

OUR PEOPLE PLAN

2019-2024

The best people
doing their
best work, in
the best place



OUR STRATEGIC VISION

BY 2024 WE WILL BE KNOWN AS...



...**the best place to work**, with happy staff delivering the care they aspire to



...**having brilliant leaders** who support our diverse and talented workforce



...**a Centre of Excellence** for Paediatric training and research



...**having a key role** in shaping the development of the Northwest Paediatric workforce





WELCOME TO

OUR PEOPLE PLAN

Every single person who works at Alder Hey is critical to the care of every single child who needs our services, and every single person matters. Our vision at Alder Hey is to create a healthier future for children and young people. Our People Plan outlines how we will support all of our people and the wider paediatric workforce to deliver this vision over the next 4 years and beyond...

OUR PLAN HAS BEEN DEVELOPED IN RESPONSE TO TWO THINGS:

1

What our people are telling us about what it is like to work at Alder Hey, what they would like to see change and improve, and how they would like to be involved in these changes

2

The impact of national and local workforce challenges such as; the impact of system working and collaboration, national workforce shortages, using technology to deliver 21st century care, improving diversity and inclusion and making the NHS a great place to work

Our People Plan takes on board the recommendations of the recently published NHS Interim People Plan (June 2016), which recognises that we will need different people in different professions, working in different ways across different services in order to deliver the NHS Long Term Plan ambitions. It requires us to promote positive cultures, develop and support compassionate and engaging leaders and make the NHS an agile and inclusive modern employer to attract and retain the best people.



MY ALDER HEY. MY VALUES.



respect

We show that we **value every individual** for who they are and their contribution



excellence

We pride ourselves on **the quality of our care**, going the extra mile to make Alder Hey a safe and special place for children and families



innovation

We are committed to **continually improving** for the benefit of our patients



together

We work **across the Alder Hey community** in teams that are built on friendship, dedication, care and reassurance



openness

We are **open and honest** and engage everyone we meet with a smile



OUR PEOPLE PLAN

Our People Plan for the next four years is built on the strong foundations already laid in place by our values, developed by our own staff. These values underpin every act and every interaction within Alder Hey and beyond and especially in every relationship that we build with the children, young people and families that we care for.

THE PLAN IS BASED AROUND FIVE STRATEGIC PILLARS

...all of which are fundamental to the development of a **healthy, psychologically-safe, improvement-focused, compassionate, inclusive and learning culture** for our staff and for the children and young people we care for...





HEALTH AND WELLBEING



By 2024 we will...

...have developed an environment that encourages and enables staff to lead healthy lives and make choices that support positive wellbeing; everyone will feel able to thrive at work and deliver the care they aspire to.

HOW WILL WE ACHIEVE THIS?

- We will prioritise the physical, mental, social and financial health and wellbeing of our staff.
- We will develop psychological safety in our teams, so that our staff trust and respect each other and feel able to be open with each other and with the children and families in their care.
- We will develop a working environment that encourages all staff to 'speak up' and 'listen up' and continue to support the work of our Freedom to Speak Up Guardian and Champions.
- We will focus on eliminating bullying and harassment from this organisation, building a restorative culture and testing novel approaches to resolution working in close collaboration with Trade Unions.
- We will develop an enhanced staff support system to provide advice, guidance and support on a range of domestic and work related issues.
- We will deliver 'Time to Change', a national initiative focused on ending mental health discrimination.
- We will further develop our reward and recognition strategies, engaging with staff to ensure these are meaningful and relevant.



LEADERSHIP DEVELOPMENT AND TALENT MANAGEMENT

By 2024 we will...

...have compassionate and inclusive leadership at all levels and across all services creating a safe and trusting working environment in which people can grow, learn, make changes and feel free to speak up and challenge with both courage and kindness.

HOW WILL WE ACHIEVE THIS?

- **We will implement our new leadership strategy** (linked with the 'Inspiring Quality' programme) which will support leaders at all levels to develop their management and leadership capability, including developing coaching skills as a critical element of their roles.
- **We will recognise, support and grow increasing numbers of talented, compassionate leaders** through delivery of key programmes, including 'Strong Foundations', Mary Seacole and through Apprenticeship pathways.
- **We will develop a strategy for identifying and nurturing talent**, creating capacity for development and success and supporting career progression and building capability for the future.
- **We will create the conditions for good system leadership**; supporting our leaders to develop the leadership qualities required to effectively work across boundaries with diverse groups of people, patients, service users and staff.



FUTURE WORKFORCE DEVELOPMENT

By 2024 we will...

...have embedded strategies and processes that attract and retain the highest calibre of staff and which facilitate greater diversity across all staff groups. We will maximise our expertise to support the development of the North West paediatric workforce through collaboration, partnerships and integration.

HOW WILL WE ACHIEVE THIS?

- **We will have an established workforce planning process**, with identified pipelines for all levels of professionals who work at Alder Hey and beyond.
- **We will further develop new roles** such as nurse associates, advanced clinical practitioners, physicians associates and new roles in pharmacy, specialist nursing and Allied Health Professionals (AHPs) utilising the Apprenticeship Levy to support these developments where possible. This will create new career pathways, and less linear career pathways, to enable effective care to be delivered to children and young people from a wider staff base.
- **We will work with our multiple academic partners** to develop and support sustainable clinical academic training pathways across a range of clinical professions.
- **We will optimise digital technologies** that can enable our people to work to their full potential as routine tasks are automated.





EQUALITY, DIVERSITY AND INCLUSION

By 2024 we will...

...have a diverse and inclusive workforce which truly represents the local population, and will be a place where all staff feel their contribution as an individual is recognised and valued, and the care we provide reflects this.

HOW WILL WE ACHIEVE THIS?

- **We will support our excellent staff networks;** the BAME (Black, Asian and Minority Ethnic) Network, the Disability Network and the most recently established LGBTQI+ Network, who are helping to develop plans for improving staff experience and to improve staff diversity and inclusion.
- **We will work with local and national experts in inclusion and community engagement** to improve links and provide better access to employment opportunities for the local community.
- **We will develop and support inclusive leadership** across the organisation to support our diverse staff to access the workplace, feel safe here and know that their differences are acknowledged, understood and respected. This will include a commitment to continuing with the reciprocal mentoring programme.





THE ACADEMY

By 2024 we will...

...be a recognised national and international centre of excellence for paediatric healthcare education and training, supporting skills and knowledge development at every level; from school children to specialist.

HOW WILL WE ACHIEVE THIS?

- **We will continue to develop our international networks**, working with the Liverpool City region to maximise opportunities for international placements and learning opportunities, such as our China partnerships. Working with our Higher Education Institutions, we will develop new and innovative opportunities for learning, utilising new technologies and digital platforms.
- **We will continue to 'grow the future'** of children and young people's specialists. We will grow our capacity to offer training opportunities to the wider North West workforce, and support local hospitals and primary care teams through education and outreach.
- **We will continue to build on our success of increasing opportunities to enter the workforce** through supported pre-employment programmes, apprenticeships, work experience and voluntary roles. We will continue to utilise the Apprenticeship Levy, and build on our success as an employer provider, with the aim of delivering a minimum of 50 apprenticeship starts every year for the next four years.



MAKING OUR PEOPLE PLAN A REALITY

Making this vision a reality is everybody's responsibility. We will measure our success in achieving the Plan in a number of ways:

What our staff tell us it's like working here

What our partners tell us it's like working with us

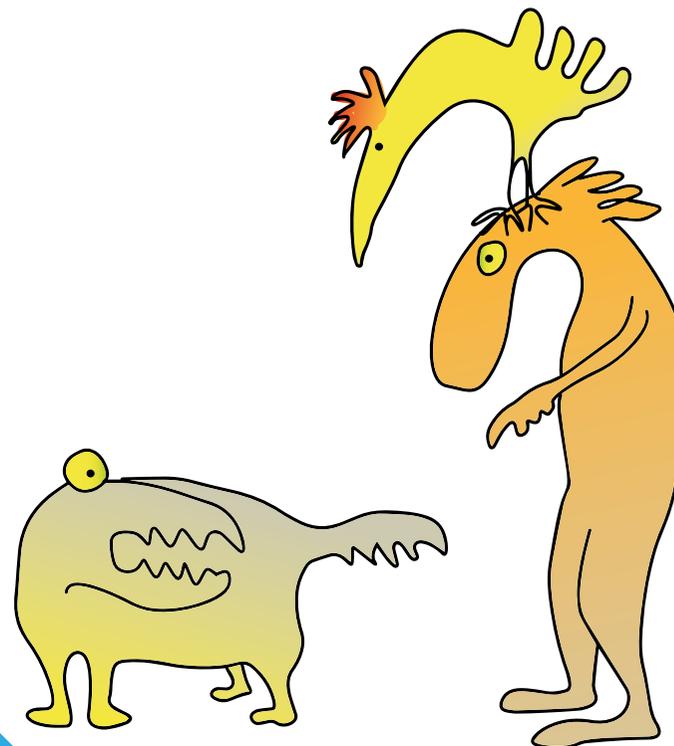
What our children, patients and families tell us it's like being cared for by us

What our students tell us it's like learning with us

Using specific measures, such as the NHS Staff Survey, to assess the delivery and effectiveness of changes we make

We will provide regular feedback on progress to everyone in the organisation through enhanced and improved internal communications.

The objectives set out within this Plan, alongside key actions, risks and dependencies, anticipated timescales and key outputs are incorporated within the HR and OD Operational Plan. This will be formally reviewed by the Workforce and Organisational Development Committee on an annual basis.





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Find out more...

To find out more about our
People Plan visit:

www.alderhey.nhs.uk

