Embedding our NHS

People Promise

NHS
Midlands and Lancashire
Commissioning Support Unit

How we can help with embedding the People Promise

Inside you will find information on the support and services we can offer, along with case studies of work we have carried out.

Click the people promise elements below to discover how we can support you. Click the home icon ⌂ on each page to come back.

We are
compassionate
and inclusive

We are **recognised**
and **rewarded**

We each have
a voice that
counts

We are
safe and
healthy

We are
always
learning

We work
flexibly

We are
a team

We are compassionate and inclusive

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- Embedding a step change in organisational culture, moving towards a just and learning culture
- Enabling people to bring their whole self to work through developing and embedding Staff Networks
- Reviewing onboarding process to ensure that new staff feel welcome
- Reviewing, designing and delivering leadership development, including coaching, ensuring a strong focus on compassionate leadership and civility
- Reviewing and refreshing recruitment practices to ensure that they are inclusive and align to NHSE's overhauling recruitment guidance

Case Study

Overview: Development and embedding of three staff networks: Ethnically Diverse network; Disability Network; and LGBTQ+.

Outcome: The introduction of a diverse panel trained in critical challenge.

Impact: WRES data showed a significant improvement in the representation of ethnically diverse staff at Band 8a and above including executive level. We have also seen an increase in the proportion of disabled staff employed and an increase in staff believing that the organisation provides equal opportunities for career progression or promotion.
The network members now also play a key role in the recruitment process and were involved in the recruitment of the EDI Advisor to the Board.

We are compassionate and inclusive — People Promise

We are recognised and rewarded

- Reviewing and relaunching current, or implementing new long service awards and other staff celebrations
- Developing innovative ways to say 'Thank You' to staff for their efforts
- Reviewing and/or developing staff award schemes
- Developing and enhancing your employee benefits offers
- Reviewing and/or developing job matching policies and processes and advising on best practice
- Reviewing and relaunching Recruitment and Retention Premia policies and providing guidance on application
- Developing and embedding a robust financial wellbeing offer

Case Study

Overview: A review and refresh of long service awards.

Outcome: A new, more inclusive awards procedure which recognised all NHS experience, where employees were rewarded from 15 years' service upwards in five year milestones.

Impact: More staff were able to be recognised in local awards and celebrate with their colleagues

We are **recognised** and **rewarded**

People Promise

We each have a voice that counts

- Reviewing and relaunching, or developing a new listening strategy for the organisation
- Analysing Staff Survey themes
- Supporting with the development and delivery of action plans linked to Staff Survey results
- Developing and delivering meaningful in-house temperature checks
- Implementing the use of Pulse survey and providing analysis of results
- Promoting and embedding the Freedom To Speak Up (FTSU) agenda
- Reviewing and refreshing exit interview processes, implementing 'stay' conversations and analysing the data these provide

Case Study

Overview: Developing and embedding a local listening strategy to increase employee engagement

Outcome: An anonymous quarterly survey, aligned to the National Staff Survey, providing regular insight into employee experience.

Impact: Employee experience metrics were built into performance reporting dashboards, along with providing a regular listening tool, to enable proactive interventions on a local level to enhance employee engagement.

We each have
a voice that
counts

People Promise

We are safe and healthy

- Reviewing current practice supporting culture change to embed a just and learning culture, supporting civility and respect
- Supporting you to embed sustainability in the workplace
- Developing a health and wellbeing strategy
- Analysing data to develop action plans to address hot spot areas of high attrition
- Establish active and meaningful networks for health and wellbeing champions and Mental Health First Aiders
- Undertaking cultural diagnostics to offer insight into underlying behaviours
- Developing and delivering wellbeing conversations training

Case Study

Overview: Development of an award winning health and wellbeing strategy.

Outcome: A holistic, data driven strategy was embedded covering both short, medium and long term wellbeing aims.

Impact: 15.5% increase in people saying that the organisation took positive action on health and wellbeing and an 8.37% decrease in sickness due to stress/anxiety/depression. The organisation also won the HR Excellence Award 2022 for best health and wellbeing strategy.

We are safe and healthy — People Promise

We are always learning

- Launching 360 degree feedback into organisations
- Reviewing and refreshing current appraisal systems
- Develop and deliver training for managers with a focus on compassionate leadership
- Reviewing and refreshing current organisational behaviours and values
- Embedding a culture of continuous learning
- Developing and delivering bespoke training on a variety of topics such as team working and leadership
- Facilitating action learning sets and individual or team coaching
- Developing career and talent pathways
- Reviewing and refreshing current apprenticeship policies and pay frameworks to maximise impact of the skills levy

Case Study

Overview: Development and delivery of an 18-month programme of resilience coaching to senior leaders

Outcome: 70% of participants invited took part in the coaching programme, with participants appreciating the investment into both their wellbeing and their development.

Impact: Reduction in sickness absence due to work related stress. Positive feedback including the coaching sessions allowed for significant personal 'breathing space' to reflect and regain motivation.

We are always learning

People Promise

We work flexibly

- Reviewing and refreshing current policies on flexible, hybrid and agile working
- Developing and embedding a new flexible ethos and culture
- Reviewing and refreshing approaches to communications, ensuring a multi-channel approach is taken
- Developing frameworks with underlying principles to support maximum agility in the workforce
- Developing tools and resources to support flexible working
- Upskilling managers on the benefits of flexible working and how to hold conversations about flexible working options

Case Study

Overview: Developing and implementing a flexible working culture.

Outcome: Development of a flexible working framework to support a people centered culture, with an ethos of work being an activity we undertake rather than a place we go.

Impact: The organisation was able to remove many barriers to flexible working and increase staff morale.

We work flexibly   People Promise

We are a team

- Analysing data to identify hotspot areas where morale and teamwork is low
- Undertaking workforce planning and transformation
- Reviewing roles and responsibilities and looking at how we can work differently
- Utilising staff survey results to develop action plans for team development and engagement
- Delivery of team based psychometrics and development such as Strengths Deployment Inventory (SDI). The tool provides a personalised report highlighting strengths, possible areas of conflict, and how these affect their relationships.

Case Study

Overview: Using Self Deployment Inventory (SDI) tool to help senior leaders to better understand self and team.

Outcome: Supported leaders to understand theirs and their team members' strengths and motivations.

Impact: Effective teamwork, improved communication, and productive relationships. Created an environment where differences are valued and relationships strengthened.

We are a team

People Promise

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Why choose MLCSU?

By the NHS for the NHS

Leads, collaborates and offers skills transfer with colleagues

Pulls in multidisciplinary teams such as business intelligence, workforce analytics, HR, organisational development and others

Focused on efficiency and can support with impact assessment and business case development

Dedicated to equality, diversity and inclusion (EDI) and proven results demonstrated through equality standards and improving diversity at all levels

Consistently in the top quartile of the NHS Staff Survey results year on year

Flexible engagement options and straightforward, rapid procurement and delivery.

Enabling you to be outstanding through transformative people solutions

How we do it

Undertake diagnostics of your current challenge and position

Analyse and draw insight from data on sickness, satisfaction and attrition, as well as Workforce Disability Equality Standard and NHS Workforce Race Equality Standard trends

Lead, collaborate and codesign solutions to your challenges, based on latest NHS guidance and best practice

Facilitate system-level discussions to maximise opportunities for collaboration and scaling of services where appropriate

Support and programme manage delivery, reporting through your governance structures.

Develop robust metrics for project outcomes, monitoring and analysing qualitative and quantitative data to ensure delivery

To find out more, contact us at Mlcsu.peoplebusinesssupport@nhs.net or visit https://www.midlandsandlancashire.nhs.uk/