

Meeting Title	Mid and South Essex Acute Trusts Board Meetings in Common (public session)		
Meeting Date	13 th November 2019	Agenda No	11
Report Title	Interim People Plan 2019-2020		
Lead Executive Director	Danny Hariram, Chief People & OD Director		
Report Author	Lorraine Howard-Jones, Interim Group Director		
Action Required	Decision <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Monitoring <input type="checkbox"/> (<i>please tick</i>)		
Background / Context	<p>The interim people plan is intended to focus our attention on those workforce related activities that we need to do to enable us to deliver the best possible care to our patients at the same time as we progress with the merger of our three hospitals and undertake a significant programme of clinical reconfiguration. As we implement this interim plan we will simultaneously be working to develop and publish a full costed five-year people strategy for our newly merged Trust.</p> <p>This plan has been discussed and approved by the People & OD Committee in Common.</p>		
Assessment of Implications			
Financial implications	All actions set out in the plan will be costed as part of their development and implementation. A fully costed five-year people strategy for our newly merged Trust will be presented to the Board in 2020/2021.		
Risk	The interim strategy provides the mandate for activity in key areas. Failure to implement the interim and final strategy will lead to the absence of a sustained and coherent approach to our workforce challenges and the risk that we may overlook or not give proper attention to areas of particular concern.		
Equality and Diversity	All interventions are subject to full equality impact analysis.		
Freedom of Information	HR strategies that are in the public interest can be subject to freedom of information (FOI) requests; this paper can also be subject to a FOI request as it relates to a matter of public interest.		
Other Implications Identified	None of note		
Recommendation	The Trust Boards of MEHT, SUHT and BTUH are asked to ratify the interim people plan so that it can be communicated and implemented across the Group.		

1. Introduction

- 1.1 The MSE interim people plan is presented at a time of considerable change. MSE University Hospital Group is working at pace to deliver the significant reconfiguration of its clinical and corporate services whilst at the same time moving toward merging our three hospitals into one in 2020. This creates a challenging agenda of transformation against which we must maintain business as usual to a high standard, providing the best possible care with limited resources whilst simultaneously looking ahead and planning a workforce that can meet the demands of our future organisation.
- 1.2 In January 2019, the NHS published its Long Term Plan, setting out an ambitious 10-year vision for the NHS. The plan introduced a new service model, one that was committed to taking more action on prevention and health inequalities, and improving quality of care and health outcomes across all major health conditions, optimising the use of technology to transform services, and making the most of taxpayers' investment.
- 1.3 Recognising that the delivery of the Long Term Plan depended on the capacity, capability, deployment and engagement of the NHS workforce, the NHS published its interim People Plan in June 2019 which sought to establish how the NHS would ensure that its most valuable asset – the workforce – would be supported to deliver on the promises set out of the Long Term Plan.
- 1.4 These plans define the national direction of travel and we have had to make sure that our own strategies align with them in order that we can make good on these national promises for our local population and our staff.

2. Our Interim People Plan

- 2.1 Our people plan, like the NHS people plan, is an interim plan intended to focus our attention on those immediate and pressing workforce related activities that enable us to deliver the best possible care to our patients at the same time as we progress at pace with the merger of our three hospitals and undertake a significant programme of clinical reconfiguration.

- 2.2 The four key themes within our interim plan are:-

Theme 1 - delivering 21st century care – through the successful management of our merger and clinical reconfiguration programmes we aim to deliver long term sustainability and high quality care to our population. We will focus on improving urgent and emergency care, protecting planned care, maximising efficiencies through the harmonisation of administrative and support functions and making the most of the expertise that currently exists within the professions. Many of the actions that we need to deliver are detailed extensively within our post transfer implementation plan (PTIP) which the Board will be aware of.

Theme 2 - improving the leadership culture – the interim plan is the starting point for a programme of work that will result in the creation of a new culture for our merged Trust. During the life of the interim strategy work will be done to undertake a cultural audit to understand the starting position and what changes need to be made with a view to providing a compassionate leadership approach that fosters innovation and improvement.

Theme 3 - resourcing - taking urgent and sustained action to address our significant workforce shortages in key professions whilst at the same time looking ahead to developing a new operating model for our future workforce.

Theme 4 - best place to work – engaging in activities that enable us to provide a healthy, inclusive and compassionate working environment where staff feel engaged and able to progress their own personal development and build interesting and rewarding careers.

2.3 We are committed to progressing all the activities set out in our interim plan, all of which align to the national plans and our future direction of travel whilst at the same time keeping our immediate local priorities in sharp focus.

3. Next Steps

3.1 Our interim People Plan focuses on those actions we aim to commence and/or complete over the next 12 months. As we implement this interim plan we will simultaneously work to develop and publish a full costed five-year people plan, one that articulates our vision as a merged Trust and focuses on:-

- ensuring we have the capacity and capability to deliver 21st century care. We will set out and quantify in more detail the workforce that we need to deliver our services effectively and our plans for addressing capacity and skill shortages that exist.
- tackling innovative solutions to systemic resourcing challenges
- ensuring the skills we already have are being fully and appropriately utilised
- exploring new roles and ways of working
- exploring new labour saving through digital and technological innovations –which both reduces the demand on clinical and nursing capacity and enables patients to manage and control their own health and wellbeing such that their need for hospital care interventions diminishes.
- looking ahead at the future needs of the organisation and planning to adapt the workforce as necessary
- working with partners across the Mid and South Essex Health and Care Partnership to develop flexible integrated teams (FIT) that work across multiple organisations and settings
- setting out how we will embed the culture changes that are being developed in the interim plan and develop the leadership capability needed to enable staff to work in a way that fosters compassion, innovation and improvement and seeks to make our organisation the best place to work over the next five years
- exploring ways to ensure that we are the best place to work, such that we maximise our ability to retain staff, and are able to effectively attract our future workforce.

3.2 We will work with leaders and managers across the organisation as well as key stakeholders across Mid and South Essex to develop our long term people strategy ensuring that the actions we take with regards to workforce simultaneously focuses on solving the workforce issues of today whilst planning ahead for the workforce that will be needed to support the long term future direction of our merged Trust.