

WWL People Strategy

WWL People Promise

2020 - 2025

V 1 August 2020

1. **WWL People Promise Vision – To make WWL a fantastic place to work**

1.1. **Our aim:**

To help our people achieve their personal aspirations and purpose by:

- Upholding and protecting their employment rights
- Making their working life enjoyable
- Looking after their health and well-being
- Helping them to be the best they can be

1.2. WWL has a strong ethos of partnership working with our local trade unions, and this will continue to be the way we operate; recognising that our staff side representatives play a central role in conveying the thoughts, feelings, aspirations and fears of our workforce. By working together, we always aspire to doing the best we can for our workforce.

1.3. Our People Promise pledges create the cultural conditions for staff members to thrive, be involved and empowered, be healthy and fulfilled.

1.4. Transformation and innovation will be essential over the coming years to deliver safe and high quality services for an increasingly aging population, with more complex health and care needs. All of this in a rapidly changing health and care environment with financial constraints.

1.5. To effectively deliver transformation and innovation, we need to ensure that we have a culture of psychological safety running throughout the Trust.

1.6. Our People Promise supports and aligns to the NHS People Plan and to the Trust's 2030 strategy, which aims for us to be outstanding in everything we do; with three significant themes of integration, innovation and improvement.

1.7. NHS People Promise



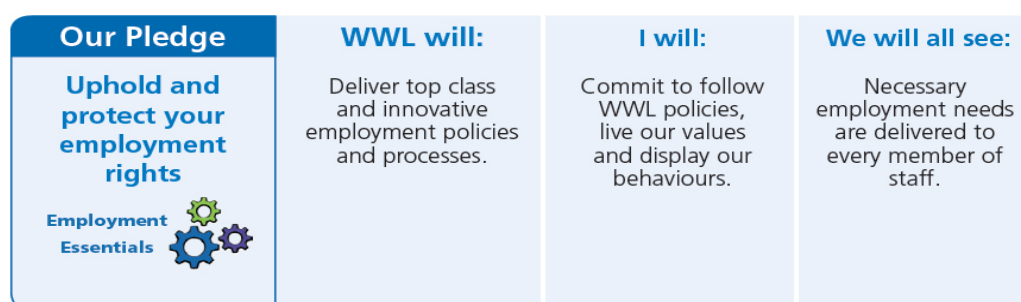
1.8. Our WWL People Promise



1.9. Alignment of the WWL People Promise to the NHS People Promise

NHS People Promise	WWL People Promise alignment
We are a team	Go Engage
We work flexibly	Employment essentials
We are always learning	Route Planner
We are safe and healthy	Steps 4 Wellness
We each have a voice that counts	Go Engage
We are recognised and rewarded	Go Engage
We are compassionate and inclusive	Employment Essentials

2. Employment Essentials



- 2.1. Employment essentials are the building blocks that need to be in place for us to deliver safe employment practises, throughout the lifecycle of employment. They also enable us to make changes that support organisational sustainability.
- 2.2. These employment essentials ensure that employment rights are upheld and that we develop HR practices that are fit for purpose and at the leading edge of innovation.
- 2.3. We have a strong track record of working with our trade union colleagues; developing and implementing pragmatic approaches to employment and organisational change together. It is through this partnership approach that we are able to make decisions and develop programmes of work that keep our workforce safe, with the flexibility required to meet the needs of the service now and in the future.
- 2.4. We commit to flexibility being at the heart of our approach. Whether this is in embracing part time / flexible working hours and making this the default position, or through enabling home or agile working. This ethos will apply throughout the Trust, regardless of position, grade or role.
- 2.5. Equality, diversity and inclusion also needs to be the bedrock of our People Strategy. This will require us to work with local and regional partners, as we look to reduce and eliminate social inequalities, linking to our role as an anchor institution and using employment, education and development as key enablers.
- 2.6. Our focus on equality, diversity and inclusion will take on three key themes of work:
 - Ensure our workforce is diverse, representing the needs of our local population
 - Improve the experience of work for people in protected groups
 - Eliminate inequality in employment

- 2.7. This will require us to be bold and ambitious in our approach, openly publishing our performance, progress and action plans, making long term and shared commitments with our locality partners and taking positive action, using a data driven approach.
- 2.8. We will develop our links further with local schools and colleges to increase awareness of the Trust and the career opportunities available. Structured work placements and work experience programmes will supplement this, to ensure that our potential future employees understand what is entailed when working in the NHS and more specifically in the Wigan Borough and at WWL.
- 2.9. We recognise that there are national, regional and local shortage occupations that place pressure on our services and our workforce.
- 2.10. Our most significant medical workforce challenges remain within Emergency and Acute Medicine, Care of the Elderly and Dermatology.
- 2.11. We, like every Trust, also have challenges with a shortage of Registered General Nurses and Theatre Practitioners, alongside some Allied Health Professional specialties such as Sonographers and cross sectional Radiographers.
- 2.12. Based on current training numbers and the aging NHS workforce, we have to be creative to address these gaps. This means re-modelling our workforce, growing our own and increasing our international recruitment programmes.
- 2.13. We will need strategic partnerships with education providers to develop our registered clinical workforce into new and extended roles. We will also through closer working with local schools and colleges actively identify and support students through a career development programme into registered nursing.
- 2.14. The successful learn and return programmes (MCh and MMed) will continue, with WWL being the lead recruiter for Doctors working under the scheme across Greater Manchester and beyond.
- 2.15. In response to many junior doctors not continuing in training posts since the implementation of the 2016 national contract, this provides both risk and opportunity to the Trust.
- 2.16. WWL has developed attractive Trust Grade positions for junior doctors that allow them flexibility, coaching to help make the right career choices for them, and educational support to ensure they continue to learn and develop during their break from nationally recognised posts in medical education programmes.
- 2.17. Our Global Teaching and Education Centre, in partnership with Health Education England, provides opportunities to extend our international recruitment programme for nurses, building on our South Indian partnership arrangements.
- 2.18. The model hospital tool will be used to benchmark our workforce financial sustainability. We will use this information to work with staff in developing new ways of working, identify efficiencies and reduce variation.
- 2.19. A significant pay cost relates to the use of agency workers. Agency rules developed by NHSEI provide pay frameworks to reduce the cost of agency workers. We will continue to robustly implement the agency rules and develop solutions to reduce the demand for agency workers, through the development of our bank, workforce re-modelling, efficient e-rostering and sickness absence reduction.

- 2.20. To deliver these aims, we will need to implement a workforce digitisation strategy that improves the efficiency, accuracy and accessibility of our transactional people services. This will include the development of a Transactional People Services department, bringing together payroll, recruitment, e-rostering, absence recording, e-job planning and temporary staffing. This will enable us to fully utilise the functionality of our HR & payroll systems and increase what can be done by self-service means.

2.21. Our employment essentials objectives:

Employment Essentials
Objective
<p>Implementation of a workforce plan that:</p> <ul style="list-style-type: none"> • Designs workforce models aligned to integrated models of care • Makes flexible working accessible to all who want or need it • Enables staff to work to their potential • Safely supports the delivery of planned levels of activity and patient acuity • Removes waste and duplication • Embraces technological solutions • Makes the best use of financial resources • Reduces the vacancy gap to 5% (clinical) – with net zero band 5 RGN vacancies by March 2021
<p>Develop, agree and implement a long term workforce Equality, Diversity and Inclusion strategy with local partners that:</p> <ul style="list-style-type: none"> • Reduces social inequality in the Wigan Borough • Ensures our workforce is diverse, representing the needs of our local population • Improves the experience of work for people in protected groups • Eliminates inequality in employment
<p>Develop and implement a workforce digitisation strategy that:</p> <ul style="list-style-type: none"> • Eliminates the use of paper • Enables self-service wherever possible • Uses technology to help our People deployment as efficient as possible • Enables us to have one agreed and accurate version of the truth regarding workforce data • Uses data to drive interactive dashboards used in operational and strategic workforce deployment, management and planning

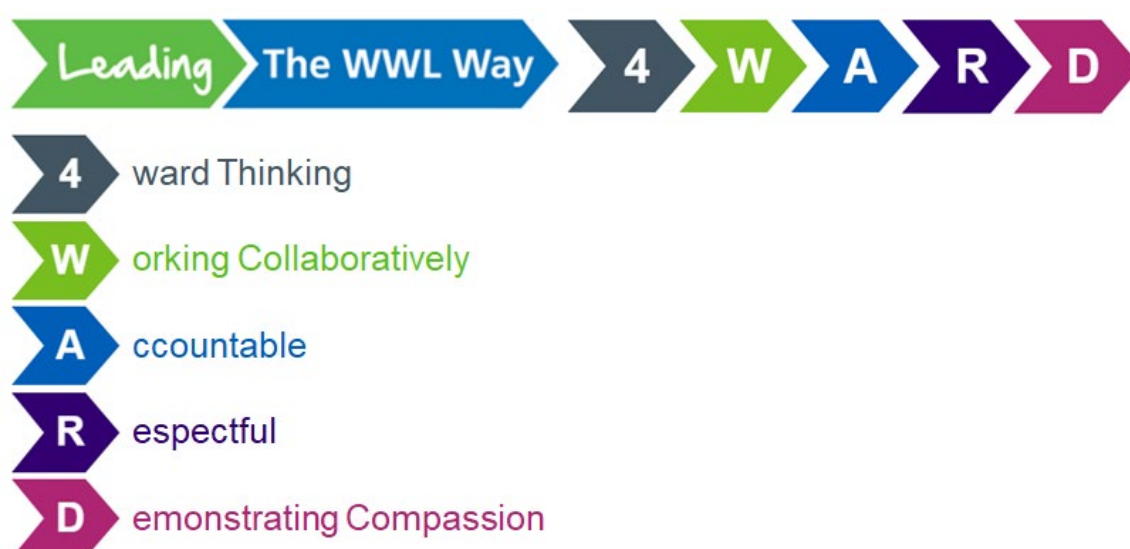
3. Go Engage – The WWL Way

Our Pledge	WWL will:	I will:	We will all see:
<p>Do our best to make your working life enjoyable</p> <p>Go Engage The WWL Way</p>	<p>Make your experience at work our priority.</p> <p>Work with you to make better services for the future.</p>	<p>Give my best every day.</p> <p>Embrace new and better ways of working.</p>	<p>A confident and optimistic culture where staff are motivated, dedicated and committed to deliver the best they can for our community and patients.</p>

- 3.1. WWL has a strong track record in staff engagement, albeit there have been challenges in recent years. We have an award winning engagement framework, designed for the NHS by Occupational Psychologists.

- 3.2. We use our Your Voice quarterly surveys to measure the feeling and morale of our workforce against enablers, behaviours and feelings. This enables us to respond routinely and quickly when we see areas of concern.
- 3.3. Response rates are not currently where we would want them to be. We need to work with divisional management teams and staff side representatives, along with the implementation of our psychological safety work programmes to help increase these rates, by building the confidence of our people to safely speak out and know that their feedback will be acted on.
- 3.4. The Trust's 2030 strategy will help us to share a common vision, goals and purpose with our people. However, people connect through emotion and meaning and therefore the use of storytelling techniques will be essential to obtain their engagement and commitment to our strategic vision.
- 3.5. Internal communications will therefore form a significant programme of work. We will align and frame our messaging to the overall strategic narrative. Additionally we will use organisational intelligence such as the quarterly Your Voice surveys to help us effectively target messages for the relevant audience.
- 3.6. The 2030 strategy will define WWL, our purpose, our strengths and achievements. It will provide a clear view of how we see the world we operate in, recognising our challenges, pressures and opportunities. It will set out a clear call to action, a vision for where WWL wants to go as well as the strategy for getting there, alongside the culture and ways of working that will support the changes needed.
- 3.7. In order to engage our workforce with the strategic narrative, it needs to have a strong emotional and social appeal. It therefore needs to connect with the intrinsic motivations of our workforce, our core purpose of providing the best and most appropriate care possible for our patients and community, as well as capturing what it means to work at WWL, our defining characteristics, values and behaviours.
- 3.8. Having defined our strategy, we will make it live through story telling, interactive experiences, a new approach to appraisal and progressive internal communications, including a revitalised and interactive intranet.
- 3.9. We all know that line managers influence their staff more than any corporate messaging. It is essential therefore that we review our leadership framework and embed our behaviour framework for greatest impact.
- 3.10. In the environment we now work in, it is important that our workforce see beyond the organisational boundary of WWL. We will support them through engagement events and activities to network and collaborate with staff from other locality and sector partners, with the aim to provide the most effective health and social care services possible.
- 3.11. The need to create a culture where staff feel confident to be themselves at work, without fear of blame or retribution is going to be essential.
- 3.12. This culture of psychological safety helps to reduce harm, improves experience of work and improves performance through innovation and creativity.
- 3.13. Aligning our psychological safety work programmes with our behaviour framework, just and learning culture methodology, compassionate leadership and continuous improvement approaches will help make WWL a fantastic place to work and receive care.

- 3.14. This approach and how we behave has to be led from the very top of the organisation and be a golden thread throughout it.
- 3.15. We will hold our people to account for the way they behave and lead. Assurance frameworks, underpinned by behaviour based 360 degree feedback processes will be developed that recognise and reward compassionate leadership and team engagement.
- 3.16. We will develop an accountability framework to ensure that we reward great leadership and take action when we fall short of our expectations, recognising that only by making WWL a fantastic place to work will we be doing the right thing for our residents and patients.
- 3.17. Our evidence tells us that engagement increases the most when staff take ownership themselves in their work areas. We will therefore continue to support our teams to do this through the Go Engage team programme; skilling our Go Engage Ambassadors in a range of tools to help them to implement positive changes in their wards, departments and services.
- 3.18. Our WWL Behaviours

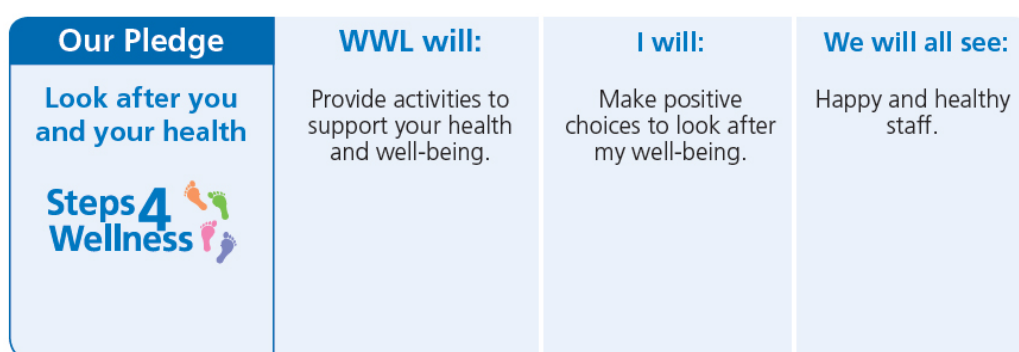


3.19. Our Go Engage objectives:

Go Engage
Objective
<p>Improve staff engagement and organisational culture by:</p> <ul style="list-style-type: none"> Improving the response rate to the quarterly Your Voice and National Staff Surveys to over 60% Ensuring that effective two way communication is in place to hear and act on staff feedback Requiring every department / ward / service to participate in the Go Engage Teams programme during a 5 year rolling cycle Achieving a NSS engagement score of 7.5 or above Showing a culture of continuous improvement and learning, as demonstrated through the Your Voice Surveys Making WWL a great place to work (FFT – 75% recommendation as a place to work & Your Voice cultural enabler score of 36 or more)
<p>Develop and implement programmes of work that embed a culture of psychological safety that:</p> <ul style="list-style-type: none"> Is based around our WWL behaviour framework

<ul style="list-style-type: none"> • Places a zero tolerance approach to bullying, harassment, violence and aggression • Uses the Just and Learning Culture ethos • Requires all managers to demonstrate compassionate leadership • Enables staff to speak up • Encourages creativity and innovation
<p>Embed our behaviour framework in everything we do and implement an assurance framework that:</p> <ul style="list-style-type: none"> • Places equal focus on how we achieve things as the results themselves • Has values and behaviours as a golden thread through the employment lifecycle • Values and rewards compassionate leadership • Holds leaders to account for team morale and engagement • Uses multi-source feedback as a key development tool

4. Steps 4 Wellness

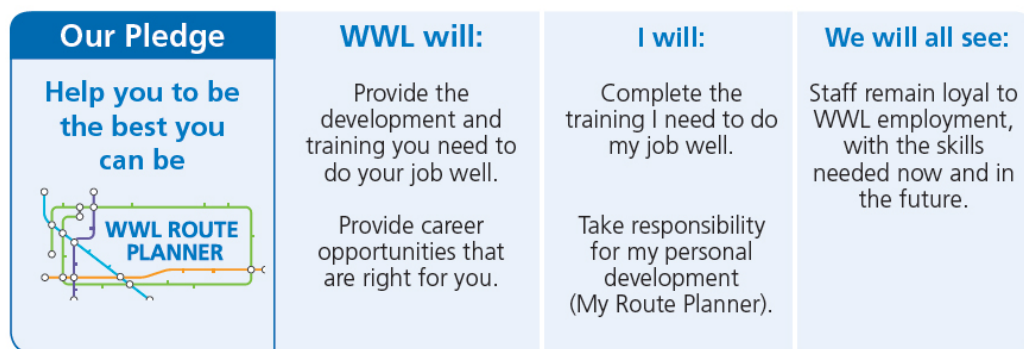


- 4.1. The importance of keeping our workforce healthy cannot be underestimated. Our sickness rates are currently above our target of 4%, which has both cost and quality implications.
- 4.2. Steps 4 Wellness themes our well-being work programme into four component parts:
 - Physical Health
 - Mental Health (Steps of Support)
 - Healthy Lifestyle Choices
 - Keeping social
- 4.3. Our experience during the Covid-19 pandemic has highlighted the need for us to look after our people more than ever before. Psychological well-being has rightly been given equal prominence as physical health and we will continue to make evidence based and clinically proven psychological support programmes available.
- 4.4. Our aim is to keep our people well and in work. To do this, our approach is one of stepped care:
 - Prevention and self-care – providing information, tools, support and advice to help staff look after themselves
 - Active support – provision of targeted trauma, in reach and reflective support
 - Reactive response – Occupational health and links to crisis services
- 4.5. We already have well utilised psychological well-being programmes, which include resilience training, mindfulness and Critical Incident Stress Management (CISM). These programmes are well received and are all evidenced to have improved / supported the psychological well-being of participants. However, we know we need to go further.

- 4.6. In response to the Covid-19 pandemic, we have approved a 12 month proof of concept investment to establish a dedicated psychological well-being team, led by clinical psychologists. This team will be responsible for individual and team based support, in addition to facilitating reflective and experiential interventions, including Schwartz Rounds. Additionally, our staff have access to the services of the GM Resilience Hub and occupational health.
- 4.7. Our partnership with Salary Finance has been instrumental in providing information, advice and services to support the financial well-being of our staff; something which can create additional psychological burden.
- 4.8. We will continue to enhance and deliver Steps 4 Wellness activities and programmes that help our staff to keep well and in work.
- 4.9. A key aim of our work will again link to engagement and communication. Whilst we have a wide array of services available for staff, a relatively small number of staff actively participate in the programmes or are aware of them. We must therefore aim to make Steps 4 Wellness programmes part of everyday life for our workforce.
- 4.10. We will use our network of well-being leads and champions to ensure that everyone has access to the support they need, breaking down any remaining stigma around mental health in WWL.
- 4.11. Aligned to pro-active health and well-being support for staff must sit robust, fair and transparent attendance management procedures. Through supporting staff to be healthy and effective management of absence, we will reduce the financial and quality challenges that are associated with sickness absence, enabling us to achieve safe, yet financially sustainable staffing levels.
- 4.12. The implementation of the Empactis Absence Management system will provide us with real time and accurate sickness absence records. It will prompt leaders to fulfil attendance management actions aligned to the WWL policy and will ensure that actions are taken in a timely manner to support our managers and staff, enabling them to return to work faster and remain well in work.
- 4.13. It is essential that staff play their part in making positive decisions about their health and well-being. That means using the services that are available to them and doing their bit to keep themselves, their family, friends and our patients safe and well, by having their seasonal vaccinations, such as flu.
- 4.14. **Steps 4 Wellness objectives:**

Steps 4 Wellness
Objective
<p>Improve the health and well-being of WWL staff through:</p> <ul style="list-style-type: none"> • Robust & supportive attendance management processes • Providing our stepped approach to well-being • Improving the take up of Steps 4 Wellness programmes • Responsive and pro-active occupational health provision • Everyone who can having their seasonal vaccinations • Provision of appropriate space for staff to relax and unwind

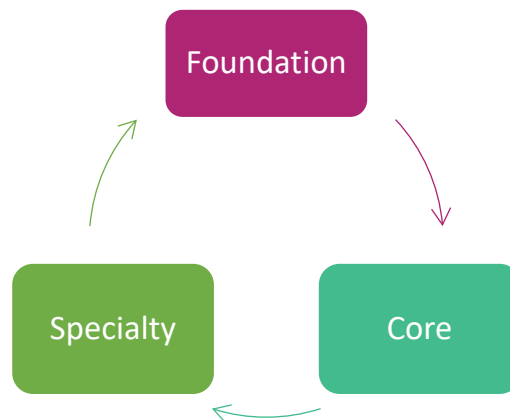
5. WWL Route Plan



- 5.1. We know from exit processes that a lack of personal development opportunities has been a significant factor in our People deciding to leave WWL.
- 5.2. Our WWL Route Plan - Learn and Grow strategy therefore builds on our designation as a Teaching Hospital Trust and longer term aspirations to achieve University Teaching Hospital status.
- 5.3. We are committed to every member of staff having a meaningful annual career development conversation with their line manager, and for them to agree a personal development plan that helps them to be the best they can be.
- 5.4. Effective appraisal is therefore at the centre of our approach to personal and professional development. Appraisal needs to consider both technical and behaviour based development needs.
- 5.5. We commit to all staff completing mandatory training, based on national streamlining requirements, using nationally agreed content wherever possible. Additionally, our core skills matrix sets out role specific training and development requirements.
- 5.6. Beyond that, it's all about personal and tailored development plans that support effective delivery of services within the Trust, career development and talent management.

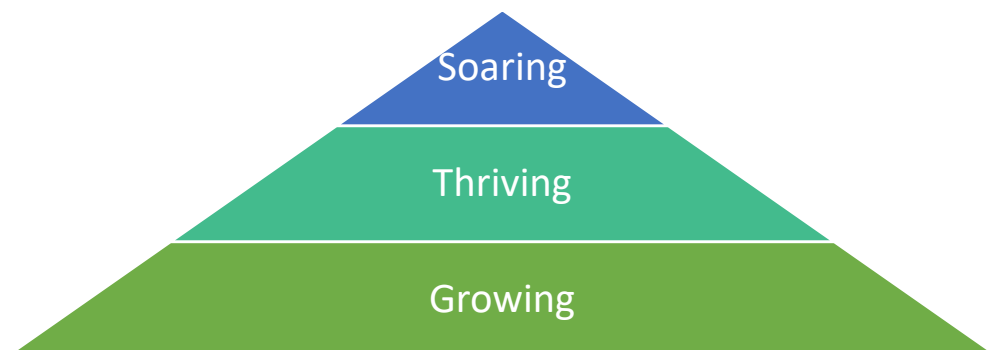


- 5.7. Personal development plans should be built around our four pillars and should be relevant to individual stages of professional development and onboarding:



- Foundation – developing the knowledge, skills and competencies to meet the essential requirements of the role in WWL
- Core – building knowledge, skills and confidence to be competent in the role, potentially with an element of sub-specialisation
- Specialty – developing enhanced knowledge, skills and competence to be expert in the role, with the expertise and confidence to support and develop others in the role or subject area

5.8. This will then align to our talent management processes



The definitions of our talent management pathways are:

- Growing – employees who are getting to know the organisation and/or developing skills / competencies. They will be working through a stage of their personal development plan.
- Thriving – employees who have completed the specialty phase of their personal development plan and are highly competent in the role. People in this group wish to remain in their current role / similar or are not quite ready for career progression. Those in the thriving pool will continue to have access to CPD opportunities in order to maintain and develop competence and keep up to speed with new developments.
- Soaring – employees who have completed the specialty phase of their development plan, are seen to be high performers, demonstrate the WWL behaviours and have indicated ambition to progress their career in WWL.

- 5.9. We know that we have work to do, in order to improve the experience of work and reduce inequalities for our staff in protected groups. We therefore commit to taking positive action in supporting these staff to realise their potential, through targeted development programmes.
- 5.10. As training and development budgets remain limited, it is essential that we maximise all training funds available, ensuring that there are fair and effective processes to spend them, but also to become more creative in how we access and deliver training.
- 5.11. Funding sources include:
- HEE upskilling / CPD funds
 - Trust training budget
 - Apprenticeship levy
 - Leadership Academy
- 5.12. The apprenticeship levy, whilst providing financial risk, provides a fantastic opportunity for us to shape the training we need, for the benefit of our staff and the services they are able to provide for our patients.
- 5.13. We have the opportunity to change the perception of apprenticeships. Staff members who have previously had very limited dedicated training and education budgets can access new training opportunities through programmes funded through the levy e.g. Corporate areas and Estates & Facilities.
- 5.14. Apprenticeships will form one of our educational pathways for the Nursing strategy and WWL's grow our own pipeline from pre-degree nursing through to Nursing Associates and Registered Nurses.
- 5.15. Apprenticeship offers now also include programmes for advanced practice and we need to align this with our quality strategy to think creatively about how we maximise the use and the requirement for 20% of time to be spent in "off the job" learning.
- 5.16. We will establish strategic partnerships with relevant education providers, locally and regionally, to ensure that curricula meet our requirements and map to the future needs and profile of our workforce.
- 5.17. It is important that we help our staff members understand what development opportunities are available to them in this new world of education and training, and for them to understand how this maps to career development pathways.

- 5.18. To achieve our ambitious aims requires managers who have the tools, techniques and behaviours to get the best out of the people they lead. We therefore commit to all managers undertaking leadership development programmes, which place emphasis on self and the impact of the leader on others.
- 5.19. Multi-source feedback has to become the way we do things, to aid personal reflection and development planning. Ultimately, we need all of our leaders to understand, embrace and enact compassionate leadership if we are to become outstanding in everything we do.
- 5.20. Route Plan objectives:**

WWL Route Planner
Objective
Take positive action in the development of staff from protected groups, using employment and personal development as enablers to remove social inequality
Ensure our leaders have the ability to lead with compassion
Ensure that every member of staff has a personalised development plan
Develop a strategic approach to a Trust wide Learning Needs Analysis that underpins our talent management process and workforce transformation programme
Ensure that every member of staff has a meaningful annual appraisal that places as much emphasis on behaviours as it does achievement of objectives
Play our part as an anchor institution to support social mobility through: <ul style="list-style-type: none"> • Effective pre-employment employment programmes • Work experience placements • Educating our community
Foster strategic partnerships with local and regional education providers