United Lincolnshire Hospitals NHS

NHS Trust

To:	Trust Board
From:	Martin Rayson
Date:	9 May 2017
Essential Standards:	

Title:	ULHT People Strategy

Author/Responsible Director: Martin Rayson, Director of HR/OD

Purpose of the Report:

The Board will find attached to the report a copy of the ULHT People Strategy, which has been agreed by the Workforce and OD Committee and comes forward to the Board for their approval.

The Report is provided to the Board for:

Decision	X	Discussion	X
Assurance	X	Information	X

Summary/Key Points:

Within the Trust's overall 2021 Programme, there are two workstreams relating to the workforce, Workforce Numbers and Skills and Change and Engagement (Organisational Development). Our approach to achieving the workforce change required has been brought together in one People Strategy for ULHT. The aim of the Strategy is to ensure that the Trust has the *"Right number of people, in the right places, with the right skill mix, attitude and behaviours, motivated and manage to perform at their best (at a price we can afford) and engaged on high value care* over, the course of the next five years.

The Strategy reflects the changes in the delivery of care and the workforce envisaged in the STP. What it also does, is ensure that the immediate challenges the Trust faces (around high cost of agency staff and the quality and safety issues identified by the CQC) are addressed, so that we have stronger workforce foundations on which to move forward.

The Workforce and OD Committee were assured that the Strategy, as part of the overall workforce assurance framework, enabled the two key risks to be managed around having an "adequate" and "engaged" workforce.

Through projects already planned in the People Strategy we can demonstrate how we are responding to concerns raised by the CQC at the risk summit in respect of:

-   Leadership
-   Ensuring Accountability
-   Consistent Safety Culture

Recommendations:	
To agree the People Strategy	
Strategic Risk Register:	**Performance KPIs year to date**
Failure to sustain adequate workforce	**PIs are included within the People**
Failure to sustain engaged workforce	**Strategy**

Resource Implications (e.g. Financial, HR)
The actions in the Strategy will be taken forward at a pace that the resources available allow. Additional resources have been made available in 2017/18 to enable progress on key priorities, such as recruitment and talent management.

Assurance Implications:

Patient and Public Involvement (PPI) Implications.

Equality Impact
An equality analysis is included as an appendix to this paper

Information exempt from Disclosure

Requirement for further review?
Progress will be monitored by the Workforce & OD Committee

1. **Structure of People Strategy**

1.1   The People Strategy is part of an overall workforce assurance framework and its fit is shown in the diagram at Appendix 1.

1.2   The Strategy (attached at Appendix 2) has been developed by undertaking a gap analysis between "where we are" and "where we want to be" in people management terms. Within the Strategy we have set out a vision for our people in ULHT, based on the 2021 vision (Section 3). We have used the evidence available (including the recent CQC inspection report) to understand "where we are" (Section 4). From the analysis we have identified the gap we need to address through the actions in the Strategy. The key issues for ULHT are as follows:

Bringing about the change in the shape of the workforce that supports 2021/STP

Engaging our staff around a positive future vision, giving them a greater sense of "hope" and belief the Trust can move forward positively

Ensuring that a safety culture is in place in all parts of the Trust

Fully embedding our values as a definition of the culture of ULHT

Rebalancing the permanent/temporary workforce mix as a means to reduce costs and improve quality of care

Maximising the productivity of our workforce through a focus on the basics of people management consistently applied

Achieving consistent delivery of safe care across the organisation, ensuring compliance with the standards we set and have trained people for. Address the inconsistencies in the organisation

Strengthening the "golden thread" through sound governance (including structure), holding people more effectively to account

Demonstrating compassionate, inclusive leadership at all levels and consistently across ULHT, so that we can build higher levels of trust in our leaders

Giving confidence to our staff that their voice will be heard and their concerns listened to

Being seen to be equitable and fair in the way that we treat all our people, promoting the value of diversity.

1.3   The proposed actions in the People Strategy are grouped together under a number of priorities (Section 5). In terms of workforce numbers and skills, in the longer-term our actions reflect the changes proposed in our own clinical strategy and the broader STP. In the short-term, we are focused on recruitment as a means to alter the current permanent/temporary staff mix. In terms of Organisational Development, there is a focus on engaging staff in the process of change and reinforcing a safety culture

through consistent, inclusive leadership and the adoption of a simple and consistent approach to the "people" aspects of change:

1.   Set out clearly our expectations of people (leaders/staff as a whole)
2.   Understand why it may be difficult for people to meet those expectations (listen and respond)
3.   Equip people with the skills they need to deliver to those expectations
4.   Hold people effectively to account.

2.   CQC Concerns

2.1   At the next Risk Summit, the CQC have asked that the Trust sets out its approach to organisational development and specifically how we are addressing a number of key issues. In essence this will be through progressing the People Strategy and the projects within it.

2.2   The table on the next page sets out those three issues and the approach we are taking to address them and also the actions taken to date

3.   Monitoring Progress

3.1   The actions proposed to address the key people issues in ULHT are set out in detail in the People Strategy Work Programme. This work programme will be monitored on a monthly basis and exception reports will be presented to each Workforce and OD Committee.

3.2   Additionally, within the Strategy (section 7) there are a number of performance measures, which we can use monitor progress in terms of outcomes. Targets are set for year 1 (2017/18) and year 5. These performance measures include the workforce KPIs for the year:

- Vacancy rates
- Turnover
- Sickness
- Appraisal rates
- Core learning completion
- Engagement scores
- Quality of leadership/management

These will be monitored monthly and reported through the Integrated Performance Report.

4.   Promoting The Strategy

3.1   There are two versions of the Strategy, the "long" version (Appendix 2) to this document and a "short" version, to be shared with managers to ensure ownership at that level. We will work with the Communications Team to promote the People Strategy and key aspects of it to the organisation in a way that is digestible to them and we will link this both to the staff survey results and to the 2021 programme.

5.   Equality Analysis

4.1   The equality analysis undertaken on the People Strategy is also included as Appendix 3.

Area	Approach	Example Actions Taken & Planned
Leadership	Set out expectations: - Leadership at all levels – Board to Ward - Leadership Charter / Management Expectations Understand challenges: - Relaunch of Senior Leadership Forum Equip people: - Management Programme for Top 200 - Board development sessions - Talent management approach (future leaders) Holding to account: - Review of individual performance management (appraisal) - 360 degree feedback for all leaders	Reviewed top leadership cadre (top 200) Senior Leadership Forum re-launched New management programme introduced Board development sessions Launch of Leadership Charter (June 2017) Review of approach to leadership development (fully in place by November 2017)
Accountability	Board level: – New integrated performance report, review of Assurance Committees Directorate level: – Directorate sign off of 2017/18 business plan. Monthly Performance Review meetings to review activity, performance, quality, financial position, use of agency and workforce data. Ward level: – Ward accreditation system Individual level: – Action to increase participation levels in existing appraisal process - Review of performance management system (appraisal) - More robust action to tackle individual performance issues.	Follow up on those who have no recorded appraisal New disciplinary procedure agreed in April 2017 Since October 2016 active disciplinary cases have reduced from 24 to 17 and grievances from 30 to 19 Directorate Business Plans signed off in April 2017 New workforce balanced scorecard introduced Review of individual performance management system (Dec 2017) Monthly Directorate performance reviews commenced Review of sickness management policy and actions to support managers (July 2017)

Safety Culture	Set out expectations: - Embedding the values as part of 2021 - Development of staff charter - Encouragement to people to seek out best practice Understand challenges: - "Listening & Responding to Staff" Task & Finish Group - "Listening & Responding conversation" with staff Equip people: - Development of core learning plus into competency / skill matrix - Specific training in Sepsis, Mental Health Holding to account: - Ward accreditation process - Individual performance management that focuses on behaviours - Tackling inappropriate behaviours robustly Underpinning systems & processes - New approach to risk management - New SI process - Freedom to Speak Out Policy -	New "Partnership Pledge" agreed with Staff Side 2021 launch – focus on values & individual responsibility Freedom To Speak Out Policy agreed Training programmes on specific safety issues (e.g. Mental Health) Development & launch of staff charter (June 2017) Implementation of competency matrices (Dec 2017)