

WWL People Strategy

2015/16 – 2018/19

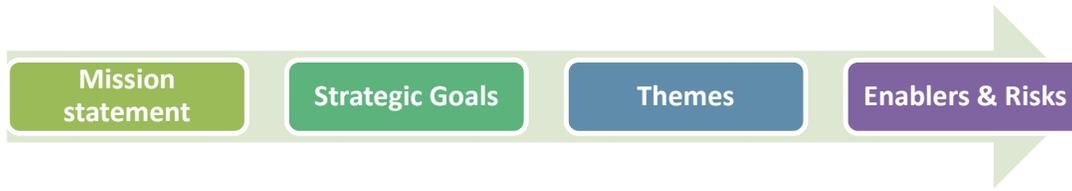
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WWL People Strategy 2015/16 – 2018/19



1.0 Mission Statement

WWL mission	<ul style="list-style-type: none"> To provide the best possible health care for all our patients
WWL vision	<ul style="list-style-type: none"> To be in the top 10% of everything we do
WWL strategy	<ul style="list-style-type: none"> To be safe, caring and effective
Workforce mission statement	<ul style="list-style-type: none"> By getting it right for our staff, we will get it right for our patients

2.0 Strategic Goals

Our strategic goals are our guiding principles, aligned to the WWL Wheel enablers, which will be evident throughout our actions and work plan. They cut to the core of how we wish the Directorate to be regarded and despite recent successes; we recognise the need to improve in some areas (see enablers and risks).

Performance	Deliver results and ensure we stay responsive to service need
Information	Use data to inform our work programme
Innovation	Create dynamic solutions to our key challenges which are both fit for purpose and marketable
Partnership	Form strong links across our health community and region, sharing both resources and best practice
Investment	Continually review the time and cost we expend, ensuring our resources add greatest value
Staff engagement	Empower all staff with the tools and techniques to promote engagement and involvement in their teams
Leadership	Embed a leadership culture based on values, learning and continuous improvement

3.0 Themes

Essential developments are required to ensure that our services remain fit for purpose, responsive to service needs and focus on continuous improvement. Through the life of this strategy systematically review the expectations of our services, shifting priorities and work streams in response to changing needs. To

achieve this, we will need to establish ways to periodically seek and respond to feedback from our service users and the wider workforce.

Our People Strategy identifies four key themes to support the achievement of our strategy and mission statement. These align to our organisational values and ensure that quality and patient care remain at the centre of everything we do.



3.1 Attract, Retain & Develop talented staff who embody our values

Post Mid-Staffordshire and in line with our internal quality strategy, we need to delivery greater assurance of safe staffing levels. This task remains complex in a competitive employment market where use of temporary staff and internal vacancies remain higher than desired. Longer term, sustainable workforce planning is required that includes initiatives such as: Widening Participation; Succession Planning; Up-Skilling staff through education and Talent Management.

Strategies to attract:

- Values based recruitment used as an integral part of our selection process
- Promote the Trust through tailored recruitment strategies, aligned to robust workforce plans
- Use of an on-line applicant management system (TRAC)
- Effective onboarding processes which enhance the induction and support of new staff
- Widening participation programmes, offering work experience and work placements to Wigan Borough residents
- Protected core skills induction programme for Nurses
- Marketing of the WWL Brand, including the WWL Way

Strategies to retain:

- Integrated and inclusive approaches to personal and professional development
- Planned and systematic approach to succession planning and capacity building
- Talent management processes to provide opportunities for staff who demonstrate the aptitude to progress
- Promote and enhance the WWL total reward and recognition package

Strategies to develop:

- Career progression programmes and pathways
- Continuous Development to support professional and personal development
- Enhance WWL's learning culture

3.2 Well-Being, Inclusion & Diversity

By focussing on staff health & well-being, we can continue to improve the working lives of our staff; building on our reputation of being a great place to work.

By improving staff health & well-being, we can reduce sickness absence, engage more with our staff and consequently improve the continuity of care provided to our patients. With the financial challenges facing the Trust and the wider NHS, reducing sickness absence will help us to make more efficient use of our pay resource.

By raising the profile of inclusion and diversity, recognising that everyone is unique, we can ensure that we offer a culture of respect for all of our staff. We also recognise the importance of serving our local community and therefore pride ourselves on providing education and work placements to individuals with protected characteristics within the localities served by WWL.

Strategies to support well-being:

- Health promotion & ongoing support for staff with long term medical conditions
- Real time absence data and first day absence support through a formal Nurse led early absence system
- Supportive well-being offers, including resilience, mindfulness, counselling & rapid access to appropriate therapies
- Identification of high risk areas, through data analysis, directing where targeted support can be offered
- Retain SEQOHS accreditation for the Occupational Health Partnership (Well-Being Partners)
- Implement new and innovative ways of working to improve access to Health & Well-Being services
- Revised attendance management procedures and well-being in work education programmes

Strategies to support inclusion

- Embed equality, inclusion and diversity as fundamental principles in all activities affecting our current and future workforce
- Corporate responsibility programme including work placements
- Collaborative working with local education providers and support groups, to improve educational achievement for young people
- Promote practices which ensure dignity, respect and equitable access across all our workforce interactions
- Learning from the experience of our staff through 'staff stories'

3.3 Leadership, Engagement & Culture

WWL is already recognised as a great place to work, having won over 20 national awards in 2014/15; the highlight of which being the Health Service Journal's NHS

Provider Trust of the Year. The 2014 national staff opinion survey saw us achieve our best ever results, with 93.2% of our survey results above average. The league table saw us climb to our highest position - 4th out of 138 Acute Trusts for overall levels of staff engagement, reflecting our significant work on staff engagement.

Quality is central to everything we do, as can be seen from the WWL Wheel (our strategy on a page). There is clear evidence, in WWL and nationally, that staff engagement and effective leadership improves organisational quality and performance, through a culture of encouragement, recognition and support. This is the 'WWL Way' and is the expected way we go about our work.

Staff engagement is essential to retain our staff and to provide the highest standards of care and service. By providing real time cultural data at team level, we can proactively take actions to improve and enhance staff morale.

Exemplary leadership skills form an essential aspect of fulfilling our ambitions. Effective leaders, who can adapt to positively deal with different situations, in order to motivate and energise their teams are fundamental to instilling an organisational culture where staff are engaged to deliver services of the highest possible standards

Strategies to support leadership, engagement and culture:

- Values based organisational development
- Embed a supportive coaching culture at every level of the organisation
- Provide developmental feedback to our leaders, through the Leadership Values Questionnaire
- Continued investment in leadership development programmes, which encourage personal and professional development
- Encourage teams to engage in continuous improvements, through the use of the Pioneer team model
- Improved educational governance, focussing on continued professional development, with teams proactively identifying and communicating their training needs
- Development programme specifically designed for the Trust Board
- Mentoring for newly appointed staff and those seeking career progression
- Increasing the voice of staff
- Timely and appropriate resolution of employee relations issues, working in partnership with our staff side and referencing our values

3.4 Sustainability & Commercialisation

We recognise the importance of financial sustainability and the requirement for us to demonstrate added value. We must continue to explore business and income generation opportunities, using innovative ideas and collaborations.

Strategies to support sustainability and commercialisation

- Reduce temporary staffing expenditure through effective roster review and management not only to support financial sustainability, but also to improve continuity of care for our patients

- Develop live workforce intelligence systems to support line managers and target support
- Exploration of new workforce related business opportunities (OH commercialisation / staff engagement / HR Consultancy)
- Reduce bureaucracy and market our services through effective collaboration and use of technology / information systems
- Deliver cost efficient services which can demonstrate added value
- Increase specialist HR & OD capacity by developing line managers and providing more accessible first line support
- Ensure teams are developed, through team building and professional development offers

4.0 Enablers & risks



5.0 Our strategy in practice

Our People Work Plan will take the high level theme activities identified in this strategy and develop them into measurable action plans, by which we will monitor our progress and report to the Trust's HR Committee.