

Workforce and OD Strategy



Q1 & Q2 2019/20
Progress



Headlines

**Statutory and
Mandatory
Training
Sustained
Improvement**

**WOD Strategy assurance
reporting in place and aligned
to Trusts governance structure**

**TCC Workforce
for the Future
Board
Established
June 2019**



**E-PADR
implemented
with further
enhancements
planned for
2019/20**

**WOD Strategy implementation
plans reviewed and prioritised
following Trust Board feedback
(March 2019).**

**'Safe day one'
workforce plans
approved and
implemented**



Workforce Strategy Highlights

Workforce Planning

- Safe day one workforce plan agreed at Board March 2019.
- Workforce planning review panel took place 27th August 2019 to review progress against the workforce plans.
- Business Case approved & implementation in progress for E-Roster development.
- Business case approved & implementation in progress for NHS Professionals.

Retention

- Review of retention package in partnership with staff side.
- Review nursing transfer procedure with plan to re-launch to improve retention.

Recruitment

- Production of annual recruitment planner in response to organisational growth.
- 55.29% vacancies in progress against workforce investment.

Health and Wellbeing

- Positive feedback and take up of Vivup benefits package.
- Participation in NW NHS Games.

Equality, Diversity and Inclusion

- Gender Pay Gap working group undertaking analysis of Trust data.
- WDES and WRES data collections complete.





OD Strategy Highlights

Change Management

- Letters issued to staff on base location 2020
- 'My Personal Move Plan' in development

Leadership Development

- Kings Fund programme for Execs in progress; Promotion & utilisation of Leadership Academy programmes including 360 feedback and coaching
- Resilience programmes commissioned
- Managers 'Tool Box' in development

Staff Engagement

- Staff Survey priorities reflected in corporate and departmental action plans and Staff Focus Groups in progress to inform priority improvements
- Staff Friends and Family Test 2019/2020 - Q1 results show improvements in both response rates (11% to 28%) and scores relating to staff recommending CCC as a place of work (54% to 66%)
- ePADR process launched supporting improvements in the quality of discussions & reporting of key information

Health & Wellbeing

- VIVUP – increased promotion and significant take up of benefits.
- NW NHS Games – 1ST year participation for the Trust
- Employee Assistance programme
- Wellbeing calendar in place



Workforce for the Future Board

Work stream Overview

Workforce Planning

Production and Implementation of workforce plans in preparation for the move to Liverpool

Recruitment

Ensure sustainable flow of candidates linked to trust workforce plans to support delivery of future clinical models

Retention

Ensure the Trust puts processes and measures in place to effectively monitor and retain highly skilled staff

Organisational Development

Develop and implement activities as outlined that will focus on our staff and organisation through a period of significant change

Education, Learning and Development

Implementation of training and development plans that respond to organisational change and the career aspirations of our staff



Workforce for the Future Highlights

Recruitment

- Imaging Recruitment Event planned for 25 September 2019. recruiting for B3 Imaging Assistants and B5/6 Radiographers
- Nurse Career Event at Edge Hill University 8 October 2019, focus on second and third year students
- Pharmacy Recruitment event successful with posts filled and start dates confirmed for those that were recruited
- Review of recruitment processes to help expedite internal recruitment

Organisational Development

- 2 day Resilient Leaders programme, with embedded coaching support, due to commence in October for 30 senior leaders
- 8 half day 'Developing Resilience' workshops for all staff planned between January – March
- Managers 'Tool Box' in development
- Review of Leadership and development offer underway
- 95% compliance achieved for e-PADR with results being analysed to inform TNA

Retention

- Review of retention package in partnership with staff side
- Partnership with 'Timewise' to strengthen flexible and agile working

Workforce Planning

- Base location letters issued to staff confirming where they will be working in 2020.
- Annual Leave principles agreed and launched

Education, Learning & Development

Education governance group established (June 2019)

Role Essential Matrices agreed for all staff groups (excl medics) and work has commenced to embed within ESR





Key Risks

- Business cases in development for additional staffing linked to safe day one. Financial implications and ability to recruit.
- Retention of staff remains a risk as we prepare for the move to our new hospital in Liverpool.
- Inability to recruit to additional posts and national shortage areas together with implications of the tax/pension reform may have an adverse impact on our use of agency.
- Staff engagement including communication with clinical staff groups and release for engagement events.





Key Priorities

- Refreshed 'leadership for all' offer including masterclass programme for senior managers & 'tool box' for managers to help them support staff with the transfer to Liverpool
- Refined 'Safe Day One' workforce plans
- Change management - supporting managers with staff consultations in readiness for the move
- Increased focus on internal communications to continue to increase staff engagement
- WOD mobilisation

