

Chapter 7: Our People

Local context

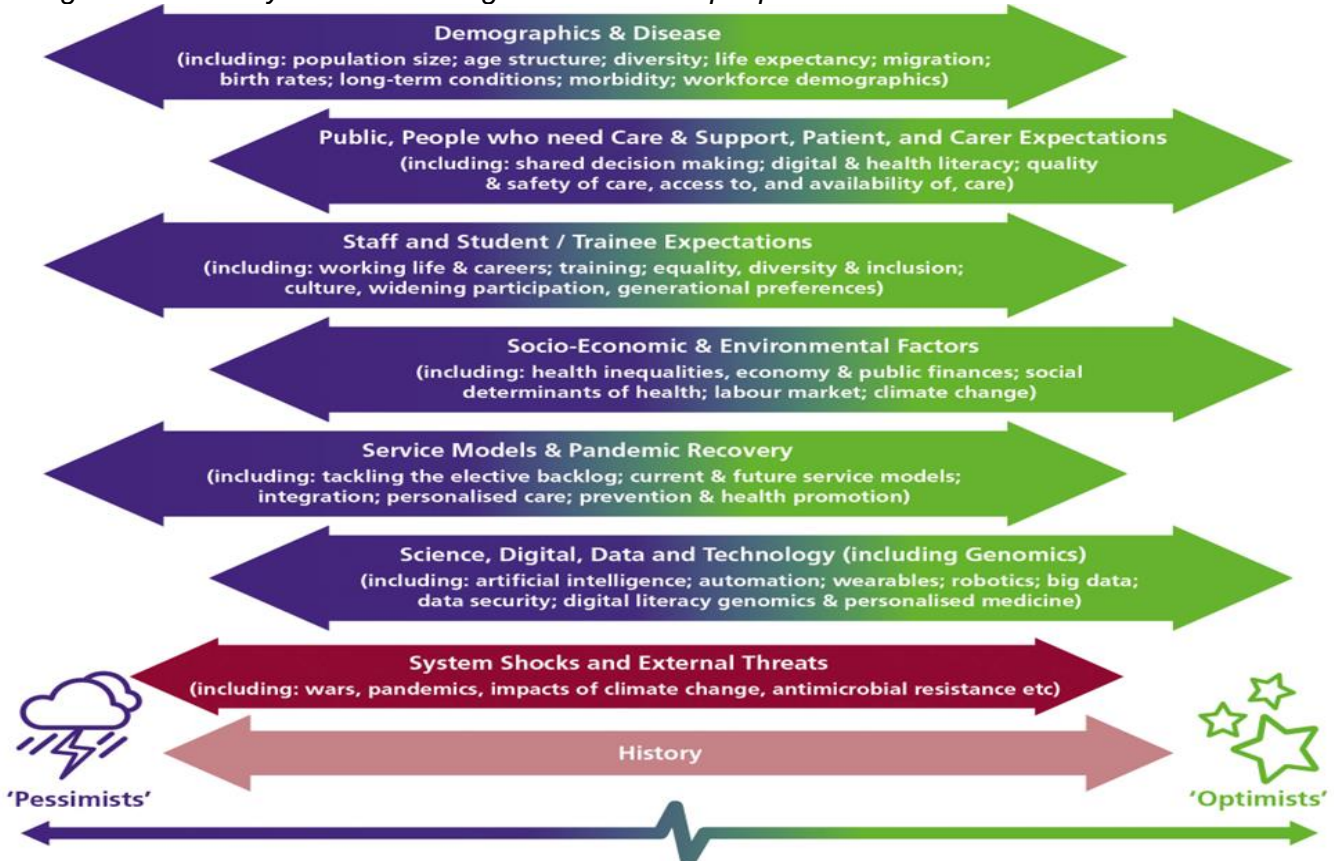
We have a combined health and adult social care workforce of 57,700 (see 2.4) – this is our greatest asset in providing local health, mental health and care services. These past three years have seen an unprecedented demand on services, as well as on our people, who have adapted and responded magnificently to the Covid-19 pandemic. As we recover and respond to a post-pandemic environment, we face several challenges, the most critical being:



- Retention: retaining the workforce and skills we currently have;
- Attraction: attracting new talent and future pipeline of recruits;
- Growing for the future: to ensure we have the right skills, at the right time, in the right place, delivered by the right person; and
- Supply: filling current vacancies across health and care to address the significant shortfall across GPs, nurses, midwives and other professional groups.

These challenges are significant and are driven by a combination of change factors which affect our workforce, including demographics, the labour market and working life expectations (See figure 18).

Figure 18: The key drivers of change that affect our people



Our People vision

Our aim is to make the LLR health and care system a great place to work and volunteer.

This is supported by our people vision:

Shaping our people & services around the needs of our population

Build a One Team, One People culture
Cultural change - behaviour change – Our collaboration will deliver fantastic care

Maximise the people potential of the LLR population and support wider economic & social recovery (Local Jobs For Local People)

Our people vision is underpinned by the following principles:

- Long term strategic people planning through different lenses: neighborhood, place and system;
- Connecting Multi-Year Education Training and Investment planning (METIP) with workforce growth, future planning and models of care;
- Data informed and evidence-based decision making, and business intelligence driving our focus;
- Attractive and supportive employment packages;
- Sustainable people solutions linked to our LLR people and communities;
- Growing for the future with training at the heart of developing our people; and
- Partnership working across all health and care providers, voluntary services and educational and training sectors.

Our approach

In response to the challenges, our People Strategy is delivering intervention programmes to enable attraction, recruitment, retention and supply of people. At the heart of our plans is ensuring we are looking after our people’s health and wellbeing, as well as creating a compassionate and thriving culture.

Case Study



Our people –
Developing diverse leaders



What was the issue?

Whilst we have many success stories of colleagues from diverse backgrounds stepping up into leadership roles, our data showed that there are differences in progression to leadership roles in nursing, Allied Health Professionals (AHP) and midwifery, for colleagues from BAME backgrounds, compared to other ethnic groups.

Intervention

A pilot programme - Developing Diverse Leaders (DDL) - for nursing, AHP and midwifery colleagues.

A holistic programme that includes:

- An aligned development programme for the line managers of the participants
- Shared Action Learning Sets for participants and line managers
- Informal networking and support opportunities for participants
- 'drop-in' sessions with Executive Leaders and access to coaching and/or mentoring via the LLR Leadership Academy
- Ongoing check-ins and career reporting to understand each participants career aspirations and career successes over the next two-years.

Impact

The programme is ongoing, however, reported impacts include:

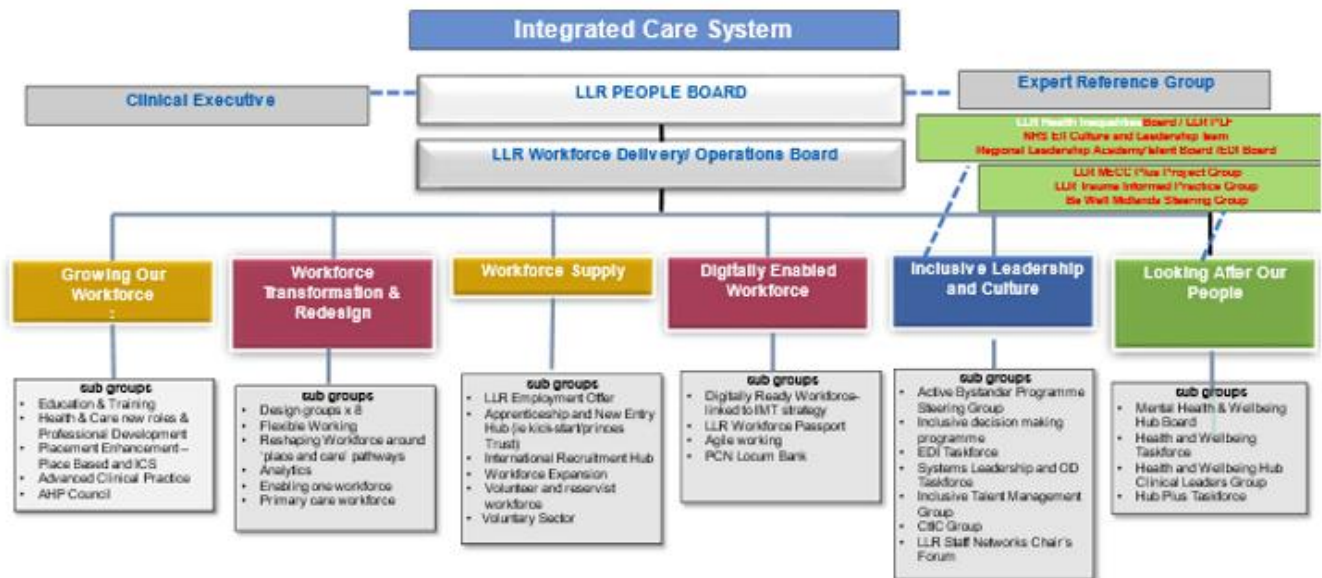
- Relationships and trust has developed within the groups, consolidating into ongoing peer-to-peer support
- Participants have reported key 'moments of impact' and increased confidence levels
- opportunities for reflective practice have been welcomed, and many participants are already sharing their new knowledge and understanding with other colleagues.

Applying the learning

The longer-term outcomes of this programme are being tracked, however, this pilot programme is already demonstrating the power and impact that comes from BAME colleagues having the opportunity to focus on their own development.

Our LLR People Board, which has representation from across all our partners, oversees our people intervention programmes, which are summarised in figure 19.

Figure 19: Our people intervention programmes



Organisational, leadership and people development

We have an amazingly diverse and talented group of people who work for us, and alongside us. We know that, at times, the work is not easy and some of the problems we face cause frustration. And yet we come together, we try, and we find solutions. We observed and experienced this during Covid-19 – *we don't want to lose that LLR spirit*. We want to build on our reputation as trailblazers, so we make the LLR health and care community the place in which people want to work, make their careers, develop, grow and thrive. When this happens, when staff feel that where they work is inclusive, respects difference and that they belong, people feel valued, and we know that this translates directly into the quality and experience of care that people receive.

We have an ambitious programme of work under the Inclusive Leadership and Culture workstream, as part of our [LLR People and Culture Plan](#), and which will make a difference, on the ground, to our staff. When we can do this more consistently, at the level to which we aspire, we will create the inclusive environment we all want and deserve. We are committed to working together with respect, trust and openness to deliver our BIG three challenges:

- **'Getting the basics right** – the pounds, the waits and the care';
- **'Health Equity** – our defining way of working and our added value'; and
- **'People** – our opportunities to make LLR a great place to work, contributing to society and treating our people well'.

LLR is already building on a strong foundation of innovative and collaborative working, but we are not complacent. Our workforce and local people deserve and have come to expect more of us.

In addition, LLR is jointly collaborating with Higher Education Institutes (HEI's), Further Education Institutes (FEI's), careers and adult education centres, embedding Health and Social Care, Local Authority and School Age Learners, within a joined-up approach to the NHS Long Term Workforce Plan. In aspiration to this plan, LLR will lead the system priorities, aligned to TRAIN, RETAIN & REFORM.

- **Train** - LLR will work in conjunction with the Integrated Care System (ICS) to provide a pathway of Apprenticeships into Health & Social Care, Primary and Secondary Care,

Voluntary, Community and Social Enterprise to ensure we engage local opportunities into health and care careers both clinical and non-clinical.

- **Retain** - The retention of our workforce to be healthy and well, within a culture that provides opportunity to be supported and provide educational competence and confidence, to meet the population health needs and improve access and minimise health inequalities.
- **Reform** - LLR leads the Place and Neighbourhood approach to access, supply and quality of our workforce and how care is delivered to our population through the upskilling the workforce and have the supervision, coaching and mentorship.

From the three areas of workforce priorities, we will enable and influence positive progression across partnerships and utilise workforce development funds, enriched with appraisal conversations, new models of workforce to meet the health needs of our population and the vision for LLR Integrated Care System (ICS) and Integrated Care Partnerships (ICP).

We need to ensure that we understand and appreciate difference and support people from different backgrounds and cultures to have fulfilling careers and feel that they belong. We are enabling our leaders to be inclusive in the culture they create and decisions that they make on behalf of our organisations and LLR. We want everyone who works in LLR, or experiences health and care in our system, to feel valued, respected and that they belong and that together we enable more good days.

