

NHS People Plan & People Strategy update

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Trust Board paper G

Purpose of report:

This paper is for:	Description	Select (X)
Decision	To formally receive a report and approve its recommendations OR a particular course of action	
Discussion	To discuss, in depth, a report noting its implications without formally approving a recommendation or action	x
Assurance	To assure the Board that systems and processes are in place, or to advise a gap along with treatment plan	x
Noting	For noting without the need for discussion	

Previous consideration:

Meeting	Date	Please clarify the purpose of the paper to that meeting using the categories above
CMG Board (specify which CMG)		
Executive Board	June 2020 / August 2020	To provide update on progress
Trust Board Committee	June 2020	To provide update
Trust Board	March 2019 / June 2019	To sign off People strategy

Executive Summary

Importantly, the **NHS National People Plan: Call to Action was published on 30th July 2020.**

The paper intends to build on the overview of the New National NHS People plan which was presented at EPCB in August 2020. It will provide an update on the refreshed UHL People Strategy, detailing progress so far and next steps.

Context

The UHL People Strategy and accompanying appendices (Medical & Nursing and Midwifery workforce plans) were agreed at Trust Board in March 2019. An update on the first year deliverables was provided to EPCB and PPPC in April & June 2020 which demonstrated delivery against the first year priorities and detailed work being undertaken to define and confirm priorities for 2020/21 and 2021/22.

The UHL People Strategy aims to meet the significant workforce challenges arising from the NHS Ten Year Plan, NHS People Plan and regional, system and local context, specifically supporting achievement of 'Becoming the Best through our People'.

We have refreshed our People Strategy in the context of our local priorities, building the significant work which has started to transform our people offer.

Questions

1. What is the focus of newly published National People Plan?

The national document sets out a practical and ambitious plan, which:

- responds to new challenges and opportunities
- focuses on the action NHS people tell us they need right now
- sets out what NHS people can expect from their leaders and each other

...with specific commitments around:

- **Looking after our people** – with quality health and wellbeing support for everyone
- **Belonging in the NHS** – with a particular focus on tackling the discrimination that some staff face
- **New ways of working and delivering care** – making effective use of the full range of our people's skills and experience
- **Growing for the future** – how we recruit and keep our people, and welcome back colleagues who want to return

There is a real focus on collaborative system working and achieving culture change through partnership working.

2. What is the current position with the UHL People Strategy?

It was recognised that this is an iterative process and the deliverables and priorities have refreshed in light of the COVID pandemic, providing greater system aligned approaches and focus on national key target areas.

Engagement events have taken place, focused on the themes and work areas within the National People Plan with the People Directorate teams, professional leads and wider stakeholders to co-design and develop the delivery programme for 20/21 and 21/22

UHL People Strategy includes:

- Learning from COVID and planning for further COVID surge
- Our local Trust priorities for service transformation through the Reconfiguration programme
- Our financial position and commitment to ensuring that services are delivered in an efficient way
- LLR system identified priority areas

Importantly, it has been acknowledged that we have plans within our People Strategy covering all the key areas and identification of where planning still needs to take place, through alignment with the NHS People plan and System workforce chapter. The delivery plan incorporates the learning, changes and transformation required as we transition from the pandemic, through to restoration and recovery.

- A summary presentation of the People Strategy delivery plan is contained within the **appendix 1**
- The refreshed UHL People Strategy document was presented to the People, Process and Performance Committee (PPPC) on 29 October 2020.
- NHS employers have released a checklist of actions for Trusts to use to assure themselves that they have addressed the key actions in the national People Strategy. This has been mapped against our deliverables.

3. What progress have we made so far?

It is recognised that our People Strategy and 'our people' are fundamental to delivery of everything we do. We have a strong foundation of collaborative working within the LLR system and within the organisation, building on our learning through the COVID pandemic.

To enhance this, build capacity and to support the development of an LLR People Board, dedicated system roles have been appointed in the areas of workforce planning and Leadership and Organisational Development.

Similarly, within the organisation work has been aligned to prioritise core people activity and learning to progress planning and to ensure we have identified any gaps, there has been wide engagement with different stakeholders.

We also continue to review and align existing resources effectively to focus and deliver on priority areas, at organisational level through structure changes, there are plans for refreshed governance arrangements and continued development of the associated work programmes.

The UHL HR/OD function is to be known as the 'People Directorate' going forward, and will continue to work with service and professional leads, other key stakeholders and system colleagues to ensure plans are scoped, developed and implemented to enable delivery of the extensive people agenda.

4. What are key priorities and next steps?

The high level priorities and next steps are detailed within the slides attached at **appendix 1** across each of the four key areas.

The Trust Board is requested to;

- Note and comment on the slides at **appendix 1**
- Note that refreshed People Strategy document was presented to PPC on 29 October 2020.
- Prioritise the planning and work needed to develop the UHL People Strategy refreshed Delivery programme.

For Reference:

This report relates to the following UHL quality and supporting priorities:

1. Quality priorities

Safe, surgery and procedures	[Not applicable]
Improved Cancer pathways	[Not applicable]
Streamlined emergency care	[Not applicable]
Better care pathways	[Not applicable]
Ward accreditation	[Not applicable]

2. Supporting priorities:

People strategy implementation	[Yes]
Investment in sustainable Estate and reconfiguration	[Not applicable]
e-Hospital	[Not applicable]
Embedded research, training and education	[Not applicable]
Embed innovation in recovery and renewal	[Yes /No /Not applicable]
Sustainable finances	[Yes /No /Not applicable]

3. Equality Impact Assessment and Patient and Public Involvement considerations:

- What was the outcome of your Equality Impact Assessment (EIA)? As required.
- Briefly describe the Patient and Public Involvement (PPI) activities undertaken in relation to this report, or confirm that none were required.
- How did the outcome of the EIA influence your Patient and Public Involvement?
- If an EIA was not carried out, what was the rationale for this decision?

4. Risk and Assurance

Risk Reference:

Does this paper reference a risk event?	Select (X)	Risk Description:
Strategic: Does this link to a Principal Risk on the BAF?	x	Failure to recruit and retain
Organisational: Does this link to an Operational/Corporate Risk on Datix Register		
New Risk identified in paper: What type and description ?		
None		

5. Scheduled date for the **next paper** on this topic: December 2020
6. Executive Summaries should not exceed **5 sides** [My paper does comply]

Appendix 1

Caring at its best

UHL Trust Board – 5 November 2020

UHL People Plan

hello my name is...

Mrs Hazel Wyton

Chief People Officer

One team shared values



WE ARE THE NHS:

People Plan for 2020/21 - action for us all



NHS People Plan 30th July 2020 A practical and ambitious plan that...

- Responds to new **challenges and opportunities**
- Focuses on the action **NHS people tell us** they need right now
- Sets out what NHS people **can expect** from their leaders and each other

With specific commitments around:



Looking after our People
Belonging in the NHS
New Way of Working
Growing for the Future



²We are 1.3 million strong. We are all walks of life, all kinds of experiences. We are the NHS.

Looking after our people

Sets out our People Promise to everyone who works in the NHS.

This will help make the NHS a better place to work by ensuring staff are:

- **Safe and healthy**
- **Physically and mentally well**
- **Able to work flexibly**



One team shared values



Looking after our People: Our NHS People Promise



NHS
University Hospitals
of Leicester
NHS Trust

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Where we are now:

Good progress on developing a H&WB comprehensive offer for our people.

During COVID our H&WB group expanded this provision with a focus on specialist advice and support

Working closely with system, regional and national partners, we are:

Highlighting areas of need where provision is variable, absent

Supporting the development of HWB best practice resource

Tailoring support for H&WB support specifically for those that are identified at higher risk of COVID-19 such as BAME colleagues

Wellbeing rooms set up on a temporary basis in clinical spaces

Amica staff counselling and psychological support service

Health and Wellbeing plans incorporated in induction and appraisal process for all staff

Where we want to be:

- We want to become the best place to work for all
- Wellbeing is our business and our priority.
- We will work towards ensuring more flexible and agile working
- Identify more permanent staff spaces conducive to rest, recuperation and relaxation.
- Resilience hubs at system level.
- Expand AMICA service to manage anticipated COVID 19 demand, Trauma Risk.
- Management and TRLIM practitioners
- Promote REACT training and H&WB conversations.
- Support staff during sickness absence and in their return to work.
- Healthy physical work environments.
- Support staff to be able to switch off from work.

Looking after our People: Our NHS People Promise

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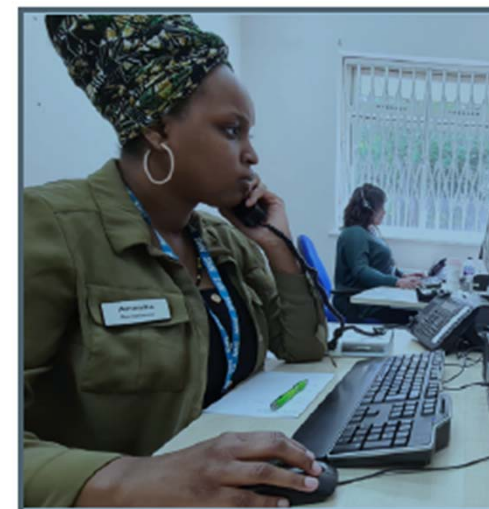
Key actions to get us there:



Belonging in the NHS

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- Action to ensure the NHS is
 - **inclusive and diverse**
 - a place where discrimination, violence and bullying do not occur
- Includes
 - Overhauling **recruitment practices** to improve representation
 - **Health and wellbeing conversations**
 - Confidence to **speak up** and empowering staff to **use their voice** to inform learning and improvement
 - **Inclusive, compassionate leadership**



One team shared values



Belonging in the NHS: With a particular focus on Equality, Diversity and Inclusion



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Where we are now:

Good progress in respect Equality Diversity and Inclusion (EDI), including providing a comprehensive programme of events for our people. These centred around tackling unconscious bias and understanding professional behaviours.

In January 2020 a series of stakeholder workshops were held at UHL to look at the employment journey including recruitment, disciplinary, progression

During COVID we established a LLR Covid-19 EDI Taskforce. Response to national evidence base, we have strengthened our Risk Assessment approach with initial focus on BAME and vulnerable staff groups and then all of the workforce.

We have also ensured targeted well-being support is provided to BAME and Vulnerable groups. Continued to build on Freedom to Speak- Up provision.

The taskforce have also prioritised its work on ensuring diverse representation in decision making and workforce equality.

Staff networks have significantly contributed to this agenda.

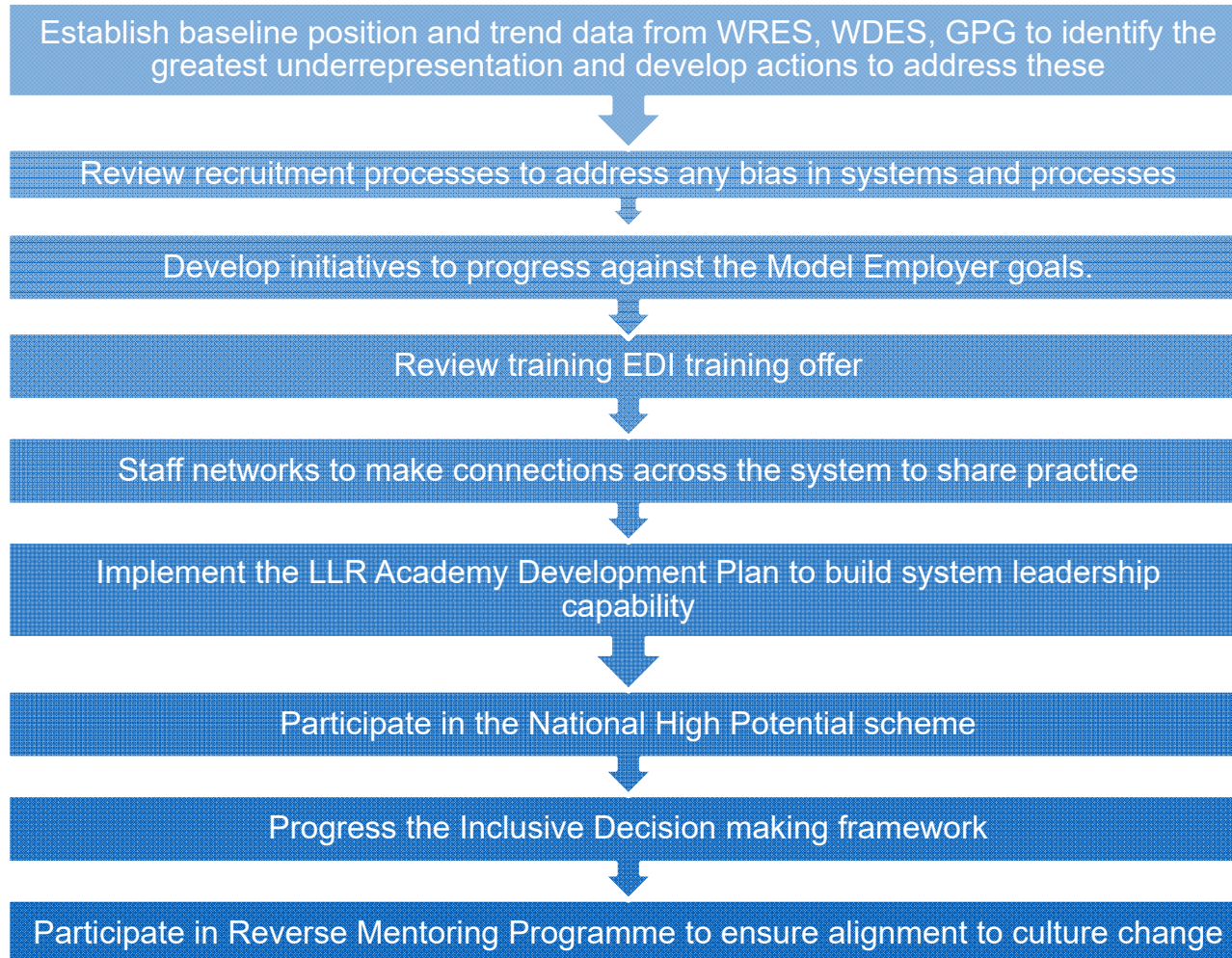
Our EDI strategic plan due to be agreed in October 2020. Also the WRES and WDES delivery plans have been developed to take forward our strategy.

Where we want to be:

- We will create a great place to work where everyone feels valued and that they truly belong
- We will pursue high-quality, equitable care for all focusing on health inequalities, community development and the impact of COVID-19 on our staff
- We will put in enabling mechanisms to create a culture where our workforce thrive and are nurtured and there is inclusive decision making and governance
- We will launch the active bystander programme.

Belonging in the NHS: With a particular focus on Equality, Diversity and Inclusion

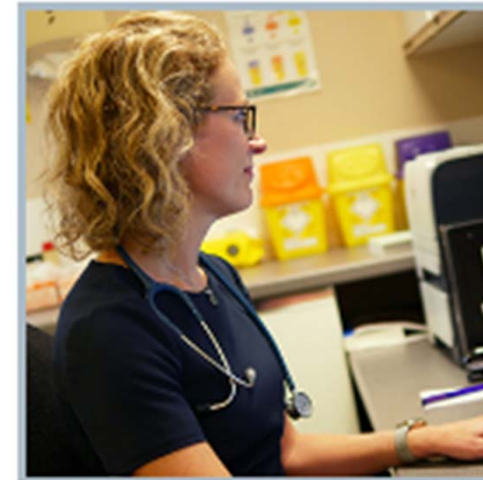
Key actions to get us there:



New ways of working and delivering care

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- COVID-19 compels us to
 - be **flexible**
 - make **best use** of skills and experience
- We will continue to enable working differently
 - **Upskilling** staff
 - Expanding **multi-disciplinary teams**
 - Supporting **volunteers** in the NHS and expanding routes into health and care careers
 - Supporting staff **learning and development**
 - access to CPD
 - greater access to online learning



One team shared values



New Way of Working and Delivering Care: Making effective use of the full range of our peoples' skills and experience

Where we are now:

Good progress in development of new roles and models of care

Began the journey to support system pathway / workforce redesign

Successfully redesigned recruitment process during COVID and used workforce sharing to support the redeployment of staff across organisations

Created the development of an LLR approach to the deployment of pharmacy staff

Collaborative working across LPT and UHL physiotherapy to deliver the first contact practitioner model to PCNs

Supported development of system workforce dashboard for healthcare partners

Delivery of the Phase 3 Plan triangulated across the system with activity performance and finance. Created better alignment of activity modelling and workforce modelling through the planning process

Worked with system partners to deliver technological advances to support remote consultation, and delivered tangible changes in the way people work

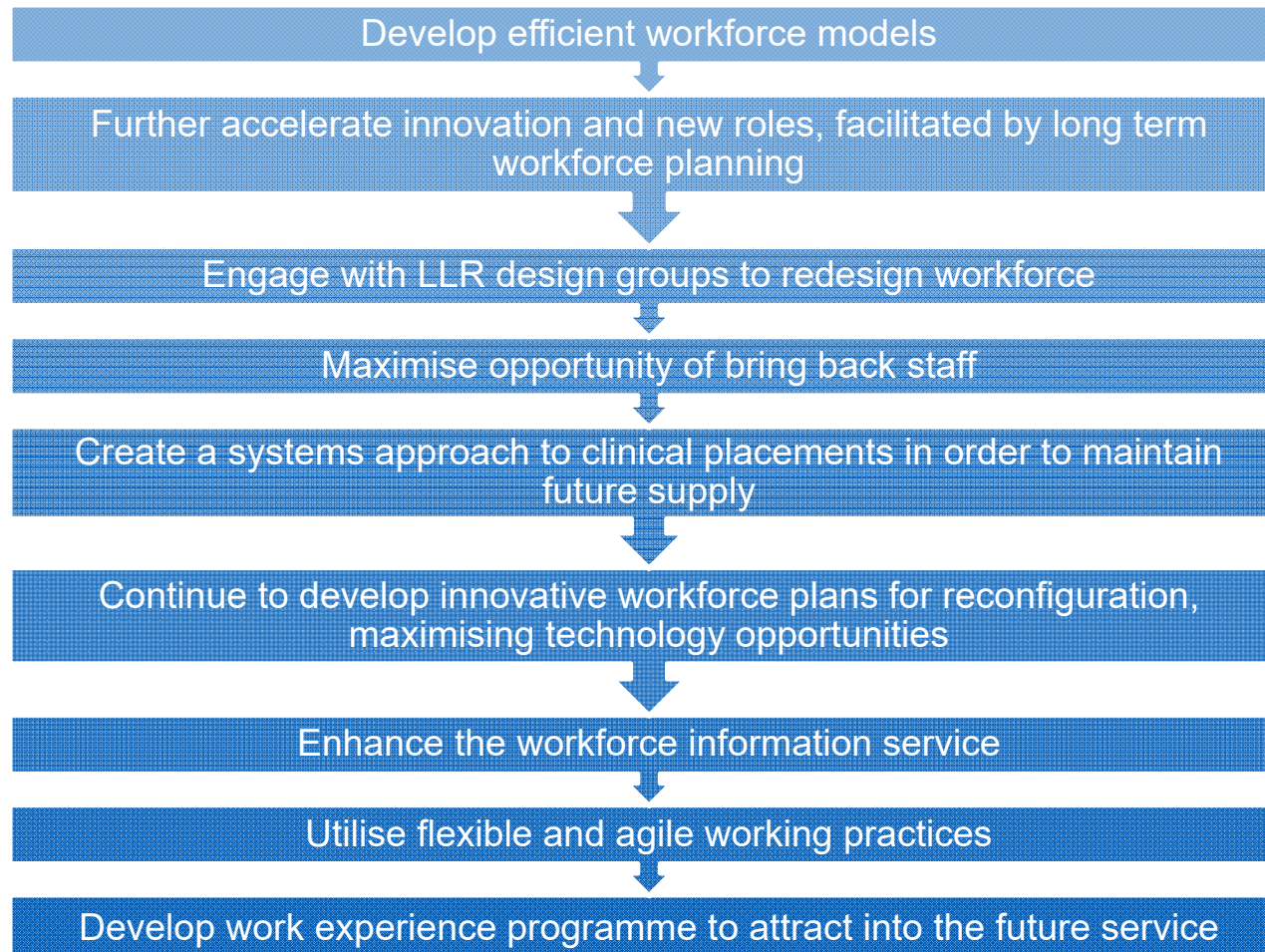


Where we want to be:

- Ensure we can respond quickly and effectively to crises in our system without unnecessary barriers to staff movement
- Ensure we maximise the ability to work remotely, using technology to enhance our ways of working and educating our workforce.
- Ensure we redesign care pathways across organisational boundaries and enable staff to work flexibly across the system to enhance career development
- Create workforce plans for reconfiguration maximising transformation opportunities
- Have an LLR systems approach to clinical education and training where appropriate and a joint approach to the management of placement capacity

New Way of Working and Delivering Care: Making effective use of the full range of our peoples' skills and experience

Key actions to get us there:



Growing for the future

- We want to capitalise on
 - **unprecedented interest** in NHS careers
 - higher **numbers of applications** to education and training.
- We will do this through
 - **Recruiting** into entry-level clinical and non-clinical roles
 - **Return to practice**
 - **Training places** in shortage professions
 - **International recruitment**
 - **Retaining more people** in the service

Caring at its best



One team shared values



Growing for the Future: How we recruit and keep our people, and welcome back colleagues who want to return



Where we are now:

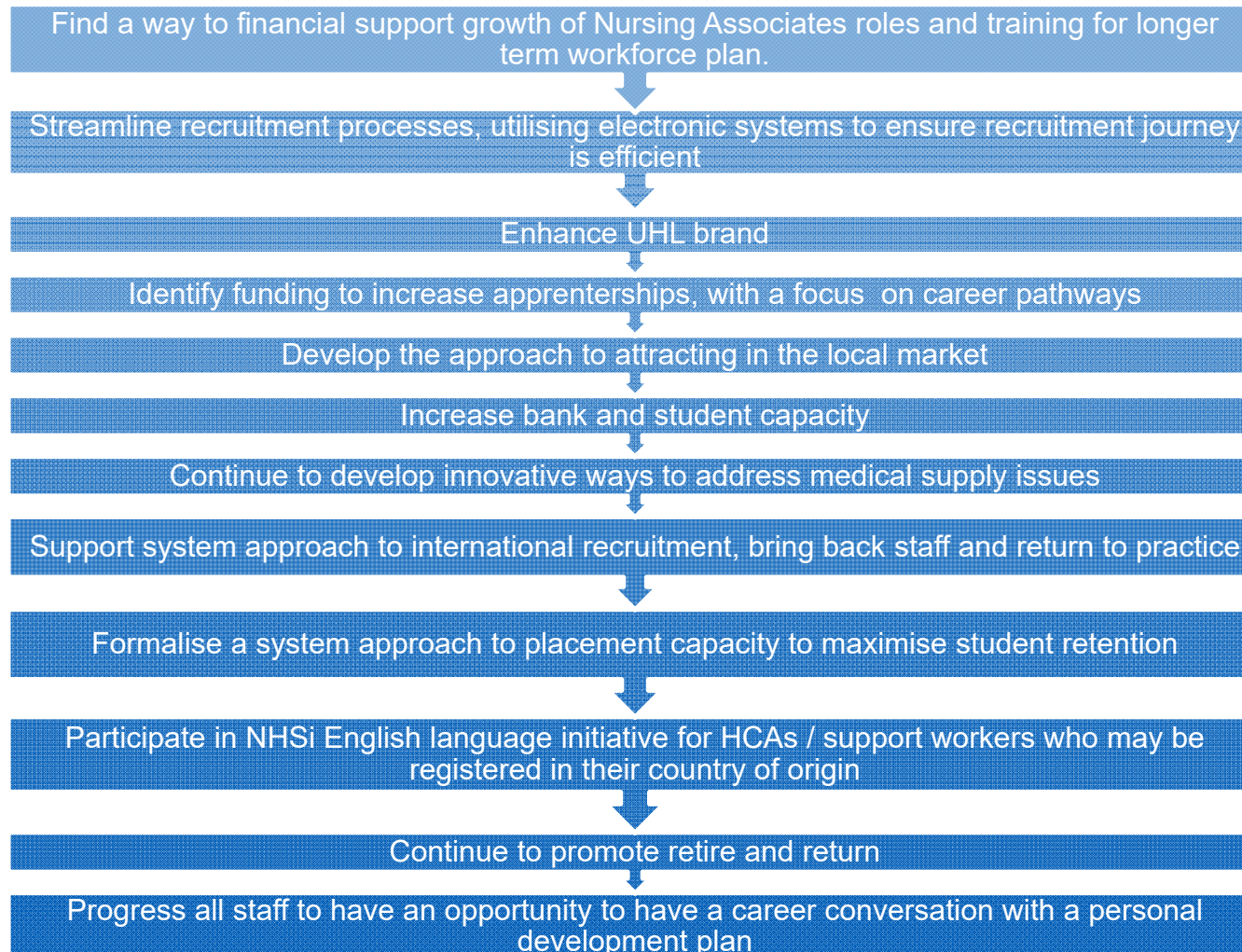
- Good progress with LLR School of Nursing Associates
- NHSI additional funding to support significant expansion of future international recruitment of nurses in 2020/21
- NHSI programme to increase HCA recruitment and enhanced onboarding to attract individuals who have lost their jobs due to the pandemic
- NHSI funding to increase the Therapy and Dietetic student placements
- Two universities delivering a range of undergraduate programmes
- Ability to maximise opportunities to use apprenticeship levy to develop career pathways
- Developing strategies to address shortage specialities for medical staff
- Decreasing vacancies levels through development of new roles, international recruitment and making key roles more attractive
- Progressing international recruitment initiative for qualified nurses and encouraging return to practice decreasing vacancy levels
- Retaining over 55 year old plus registrant group, by facilitating retire and return through implementing clinical coaching roles
- Progression of strategic workforce plan for Nursing and Medical groups
- Early adopter of Digital Passport to enable staff movement across organisations

Where we want to be:

- Address workforce shortages in key groups such as medical and nursing in line with national and local priorities. Reduce bank and agency usage for a more sustainable and cost effective workforce model
- Continue to progress Trust grade rotational roles with a career pathway
- Continue to attract international nurses and retaining them through a career pathways options such as inspire to lead programme
- Recruit and deploy staff across geographical boundaries
- Find a way to financial support growth of Nursing Associates roles
- Participate in the LLR systems approach to education and training where appropriate and a joint approach to the management of placement capacity and student retention for all undergraduate programmes
- Ensure we maximise current national financial incentives to grow our future nursing workforce through the apprenticeship frameworks
- Retain staff through the development of roles, flexible retirement options and development pathways
- Integrate workforce data / analytics into our recruitment and retention strategies to better inform on recruitment hotspots

Growing for the Future: How we recruit and keep our people, and welcome back colleagues who want to return

Key actions to get us there



Thank You



One team shared values

