



Wirral Community  
Health and Care  
NHS Foundation Trust

# People Strategy

2022 - 2027

SHAPING  
**OUR**  
FUTURE

# Putting people first

Our people are vital to the effective delivery of high quality services and the realisation of our organisational aims and goals. During the pandemic, the adaptability, resilience and agility of approach from colleagues demonstrated their total commitment to patients, serviceusers and each other.



We employ approximately 1800 people in a variety of roles, delivering Community, health and Care services to the population of Wirral and beyond. This People Strategy sets out our ambition for those staff over the next 5 years and complements the other Trust strategies that make up the Trust's long term vision. Its purpose is to set a clear vision and framework for delivery that provides guidance but is also flexible enough to adapt to changing demands. The environment in which we operate has been described as volatile, uncertain, complex and ambiguous (VUCA) which makes it difficult, but not impossible, to succeed. Those organisations that are doing better are those who understand the importance of prioritising the experience of their colleagues.

Our ambition is to create a work environment that supports colleagues to be their authentic selves at work, looks after their diverse needs and ensures that they thrive whilst developing and enhancing their skills and knowledge. This will ensure they are able to adapt to new models of care and ways of working whilst providing them with the right technology to do their jobs so they can best meet the evolving needs of those who use our services.

Our strategy has four key ambitions which are aligned to the core aims of the NHS People Plan and Promise. Each ambition describes what we want to do, our main areas of focus and what we regard as our measures of success. It incorporates what we have learned over the last 2 years working in a



pandemic - where the contribution and dedication of our staff made an absolutely crucial difference to the health and care of our service users.

Constructive lessons include the ability to respond rapidly to ever changing circumstances and demands, stepping up and stepping down our services, working remotely and increasing our use of digital technology. Importantly, it made our staff even more unified as Team WCHC and working with a renewed sense of purpose. We will build on this to ensure we take proper care of the staff who have been with us on this challenging journey whilst also attracting and welcoming new people who want to be aligned to our Trust values of Compassion, Open and Trust.

Our ethos is that our care for our people is as important as our care for our patients/service users. Research evidence clearly demonstrates that healthcare outcomes improve when organisations look after the health and wellbeing of their staff. Therefore staff wellbeing is our priority which is why this features first in the four ambitions in our strategy, just as it sits at the centre of the wider NHS People Plan and the NHS People Promise.

We created our new values in 2021 with involvement from our staff and have done the same with this strategy. We held a number of focus groups where we invited a cross section of staff to talk about what mattered to them. Their feedback has been incorporated and included the following key reflections:

- Keep things simple, clear, easy to understand as well as user friendly
- Authenticity is important - what we think, feel, do and say should be aligned
- Feeling safe, valued and supported is essential if people are to develop, learn from mistakes and improve quality
- Culture is vital along with flexibility, compassion and inclusion

In addition to this we have also used the rich source of information on staff experience derived from the annual staff survey and Pulse surveys to inform our direction of travel.

Creating a diverse and inclusive organisation is a key driver of our People Strategy which is why it is fully aligned to our Inclusion and Health Inequalities Strategy - there are key overlaps between what we want to achieve for the people we employ and the people to whom we provide services.

We are committed to creating a workforce that reflects the diverse populations we serve and has the skills to drive a compassionate and inclusive culture. Our current staff network groups - BAME, LGBTQ+, Dis Ability and Working Carer networks - brings employees with shared characteristics together in a safe protected space. This gives colleagues from across the Trust the opportunity to talk, share and promote ideas as well as suggestions on how the organisation can improve its inclusion agenda and encourage a culture of respect and equality so all staff can reach their full potential without fear of discrimination - bringing their whole selves to work.

Finally, we have achieved much already and our ambition continues to support our community to live well by not by working as individuals but as one team, Team WCHC.



# People Strategy Model

Making WCHC an organisation where people are proud and excited to work, are free to be themselves and where the development and care of our people is as important as the care of our populations.



Underpinned by the NHS People Plan and Promise





# The NHS People Promise

All seven of the NHS People Promises are incorporated into our strategy, which are a core element of the national NHS People Plan.

In addition, the strategy incorporates the People Pillars from the 2030 Vision from the "The Future of NHS HR and OD".

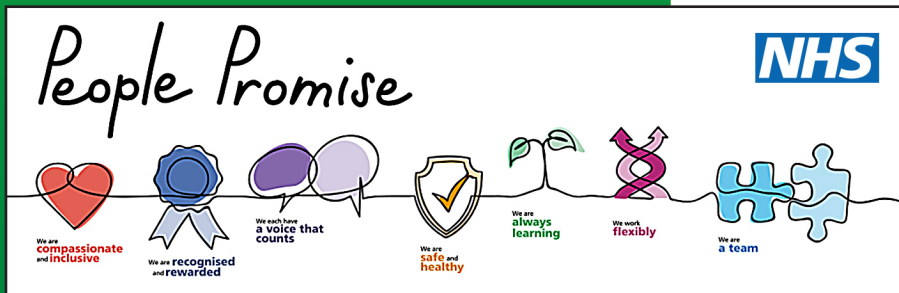
Our key strategic ambitions and the NHS 2030 Vision Pillars are mapped opposite.

Our Ambitions	NHS People Promise	2030 Vision for HR & OD
Looking after our staff	We are compassionate and inclusive We are recognised and rewarded We are safe and healthy	Prioritising the health and wellbeing of all our people Creating a great employee experience
Culture and belonging	We each have a voice that counts We are a team	Ensuring inclusion and belonging for all
Growing and developing our workforce	We are always learning	Supporting and developing the people profession Harnessing the talents of all our people
New ways of working and delivering care	We work flexibly	Leading improvement, change and innovation Embedding digitally enabled solutions Enabling new ways of working and planning for the future

We believe that our colleagues deserve the best and to meet our ambitions, as well as managing the existing and new challenges we face, we have set ourselves demanding objectives. Meeting these objectives will support the creation of an inclusive, restorative and open culture across our localities and within the Integrated Care System in which our services are based.

We will seek to maximise the impact of our status as an anchor organisation by supporting the employment of staff from our local communities - this will include exploring opportunities to bring people in from under- represented groups including eg, those leaving care.

Alongside our directly employed colleagues, we also welcome people who work as volunteers - adding significant value to our pool of talent. We will continue to seek new and innovative ways to build our workforce, create new roles and provide as much flexibility for colleagues/ as service delivery will allow.



# What we've achieved so far...



## Engagement

- Embedded our Leadership for All model
- Refreshed our organisational values to support shaping our future
- Reinvigorated our key people policies through the just and learning culture lens
- Ensured all staff from across the organisation have a voice via the establishment of effective staff networks



## Wellbeing

- Established a network of Wellbeing Champions
- Appointed a Wellbeing Guardian at Board level
- Facilitated hybrid and flexible working through Covid-19



## Education

- Received national recognition for good person-centred practice around appraisal during covid-19
- Supported the safety of the Trust by establishing a robust approach to mandatory and role specific training
- Improved development opportunities for staff via innovative use of the apprenticeship levy eg, social worker qualification, assistant practitioners and trainee nurse associates



## Workforce Delivery

- Maximised benefit of ESR via the successful implementation of Manager Self Service and roll out of E Roster
- Successful growth of services responding to the needs of the populations we serve
- Successful incorporation of Adult Social care into the Organisation

# Our People Ambitions

## Looking after our people

Colleagues will feel safe and supported at work. They will feel able to bring their whole selves to work and will recommend the organisation as a good place to work to the people around them.

## Culture and belonging

We will develop a shared understanding of the culture we wish to create with the skills, processes and principles to deliver this so that all our people can thrive at work.

## Growing for the future

We will have engaged, motivated and highly skilled staff reflective of our population with the right numbers to meet activity and operational demand.

## New ways of working

We will make best use of digital solutions, enabling our people to work differently and to support new models of care and will create a sustainable supply of workforce to meet the needs of our patients now and for the future.

## Our People Ambitions are underpinned by 12 principles

### 1. Compassionate leadership

We will nurture compassionate, inclusive and effective leaders and managers at all levels.

### 2. Safe and healthy

We will ensure safe staffing levels are maintained, with Health and Wellbeing prioritised and personalised for all staff.

### 3. Heard and valued

We will ensure that all staff voices are heard and are central to everything we do at Team WCHC, working together to make our services better.

### 4. Safe and supported

We will embed compassionate and inclusive people practices as standard at every level.

### 5. Fair and understood

We will further embed a Restorative and Just Culture, consistently taking a strength based compassionate approach.

### 6. Inclusive and welcoming

We will improve the diversity of our workforce, creating a more inclusive environment and ensuring all people are welcomed and voices heard.

### 7. Opportunities for all

We help all our people to fulfil their ambition and potential through talent management processes.

### 8. Clear career pathways

We will provide progression opportunities to clear career pathways, making it easier to move roles and progress.



### 9. Empowered and innovative

We will support services in delivering transformation and innovation by building strong organisational development capability across people services and the Trust.

### 10. Digitally enabled workforce

We will make best use of technology and digital solutions by equipping ourselves with digital capability and the ability to support virtual working practices.

### 11. Ambitious and informed

We will work with partners to develop new roles and services which meet the changing needs of the people we serve.

### 12. Systemwide planning

We will work with partners to sustainably supply the workforce for the future through growing our own and building on being an anchor institute.

# Delivery

Delivery of this strategy requires actions at multiple levels - individual, team, trust and system.



## Individual Level

The conditions for individuals to realise their potential and exercise their autonomy will be created:

- Access and signposting to health and wellbeing resources
- Opportunities for learning, development and career enhancement
- Clarity of roles and responsibilities
- Support for individuals to increase self awareness, self compassion and impact on others



## Team Level

Services will be run for the mutual benefit and support of both our colleagues and those who use services:

- Leadership and management development
- Structured team development and coaching
- Toolkits, access to staff/patient feedback
- Support with local cultural development
- Recognition of the importance of local line managers in improving staff engagement



## Trust Level

Staff experience will be a key enabler for the effective management of the Trust. Provision will be made to:

- Implement policies which support our aims and ambitions
- Provide Trust wide access to effective People systems such as appraisal, talent management
- Provide fair and equitable access to learning and development
- Ensure people systems and processes are efficient and effective for those using them



## System Level

Opportunities to collaborate, cooperate and innovate on the people agenda will be sought:

- Seek consistency and consider the whole workforce across the system
- Develop opportunities for staff to move easily between local organisations
- Collaborative workforce planning across the system



# Staff Engagement

We will ensure that the experience of our colleagues is prioritised alongside that of our patients and service users.

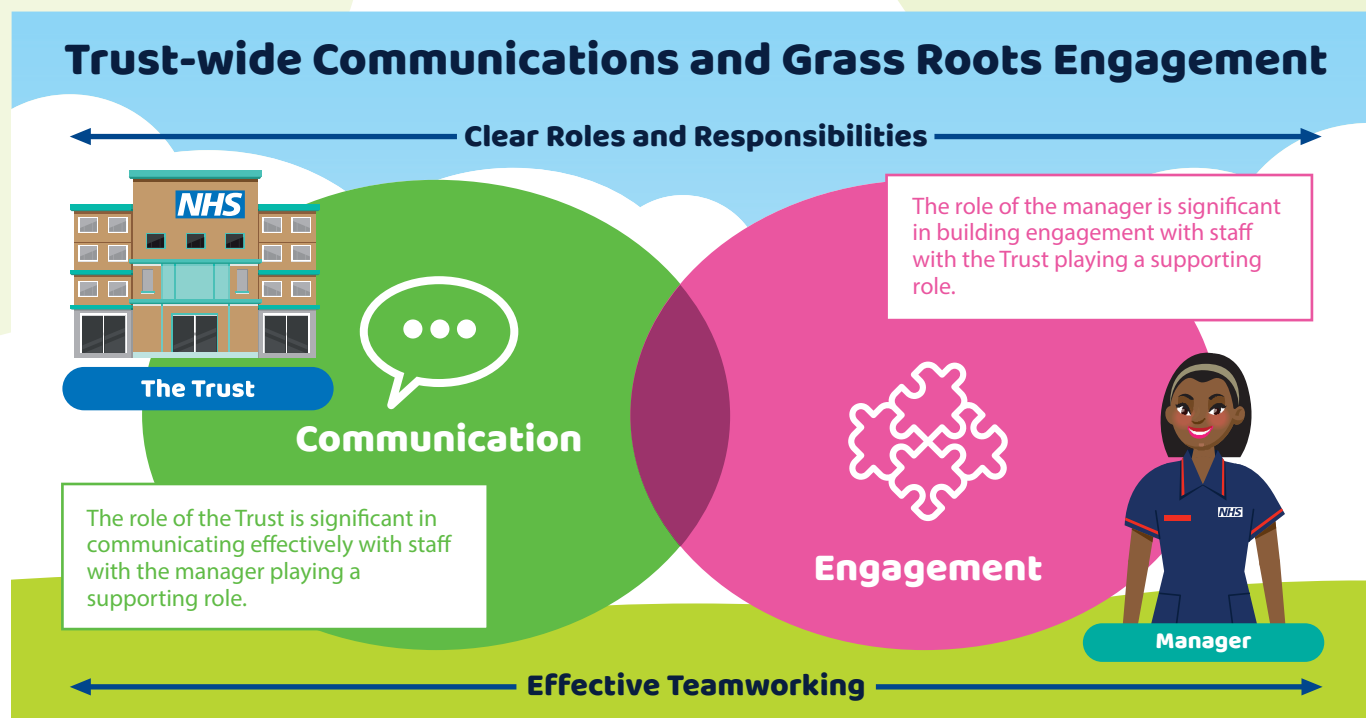


An increasingly competitive labour market means that we must seek more meaningful ways to engage our people and recent research has shown that the main reasons people cite for leaving their job relate to negative workplace culture and failure of organisations to recognise good performance. Our strategy will seek to address this.

Engagement and communication are two complementary functions that we need to do with our colleagues and service users/patients. The infographic below shows this overlap and

the role that individuals and the organisation play with a key focus on recognising that the highest levels of engagement are created at an individual and team level.

Why does engagement matter? Research has shown that for colleagues and people who use our services, higher levels of engagement are linked to better patient outcomes including lower mortality. What creates engagement? People feel engaged when they feel heard and seen and that they have autonomy and influence.



# Staff Experience

We will ensure that the experience of our colleagues is prioritised alongside that of our patients and service users.



A model adapted from recent research by Prof. Michael West et al in the NHS outlines 8 key factors that are linked to improved staff experience summarised below\*

[\\*www.kingsfund.org.uk/publications/courage-compassion-supporting-nurses-midwives](http://www.kingsfund.org.uk/publications/courage-compassion-supporting-nurses-midwives)



These crucial factors are reflected and addressed in our strategy, ensuring that our work has a recent and reliable evidence base.



# Ambition 1: Looking after our people

## Our five year aspirations...

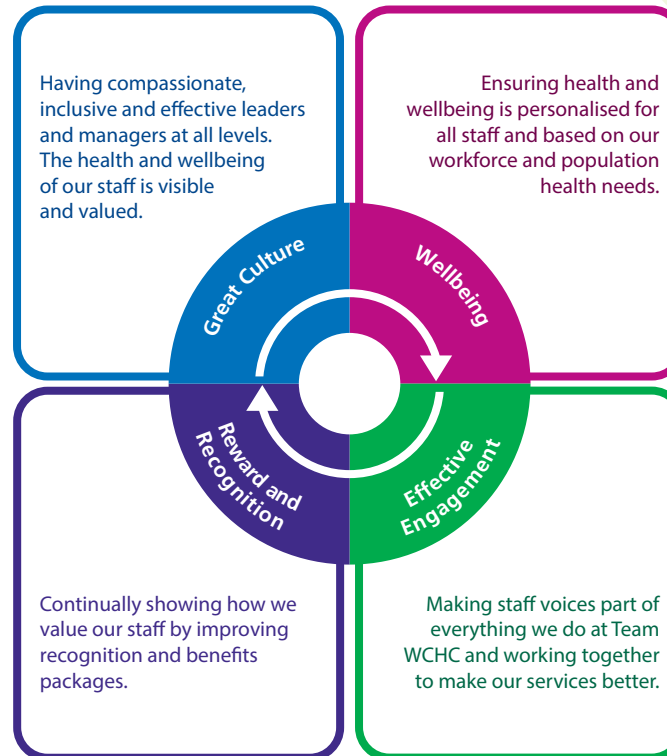
Colleagues will feel safe and supported at work. They will feel able to bring their whole selves to work and will recommend the organisation as a good place to work to the people around them.

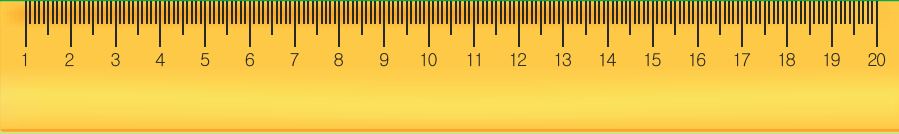
### Goal

To ensure our staff enjoy working here and leaders are given the time and skills to lead and effectively manage teams, improving the quality of care for our patients/ service users.

To ensure that feedback from staff is regularly sought and acted upon and staff who have particular needs or protected characteristics are supported eg, carers, those with disabilities.

### We will achieve this by





## We will measure success by evidencing that...

**Measure 1: People metrics are monitored, reported on and improved where appropriate, including staff survey.**

Health and wellbeing conversation training is delivered to all line managers. Empowering managers to facilitate flexible working aimed at maximising wellbeing and creating best outcomes.

**Measure 2: Demonstrable year on year improvements in staff survey feedback regarding wellbeing.**

Wellbeing plans are used consistently and include an evaluation of individual and cultural needs.

Wellbeing activity in the workplace is promoted.

**Measure 3: Demonstrate year on year increase in staff engagement activity resulting in tangible improvements to staff experience.**

Staff council and champion roles are encouraged and promoted across all localities.

Staff voices are heard and translated into tangible actions at all levels through pulse survey, focus groups, staff surveys.

**Measure 4: year on year reduction in staff leaving for preventable reasons.**

Staff recognition and reward packages are reviewed and enhanced.

National and local benefits are promoted and further developed in partnership with local providers.

We consistently explore staff reasons for leaving, and introduce **greener grass** conversations for when people are considering leaving.

## During the next five years

- We will see improved levels of staff engagement in our national and local surveys year on year
- Recruitment and Retention resources will be developed to boost interest in the Trust as a place to work
- We will make available as many resources as possible to our staff to support their wellbeing both in and out of work
- We will make staff feel valued and supported to bring their whole selves to work
- Managers will have access to tools to support them with the effective management of their teams



# Ambition 2: Culture and Belonging

## Our five year aspirations...

We will develop a shared understanding of the compassionate and inclusive culture we wish to create, with the skills, processes and principles to deliver so that all our people can thrive at work.

### Goal

To create an environment where leaders and managers demonstrate how much they value staff through compassionate decision making, including active promotion of inclusion and diversity.

To ensure that the values of our organisation are demonstrated across all individuals, levels and localities.

### We will achieve this by

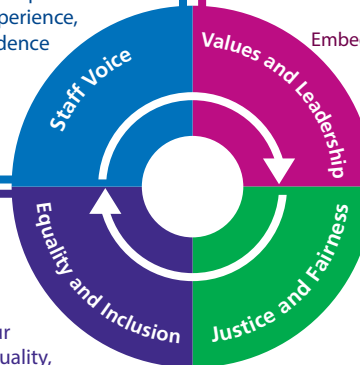
Regularly reviewing what staff in all parts of the organisation, at all stages of their careers, are saying about 'what it is like to work here' and develop clear plans to improve employee experience, based on evidence and staff suggestions.

Developing resources for leaders and line managers to help them deliver compassionate and inclusive people practices incorporating our values and common purpose to support people to thrive.

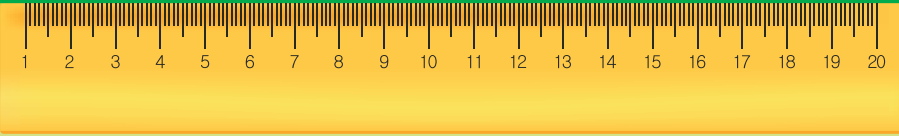
Embedding our WCHC values launched 2021 into everything we do.

Improving our workforce equality, diversity and inclusion by having measurable objectives for all staff starting with our board members.

Further developing our culture to include restorative practice and justice/fairness. This will involve fully learning from mistakes and when things do not go as planned.







## We will measure success by evidencing that...

**Measure 5: Set and monitor yearly targets for the quality of annual appraisals, including a focus on values.**

Our Leadership Quality Framework is fully embedded across the organisation. Ensuring that Trust Values are implemented across all people practices including recruitment, appraisal, supervision and they are demonstrated at all levels.

**Measure 6: Participants involved in incidents report feeling that they have been treated fairly and any lessons learned are acted on.**

Ensuring training is delivered to senior leaders and line managers in culture, equality, inclusion, fairness and justice.

Aligning quality and people processes to reviewing incidents and identifying learning with consistent approach to Quality Improvement (QI).

Learning from patient and staff experiences.

**Measure 7: Set and monitor targets to ensure workforce is more representative of the local community at all levels.**

Embedding cultural awareness training.

Further developing our Staff networks as active partners in decision making processes.

Positive action for senior roles.

**Measure 8: See a year on year improvement in staff survey results.**

Making career conversations easy to access.

Evaluating appraisal experience and continuously improving the process based on staff feedback.

Embedding a staff suggestion scheme.

Ensuring that effective exit processes are in place to ensure learning and improve retention.

## During the next five years

- We will embed our values across the whole organisation supported by a behavioural standards framework
- Cultural development resources will be established for individuals and teams
- A consistent approach to teamworking will be created
- We will hear from staff at all levels and from underrepresented groups and we will act on their feedback
- Restorative approaches will be sought where historical issues re-occur

# Ambition 3: Growing for our future

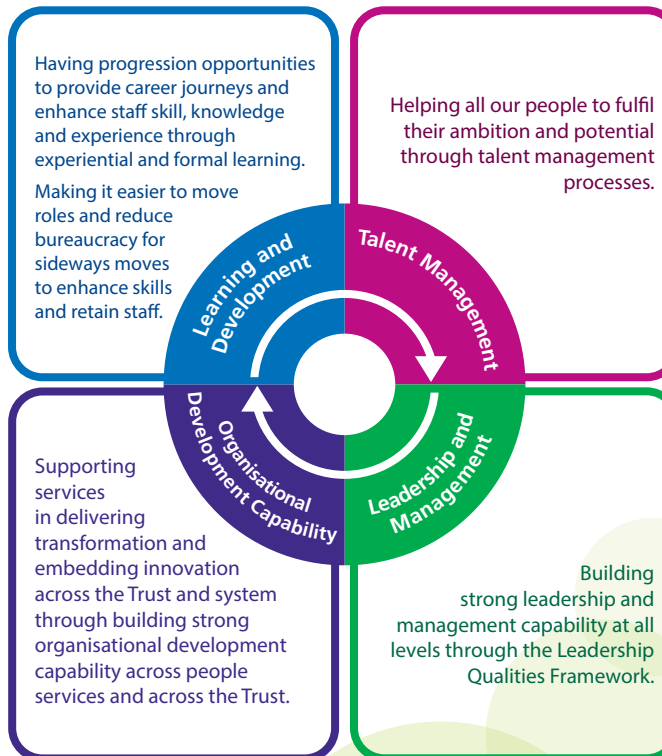
## Our five year aspirations...

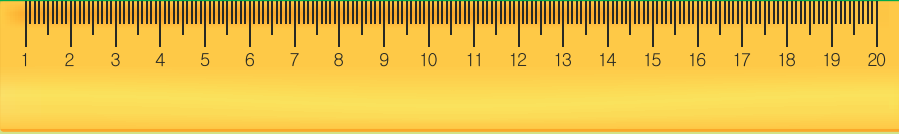
We will have engaged, motivated and skilled staff reflective of our population with the right numbers to meet activity and operational demand.

### Goal

That staff are able to grow, develop and realise their full potential.

### We will achieve this by





## We will measure success by evidencing that...

### **Measure 9: Comprehensive career pathways will be developed across professions and staff groups.**

Career ambition from appraisal conversations is fed into a clear succession planning process.

### **Measure 10: All of our senior managers will have participated in relevant leadership development.**

Managers are supported to further developing their leadership skills in line with our Leadership Qualities Framework.

### **Measure 11: Deliver systems leadership training to all relevant senior managers.**

We provide opportunities to HR & L & OD team to enhance organisational development skills.

Organisational development skills are enhanced at all levels of leadership across the Trust.

Building system leadership capabilities across senior leaders.

### **Measure 12: Delivery of a Trust wide annual training plan focussing on key skills/knowledge gaps aligned to our workforce plan.**

Providing professional development programmes aligned to workforce plans.

Rotating posts across localities and across the system giving staff different experiences and perspectives.

Pro-actively encouraging secondments with partner organisations.

## During the next five years

- We will Plan and target development opportunities
- We will ensure staff have access to a coaching and mentoring offer
- We will create tools, resources and training to address basic people management education needs
- We will deliver Trust wide training and workforce plans to address current skills gaps and staff shortages
- We will improve our approach to talent management and succession planning, supporting staff to develop their career at the Trust

# Ambition 4: New ways of working and delivering care

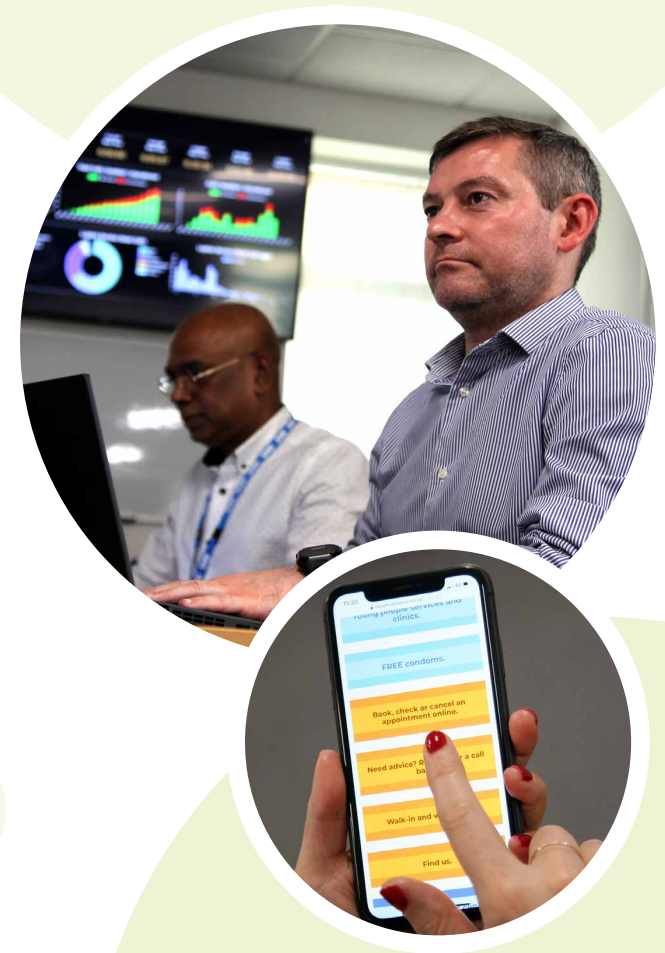
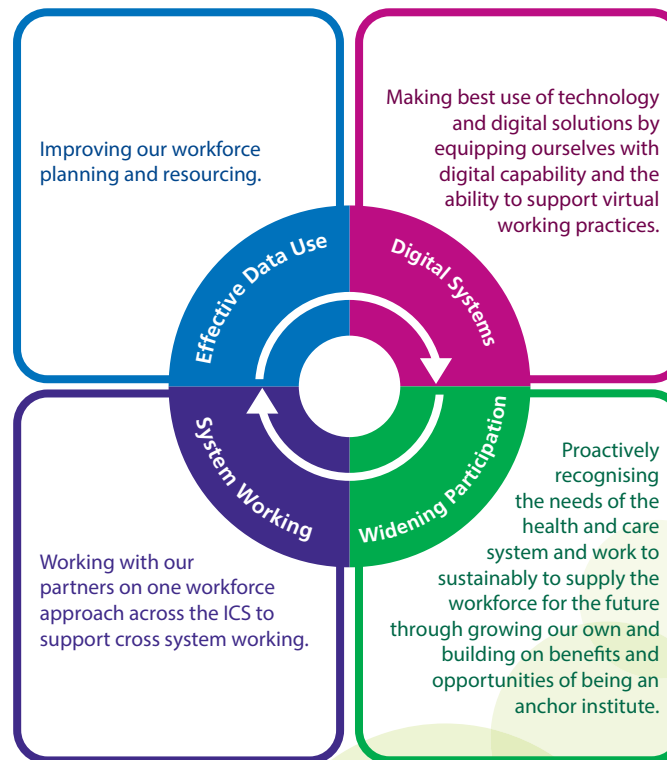
## Our five year aspirations...

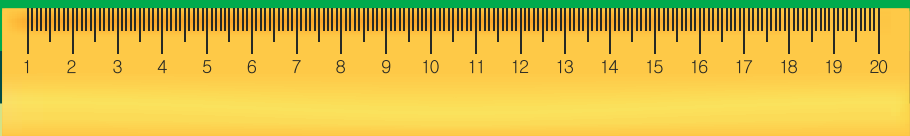
We will make best use of technology and digital solutions to deliver great people services, enabling our people to work differently and to support new models of care. We will play our part in creating a sustainable supply of workforce through developing talent pipelines from the community which meets the needs of our patients now and for the future.

### Goal

To enable new ways of working and planning for the future, support embedding digitally enabled solutions. We will seek to undertake system-based working with our partners.

### We will achieve this by





## We will measure success by evidencing that...

**Measure 13: Set annual targets to achieve full roll out of E-Roster including the introduction of the E-Roster SafeCare facility (or equivalent) to support safe staffing standards.**

E-Rostering utilisation is optimised to support safe care delivery and E-job planning.

Digital solutions are employed to support temporary staffing solutions and produce efficiencies.

We access new digital resourcing opportunities to support system wide accessibility.

**Measure 14: increased numbers of people joining the organisation from currently underrepresented groups including those from CorePlus5 communities.**

We widen access to employment opportunities across our localities, engaging with our communities and supporting local people into NHS careers.

Developing multiple career pathways and opening up new ways of working to grow and develop skills in our own workforce and across the system.

**Measure 15: Delivery of system wide workforce projects which enable flexibility and sustainability of health and care careers across the communities we serve.**

Co-designing systemwide workforce solutions, facilitating free movement of staff across the system to retain staff.

Facilitating system wide learning and development opportunities.

**Measure 16: Demonstrate year on year improvement in people data quality and the use of that data driving improvements.**

Ensuring the Trust has structured workforce planning embedded across the organisation sustaining longer term capacity.





Improving real time People data and analytics and agreed people metric data sets.

## During the next five years

- ESR and E-Roster Systems will reflect new geographical workforce and new services
- Trust wide retention plans will be in place and be positively evaluated
- Trust wide workforce plans will address skills shortages and sustainable workforce supply
- We will have agreed People data sets which will be used to monitor staff experience and which will be viewed with the same importance as operational performance data
- We will seek to optimise processes whilst seeking ways to automate them to free up time to explore innovation



# Five year People Strategy Roadmap

	2022/23	2023/24	2024/25	2025/26	2026/27
 <p><b>Looking after our staff</b></p>	Health and wellbeing is personalised for staff				
			Reduced staff turnover		
			Enhanced recognition and reward packages		
				Improved levels of health for staff and communities	
 <p><b>Culture and belonging</b></p>	Fully embed Leadership Qualities and Restorative and Just Culture				
	TeamWCHC values embedded and visible				
					Best Trust to work in area
 <p><b>Growing for the future</b></p>	Succession planning in operation				
			Comprehensive career pathways in place		
				Reduced skill shortages and staff working across system	
 <p><b>New ways of working and delivering care</b></p>	Embedding E Roster				
			Regular use of real time people data		
				One workforce approach	