



Report Cover Sheet

Report to:	Board	
Date of the Meeting:	27 th March 2019	
Agenda Item:	P1-053&054-19	
Title:	Workforce & OD Strategy Implementation Plans	
Report prepared by:	Jenny Grant, Associate Director of Workforce & OD (Acting)	
Executive Lead:	Jayne Shaw, Director of Workforce & OD	
Status of the Report:	Public	Private x

Paper previously considered by:	Workforce & OD Committee
Date & Decision:	25 th February 2019 - Approved

Purpose of the Paper/Key Points for Discussion:	<p>Following the approval of the Workforce Strategy and OD Strategy at Trust Board in October 2018 the Workforce & OD department have developed supporting implementation plans for each strategy.</p> <p>These implementation plans cover the three year period of both strategies and are intended to provide assurance to Board of the key activity and milestones required to deliver the objectives of the strategies.</p> <p>Priority areas of focus and activity since the approval of both strategies at Board have been:</p> <ul style="list-style-type: none"> • Workforce Planning – Stress testing key planning assumptions to support the delivery of a 3 year plan. • Recruitment – Production of ‘we are video’ supporting the development of our employer brand • Retention – Production of electronic PADR process supporting a values driven culture and launch of the Recruitment and Retention Steering Group (RRSG) • Education – Improved mandatory training performance and completion of cohort one leadership development programme • Health and Wellbeing – Launched Vivup staff benefits package including, full employee assistance programme, financial advice and support, salary deduced loans, salary sacrifice electronic goods and holidays and car benefits scheme. • Equality, Diversity and Inclusivity – Launched Equality, Diversity and Inclusivity Steering Group (EDISG) and freedom to speak up campaign. • OD <ul style="list-style-type: none"> • Review of the Trust’s Governance Committee structure and a programme of work developed and in progress to support embedding a culture of quality • The implementation of the Trust’s Planning and Performance Framework and a programme of work underway to improve and streamline performance dashboards and data reporting to help embed a performance focused culture • Communication materials and interventions
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	<p>developed and implemented to support staff understanding and engagement with the strategy and vision of the Trust e.g. summary documents, posters, Quarterly Town Hall Events</p> <ul style="list-style-type: none"> The implementation of the Shared Learning Newsletter as part of a programme of work to improve quality and patient safety <p>Leadership</p> <ul style="list-style-type: none"> The implementation of an internal leadership development programme leading to an ILM level 5 qualification, the design of a leadership competency framework and a new manager induction programme ready for implementation in Q1 2019 to develop leadership capacity and capability The design of a Board development programme based on the King's Fund approach to support our journey to open the new hospital in Liverpool and enhance visibility from floor to Board
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Action Required:	Discuss	✓
	Approve	✓
	For Information/Noting	

Next steps required	
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The paper links to the following strategic priorities (please tick)

Deliver outstanding care locally		Collaborative system leadership to deliver better patient care	
Retain and develop outstanding staff	✓	Be enterprising	
Invest in research & innovation to deliver excellent patient care in the future		Maintain excellent quality, operational and financial performance	✓

The paper relates to the following Board Assurance Framework (BAF) Risks

BAF Risk	Please Tick
1. If we do not optimise quality outcomes we will not be able to provide outstanding care	
2. If we do not prioritise the costs of the delivering the Transforming Cancer Care Programme we will not be able to maintain our long-term financial strength and make appropriate strategic investments.	

3. If we do not have the right infrastructure (estate, communication & engagement, information and technology) we will be unable to deliver care close to home.	
4. If we do not have the right innovative workforce solutions including education and development, we will not have the right skills, in the right place, at the right time to deliver the outstanding care.	✓
5. If we do not have an organisational culture that promotes positive staff engagement and excellent health and well-being we will not be able to retain and attract the right workforce.	✓
6. If we fail to implement and optimise digital technology we will not deliver optimal patient outcomes and operational effectiveness.	
7. If we fail to position the organisation as a credible research partner we will limit patient access to clinical trials and affect our reputation as a specialist centre delivering excellent patient care in the future.	
8. If we do not retain system-side leadership, for example, SRO for Cancer Alliance and influence the National Cancer Policy, we will not have the right influence on the strategic direction to deliver outstanding cancer services for the population of Cheshire & Merseyside.	
9. If we do not support and invest in entrepreneurial ideas and adapt to changes in national priorities and market conditions we will stifle innovative cancer services for the future.	
10. If we do not continually support, lead and prioritise improved quality, operational and financial performance, we will not provide safe, efficient and effective cancer services.	✓

Equality & Diversity Impact Assessment

Are there concerns that the policy/service could have an adverse impact on:	YES	NO
Age		✓
Disability		✓
Gender		✓
Race		✓
Sexual Orientation		✓
Gender Reassignment		✓
Religion/Belief		✓
Pregnancy and Maternity		✓

If YES to one or more of the above please add further detail and identify if a full impact assessment is required.

Appendix One
Organisational Development Strategy Implementation Plan

Obj/ Action No	Objective/Action	Executive Lead	Management Lead	Priority/ mpact	Status	2019/2020				2020/2021	2021/2022
						Q1	Q2	Q3	Q4		
Element 1: Values and Behaviours											
1	Design and Implementation of a Board Development programme to develop role model leadership behaviours and partnership working and to embed a culture of openness, transparency and learning based on the Kings Fund approach, supporting the team on the journey to open the new hospital and to enhance visibility from 'floor to board'	Jayne Shaw	Angela Wendzicha	High	In progress						
2	Alignment of our values based Trust strategy to organisational and individual goals - objectives to be clearly linked and measured against the Trust's values	Jayne Shaw	Jenny Grant	High	In progress						
3	Implementation and embedding of the Freedom to Speak up initiative	Sheila Lloyd	Angela Wendzicha	Medium	In progress						
4	Implementation of a competency & values based recruitment (VBR) to enable us to attract and recruit employees whose values align to those of the Trust.	Jayne Shaw	Colette Parkinson	Low	Not started						
5	Design and deliver values based innovative recruitment and retention strategies aligned to the implementation of workforce plans	Jayne Shaw	Colette Parkinson	Medium	In progress						
6	Enhance the PADR process to include a greater focus on embedding our values and behaviours as part of performance management and development	Jayne Shaw	Philippa Dick	Medium	In progress						
7	Enhancement of our values based reward and recognition scheme, utilising innovative technology to widely recognise, promote and celebrate innovation and excellence.	Liz Bishop	Alexa Traynor	Medium	Not started						
8	Complete the review of our values and behaviours and develop & implement campaigns to support embedding so they are the core of all we do	Liz Bishop	Alexa Traynor/Jenny Grant	Medium	In progress						
Element 2: Continuous Quality Improvement and Culture											
9	Ensure the Research portfolio serves the patient population by Horizon scanning. Implementation of the Research Strategy to achieve aims of increasing patients access to research, diversify the research portfolio and develop a research active workforce as well as increasing patient and the public involvement and engagement in research and raise visibility.	Sheena Khanduri	Maria Maguire	Medium	In progress						
10	Develop and agree an approach and an implementation plan to adopt and embed consistent quality improvement methodologies and project management across the Trust. This includes the design and development of training interventions to up skill leaders and the wider workforce in QI methodology and the engagement of the workforce in the delivery and benefits realisation of Quality Improvement initiatives across the Trust.	Barney Schofield	Mel Warwick	Medium	In progress						
11	Review, refresh and implement a standardised and supportive approach to change management based on best practise models equipping leaders with the tools, capacity and skills to effect change and lead service transformation	Jayne Shaw	Jenny Grant	High	In progress						
12	Production of Change Programme - a critical path to determine key milestones and identify resource delivery implications/skill gap	Jayne Shaw	Colette Parkinson/Catrin Wilde	High	In progress						
13	Embed a lessons learnt culture through the enhancement and implementation of key processes for shared learnings across the Trust	Sheila Lloyd	Kate Greaves	Medium	In progress						
14	Development of a Trust wide Education Strategy and implementation plan to support continuous improvement	Sheila Lloyd	Tabetha Darman	Medium	In progress						
Element 3: Culture of Quality, Transparency and Excellence											
15	Develop and implement a programme to embed principles of openness & transparency in floor to board reporting with a focus on good governance, risk identification and escalation and the effective management of the Board Assurance Framework (BAF). Upskilling staff across the Trust in risk and reporting	Liz Bishop	Angela Wendzicha	High	In progress						
16	Develop a programme to embed human factors thinking and drive patient safety improvement based on the revised Never Events Policy & Framework 2015	Sheila Lloyd	Kate Greaves	Low	Not started						
17	Develop a programme of work to embed a performance culture - enhance Ward to Board performance management and performance reviews which involves the implementation of the Planning and Performance Framework to achieve consistency in reporting and improved data quality and timeliness.	Barney Schofield	Hannah Gray	Medium	In progress						
Element 4: Engagement and Inclusivity											

18	Development of a communication, marketing and engagement strategy and implementation plan to support the Trust's strategy to ensure a coordinated approach to strengthen comms and engagement mechanisms with our staff, key partners and stakeholders. This includes the following:	Liz Bishop	Alexa Traynor	High	In progress						
19	•Develop a compelling shared strategic direction and vision and implement a programme of work to ensure that it is easily recognised and understood by all staff	Liz Bishop	Alexa Traynor	High	In progress						
20	•Develop & implement a programme of staff communication and engagement to ensure high levels of staff engagement this includes maximising the use of innovative technologies and the evaluation of the continued use of the Honest Conversations model and the use of other models such as Listening into Action (LiA)	Liz Bishop	Alexa Traynor	High	In progress						
21	•Develop and implement a programme of external communication & marketing to positively promote the Trust and strengthen its reputation and profile	Liz Bishop	Alexa Traynor	Medium	In progress						
22	Implement a programme of interventions to upskill and support leaders at all levels in adopting supportive and inclusive leadership styles to involve and communicate clearly and honestly with their teams facilitating cross team working and enhancing staff engagement.	Jayne Shaw	Head of Learning & OD	Medium	In progress						
23	Implementation of a staff survey process to ensure the key themes of the staff survey and other related intelligence/surveys are prioritised, acted upon and proactively promoted	Jayne Shaw	Philippa Dick	Medium	In progress						
24	Development of a programme of work to enhance Patient Engagement to ensure that feedback is listened to and acted upon	Sheila Lloyd	Kate Greaves	Medium	In progress						
25	Implement a programme to support staff through change and equip with resilience to deal with change and the associated challenges	Jayne Shaw	Head of Learning & OD	High	Not started						
26	Implement a programme to improve the health and wellbeing of all staff with particular focus on mental health and wellbeing following national guidance and the NHS Employers framework	Jayne Shaw	Jenny Grant	Medium	In progress						
Element 5: Leadership Capacity and Capability - Develop Compassionate and Authentic Leadership											
27	Senior Leadership & Board Development: Develop an approach to developing very Senior Leaders within CCC including the utilisation of opportunities available through the NHS Leadership Academy and other partnership bodies.	Jayne Shaw	Head of Learning & OD	Medium	In progress						
28	Implementation of a leadership competency framework for all levels of staff to drive leadership recruitment, development and capacity	Jayne Shaw	Philippa Dick	Medium	In progress						
29	Develop a programme for further roll out of the 360 degree feedback process across our senior leader group aligned to the leadership competency framework	Jayne Shaw	Philippa Dick	Low	Not started						
30	Develop and implement an approach to embed a coaching culture, maximising the use of and further development of our internal coaches and enhancing skills of leaders to adopt coaching styles through our leadership development programmes and offerings.	Jayne Shaw	Michelle March	Medium	In progress						
31	Middle Managers Leadership Development - Complete delivery and formal evaluation of cohort 1 ILM leadership programme to inform design & implementation of future programmes	Jayne Shaw	Michelle March	Medium	In progress						
32	Develop approach, design and implement a Band 5 leadership development programme	Jayne Shaw	Michelle March	Medium	Not started						
33	Develop an approach to develop leadership behaviours for all staff enabling them to reach their full potential, utilising existing internal and external programmes and interventions including developing skills and abilities in system leadership thinking. Identify outcomes and evaluation metrics (PADRS, Staff Survey Scores, values & behaviours assessments, leadership competency framework)	Jayne Shaw	Michelle March/Philippa Dick	Medium	Not started						
34	Develop an approach and implement a programme for developing leadership behaviours for consultants and CD's including maximising opportunities available through the leadership academy (Lancs Teaching Trust - consultant stretch programme)	Sheena Khanduri	Michelle March	Medium	Not started						
35	Design & implement New Manager Induction and Management Development programme to upskill managers in managing their staff effectively in line with our key processes and procedures, our performance culture and our values and behaviours	Jayne Shaw	Michelle March	Medium	In progress						
36	Develop and agree CCC's future approach to inclusive talent management based on best practice and develop an implementation plan to enhance our offering aligned to NHS Leadership Academy. Includes introducing a talent management brand, enhancement of the electronic PADR solution, talent discussions, talent reviews and succession planning.	Jayne Shaw	Philippa Dick	Medium	In progress						
37	The design, development and introduction of career frameworks for clinical and corporate staff - providing clarity of career pathways and knowledge, skills and competencies required for positions/levels with development options signposted	Jayne Shaw	Head of Learning & OD	Medium	Not started						
38	Development and implementation of a CCC Career site to create a strong distinctive brand	Jayne Shaw	Catherine Hignett - Jones	Low	In progress						
39	Development & implementation of an Apprenticeship Strategy for 2019/2020 aligned to the implementation of workforce plans	Jayne Shaw	Michelle March	Medium	Not started						

High Level - Workforce Strategy Implementation Plan

Objective/Action	Executive Lead	Management Lead	Priority/Impact	Status	2019/2020				2020/2021	2021/2022
					Q1	Q2	Q3	Q4		
Workforce Plans - Production of 3 year workforce plans, right people, right time, right place.										
Production of 3 Year Workforce Plans - NHSI/HEE draft plan 'Safe day 1'.	Jayne Shaw	Kate Gillon	High	In Progress						
Change programme - Production of critical path to determine key milestones and identify WOD resource delivery implications/skill gap.	Jayne Shaw	Jenny Grant	High	Not Started						
Reviewing, refresh and launch ' Clatterbridge Approach to Change ' ensuring the model and framework is fit for purpose and supports successful implementation of change initiatives to fully operationalise the future clinical model.	Jayne Shaw	Jenny Grant	High	Not Started						
Workforce transformation plan - Stock take of workforce transformation activity that will underpin the delivery of the FCM. This includes activity that is in progress, activity to be delivered in the next 12 months and activity planned for the next 3 years.	Jayne Shaw	Kate Gillon	Medium	Not Started						
Develop workforce planning framework - Educate managers to accurately forecast workforce numbers based on service provision and evidence.	Jayne Shaw	Kate Gillon	Low	Not Started						
Activity Modelling (MS Health Insight) - Sustainability plan developed to embed capacity and demand planning into BAU.	James Thompson	Mel Warwick	Medium	Not Started						
Implement establishment control to enable effective reporting to clearly identify over and under establishments.	Jayne Shaw	Lisa Hassey	High	In Progress						
Production & implementation of Trust wide Roster Strategy to ensure safe staffing levels are in place and minimise clinical risk assorted with the level and skill mix of staffing for all staff groups.	Jayne Shaw	Kate Gillon	Medium	Not Started						
Relaunch The Workforce Redesign Group to monitor and challenge recruitment activity against agreed workforce plans. Establishment control of vacancies and agency spend. Ensure that Apprenticeship Opportunities are utilised for appropriate roles and promote links to Education Programmes in line with the Trust's Education Strategy.	Jayne Shaw	Kate Gillon	Medium	In Progress						
Working closely with our Merseyside and Cheshire Health & Care partners to understand a wide range of workforce issues, both nationally and locally, and to ensure the quality of supply, education and future readiness of the health and care workforce in the North West.	Jayne Shaw	Kate Gillon	Medium	Not Started						

Temporary Staffing - Develop and deploy temporary staffing solution which enables the Trust to access a highly skilled workforce who provide excellent levels of care at appropriate cost.	Jayne Shaw	Jenny Grant	Medium	In Progress						
Recruitment - Attraction and selection of highly skilled and motivated staff.										
Develop annual recruitment planner linked to the Trusts workforce plan and future clinical model.	Jayne Shaw	Jenny Grant	High	In Progress						
Development of NQN attraction strategy, promoting preceptorship programme and education experience	Jayne Shaw	Colette Parkinson	Medium	In Progress						
Review of all recruitment templates to improve the quality and presentation of recruitment materials and develop literature regarding career opportunities at CCC.	Jayne Shaw	Catherine Hignett-Jones	Low	Not Started						
Review of on boarding processes to ensure new employees are welcomed, feel supported and valued during their first few weeks and become productive members of the team more quickly. (CCC retention issue within first 2 years of service)	Jayne Shaw	Colette Parkinson	Medium	Not Started						
Implement values based recruitment (VBR) to help attract and recruit prospective employees whose personal values and behaviours align with the Trust and NHS values outlined in the NHS Constitution.	Jayne Shaw	Colette Parkinson	Low	Not Started						
Development of CCC career site to create a strong distinctive brand. Clearly articulating what differentiates CCC from other NHS organisations and promotion of our achievements.	Jayne Shaw	Catherine Hignett-Jones	Low	Not Started						
Retention - Reduction in time to hire below 52 days, improve retention rates to below national and Trust target 12%.										
Utilising workforce exit interview data to make practical changes to improve staff retention - Improvement plan.	Jayne Shaw	Colette Parkinson	Low	In Progress						
Promote alternative employment options to assist with retention of skills such as rotational opportunities (day and chemo floor), retire and return, secondments.	Jayne Shaw	Kate Gillon	Low	Not Started						
Total rewards package - Continue to review the benefits packages on offer to staff with the aim to improve.	Jayne Shaw	Colette Parkinson	Low	In Progress						
Career framework - Develop a career pathway demonstrating the required knowledge, skills, experience, and job requirements for each position within the Trust. To support staff to forward plan career aspirations linked to PADR process.	Jayne Shaw	Colette Parkinson	Medium	Not Started						
Develop agile working concept to create a responsive, efficient and effective workplace which ultimately improves performance: GDE - utilising new technologies FCM - creating new working environments	Jayne Shaw	Jenny Grant	Medium	Not Started						
Education, Training and Development - Improve retention target 12%, MT compliance target 90%										
Develop Talent Management approach - Stock take of current approach to attract, identify, develop, engage, and retain staff. Develop implementation plan to support CCC talent management approach.	Jayne Shaw	Philippa Dick	Medium	In Progress						

Development of annual training plans that respond to organisational priorities/change and to maximise funding opportunities available to increase opportunities for staff.	Jayne Shaw	Michelle March	Medium	Not Started							
Development and improvement of the online PADR process	Jayne Shaw	Philippa Dick	High	In Progress							
Building capability to enable employees to meet future challenges. Stock take of existing approach to developing capability.	Jayne Shaw	Jenny Grant	Medium	Not Started							
Continue to embed CCC leadership behaviours framework and develop a suite of internal leadership development programmes for all levels.	Jayne Shaw	Philippa Dick	Medium	In Progress							
Educate leaders on talent management - Career aspirations Revised PADR process.	Jayne Shaw	Philippa Dick	Medium	In Progress							
Continue to develop the coaching approach including increasing internal coaching capacity and develop a coaching style of leadership.	Jayne Shaw	Michelle March	Medium	In Progress							
Working with HEE to build on current careers activity and success from local pre degree experience programmes to promote working in healthcare careers across the whole workforce. Continuing to work with a wide range of education partners, schools and local employers, supporting where able activities such as Traineeships, Apprenticeships and work experience.	Jayne Shaw	Jenny Grant	Low	Not Started							
Health and Wellbeing - Target <51% of staffing attending work in the last 3 months despite feeling unwell because they felt pressure from their manager, colleagues or themselves											
Production of CCC Health and Wellbeing Programme Following national programme - NHS Employers Workforce Health and Wellbeing Framework.	Jayne Shaw	Jenny Grant	Medium	In Progress							
Establish and implement programme enablers to include leadership and management, data and communication, healthy working environment.	Jayne Shaw	Jenny Grant	Medium	In Progress							
Establish and implement programme health interventions including mental health, musculoskeletal health and healthy lifestyles.	Jayne Shaw	Jenny Grant	Medium	In Progress							
Using all our data sources including reasons for sickness, staff health needs assessment and our national staff survey to design interventions to improve the health and wellbeing of our staff.	Jayne Shaw	Jenny Grant	Medium	In Progress							
Promoting and establishing staff benefits platform Vivup ensuring that staff are aware of all opportunities to maintain and improvement their health and wellbeing.	Jayne Shaw	Jenny Grant	Medium	In Progress							
Equality, Diversity and Inclusivity -											
Establish Equality and Inclusivity CCC strategy and implementation plan.	Sheila Lloyd	Karen Kay/Tabetha Darmon	Medium	Not Started							
Reviewing how we analyse and use data to advance race equality.	Jayne Shaw	Lisa Hassey	Low	Not Started							

Continuing to roll out ESR self-service giving all staff access to update their personal details (including protected characteristic).	Jayne Shaw	Lisa Hassey	Low	In Progress						
Reviewing results of gender pay gap reporting and identify action.	Sheila Lloyd	Linda Morris	Low	In Progress						
Reviewing our performance annually against equality and diversity indicators within the staff survey, making the necessary structural and cultural changes needed to advance workforce race equality.	Sheila Lloyd	Linda Morris	Low	Not Started						
Assessing and publishing of our performance against the Workforce Race Equality Standard (WRES), making the necessary structural and cultural changes needed to advance workforce race equality.	Sheila Lloyd	Linda Morris	Medium	Not Started						
Tackling bullying and harassment, supporting staff to be respectful, challenging problematic behaviours.	Jayne Shaw	Catrin Wilde	Medium	Not Started						
Supporting and developing the role of Freedom to Speak Up Guardian and Guardian of Safe Working.	Sheila Lloyd	Linda Morris	Low	In Progress						
Undertaking random samples to review our recruitment (attraction and selection) processes to ensure applicants are treated fairly and equally.	Jayne Shaw	Colette Parkinson	Low	Not Started						