



Our People Strategy

Safe | Personal | Effective



Introduction

At East Lancashire Hospital NHS Trust we want to recognise the value brought to the Trust by our staff, and the link that exists between an engaged, happy workforce, and the quality of care they are able to deliver for patients.

ELHT, like all NHS Trusts, is fundamentally reliant on its staff. To guarantee the on-going delivery of safe, personal and effective care, we must look after and manage our workforce, as well as plan a sustainable workforce for the future. Our Trust spends approximately 70% of its budget on workforce, which is a significant and well-placed investment. We have a growing focus on culture, the quality of leadership and how we engage with staff. It is therefore vital that we have a dynamic People Strategy which sets out how we intend to deliver our ambition.

The People Strategy will support the delivery of the Trust's Clinical and Quality Strategies, the priorities of Lancashire and South Cumbria Integrated Care System (ICS), and the Pennine Lancashire Integrated Care Partnership (ICP). In addition it will help us to meet the requirements of the national NHS People Plan.

Our ambition

Our overall ambition is to use this People Strategy to enable ELHT to recruit the best people, with the right skills and values, to an organisation that supports staff to be the best they can be in a culture of community, compassion, inclusion, innovation and improvement, to deliver safe, personal and effective care.

This ambition will be accomplished through **seven key People Priorities**, and associated delivery plans which have been shaped and developed with the workforce through a series of Big Conversations.

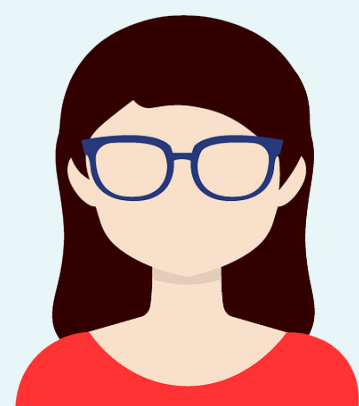
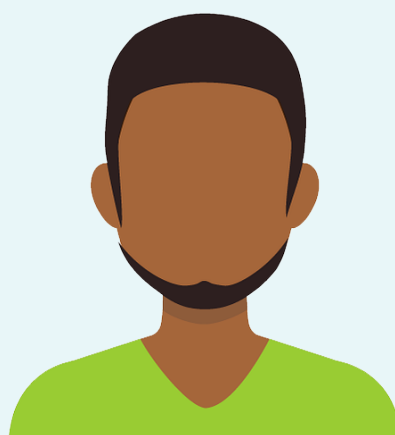
1

Recruitment and Retention

To develop the very best recruitment processes and the most innovative working arrangements to attract and retain a skilled workforce, who are able to demonstrate behaviours that support a culture of continual improvement and compassion that will make ELHT the best place to work.

The development of a recruitment and retention strategy will be instrumental in allowing a proactive and successful approach to securing the workforce of the future and meeting the needs of the organisation.

The People Strategy will be future focussed, anticipate workforce challenges and be responsive to recruitment opportunities; seeking out and attracting the very best candidates.



2

Communication and Engagement

To provide every possible opportunity to engage our workforce to be the best they can be, ensuring everyone has a voice, control and influence. We want to create the right culture to encourage everyone to speak up in order to continually improve both staff and patient experience.

Staff engagement is the foundation of creating an inclusive, strong, supportive and compassionate culture. ELHT will build upon the success of the existing approach to staff engagement and communication to empower the workforce to shape and influence their work and the business of the organisation. The development of a behavioural framework that is underpinned by Just and Compassionate Culture will create the right environment for greater and more meaningful engagement across the organisation.

3

Leadership and Development

To create the right environment for all staff to flourish at work through the very best leaders at all levels of the organisation, generating a culture of supportive, positive attitudes and behaviours that stimulates improved patient care and create fulfilling roles.



By creating opportunities to develop individual's talent, we will build on the CQC rating, to progress from Good to Outstanding. We will nurture an environment where staff feel ELHT is a great place to work, where staff have a clear understanding of their objectives and will be supported to achieve these through regular and effective career conversations and performance appraisals. Staff with management and leadership responsibilities will be equipped with organisational development tools and techniques to help them manage and build effective teams.

4

Workforce Transformation

To develop system wide workforce plans to take into account our future needs aligned to our quality and financial plans, as well as maximising the use of technology to best support our workforce.



To meet workforce challenges, ELHT now needs to transform like never before, which means attracting and securing a vibrant supply of new staff in the future, up skilling our existing staff, creating and embracing new roles, mobilising innovation and new ways of working, and becoming an employer of choice.

5

Equality and Inclusion

To create a culture of opportunity for all. Individuals will feel valued and respected and differences will be appreciated, not discriminated against.

By valuing diversity and giving all staff a voice within the Trust; we can become an employer of choice. To achieve this we must shape the cultural conditions that prevent discrimination and actively encourage our workforce to seek out and reap the benefit from views that differ from their own. Through the delivery of our Equality and Inclusion strategy, we will aim to deliver a diverse workforce that exists in an inclusive culture.



6

Health and Wellbeing

To create an organisational culture with HR policies and procedures that actively supports the health and wellbeing of staff. We will encourage our staff to make healthy decisions and proactively support them as individuals in the event of ill-health.

Having staff that are well and at work means we can deliver high quality, effective and compassionate care. We will provide our workforce with an environment and opportunities that encourage and enable all staff to thrive.



7

Education and Training

To create a highly skilled and agile workforce who are able to meet the needs of the population and deliver new models of care. We will create opportunities for colleagues to develop so that they can reach their full potential.

The correlation between education and training for all staff/learners and its link to high quality care and better outcomes for patients is well understood. We will make sure our current and future workforce has the right skills and knowledge. They will be equipped to deliver new and innovative models of care to meet service challenges.

Working collaboratively with all of our system wide partners we will provide an outstanding education, training and research programme. This will also support our local communities to gain employment opportunities, providing us the ability to grow our own workforce.



Booklet designed by the Communications and Engagement Team

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