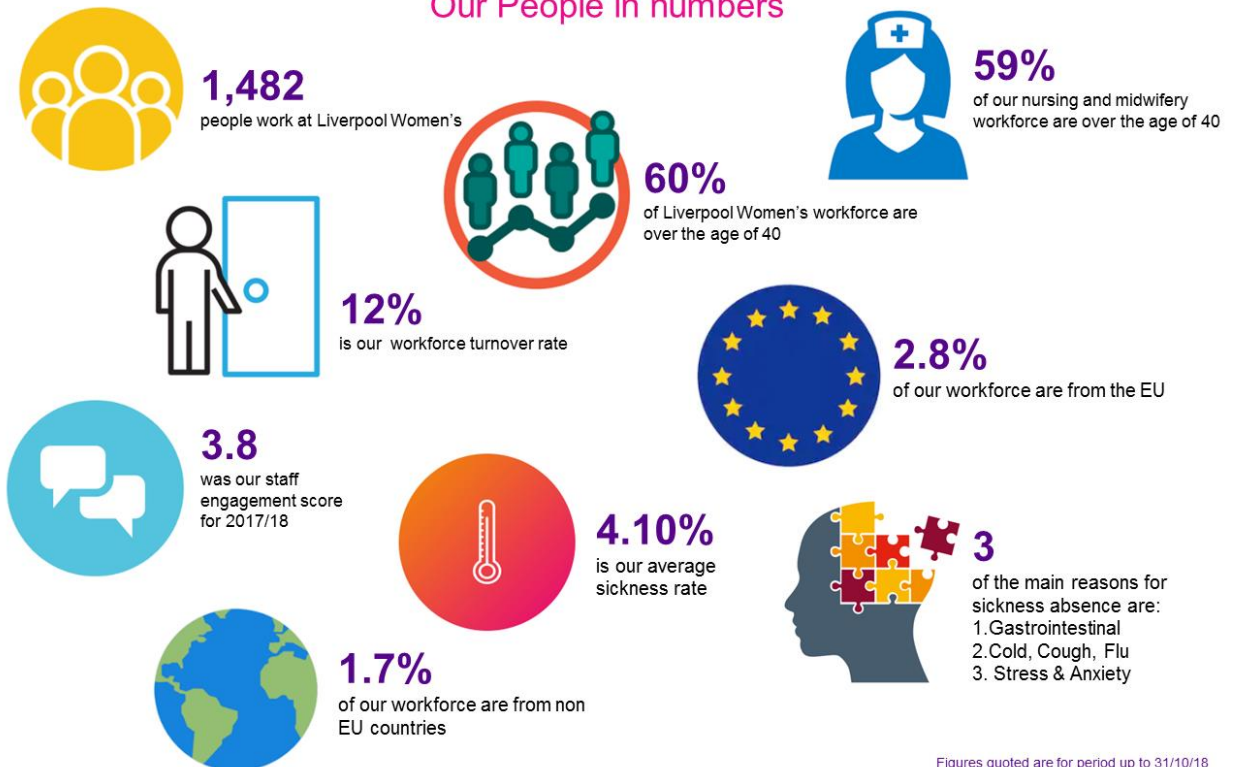
Brexit

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:

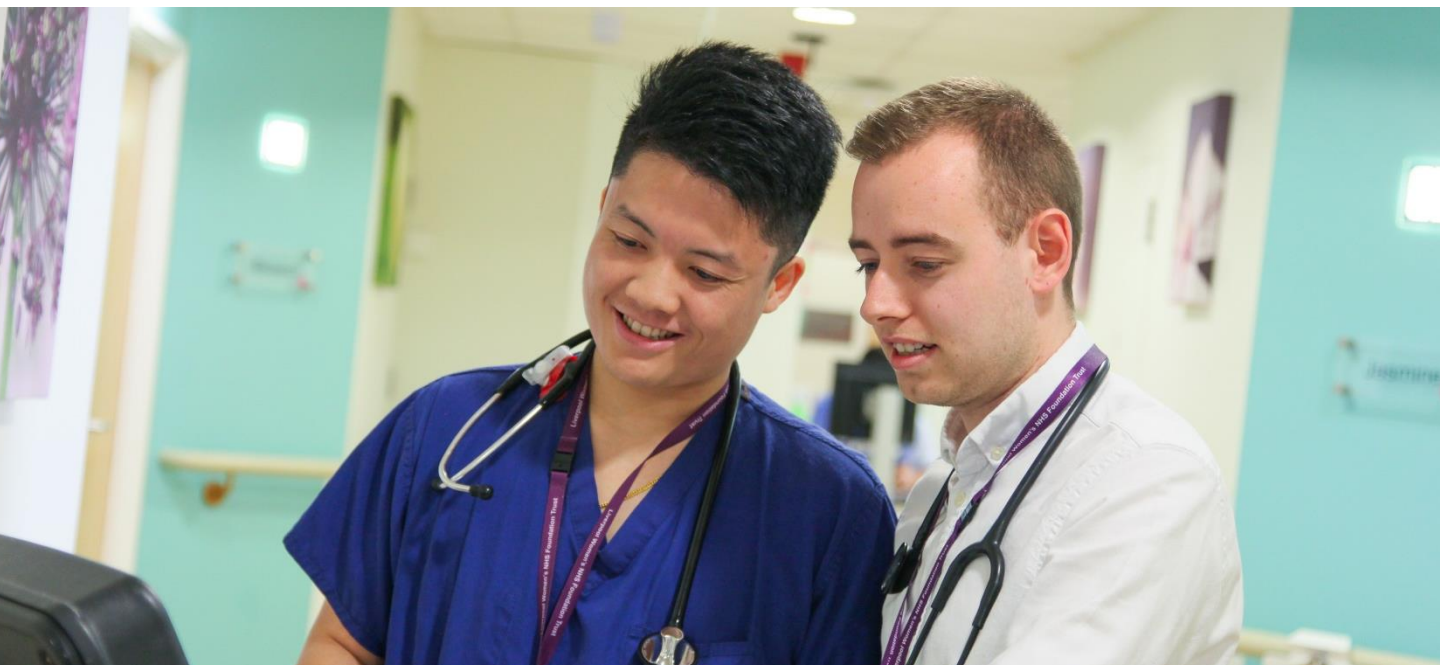
- Attractive in a highly competitive market and responsive to the future employee's 'ask'
- Flexible in our thinking and approach to work
- Prepared to work across boundaries, both professional and organisational
- Innovative in our approach to, recruitment, retention, reward and recognition
- Fair &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



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