

# East of England organisations' workforce initiatives to address the aims and ambitions of **the Interim People Plan**

This resource presents organisational and system workforce initiatives following the regional leadership meeting held in July 2019, when the [Interim NHS People Plan](#) was discussed and we helped develop thinking, and contributed views and ideas about the actions needed organisations, STPs/ICSs, regionally and nationally to deliver this.

These are examples of good practice and initiatives already in place to addressing the 4 key themes of the plan.

- Making the NHS the best place to work
- Improving our leadership culture
- Addressing workforce shortages
- Transforming how we work to deliver 21st century care

Whilst these are from a wide range of organisations across east of England we know that there are many more great initiatives underway. This provides an initial collation of good practice to date. We hope that sharing these will be of value, provide further ideas, and be a catalyst for further work to develop great workforce strategies.

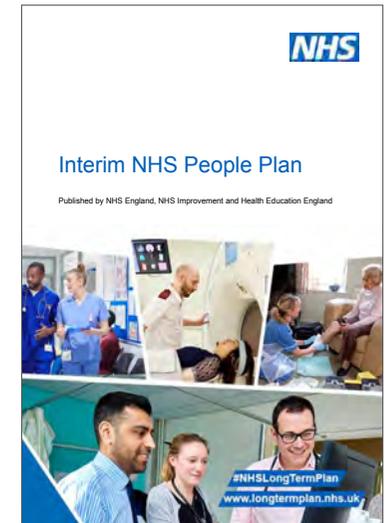
We would welcome your feedback and further examples from organisations and systems of good and innovative practice, especially about how we are transforming work so we can build a fuller profile we are making the region a great place to work.

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**NHS • people • best • place  
work • organisations • employer  
excellence • improve • values  
leadership • culture • workforce  
valuing • supporting • developing  
investing • inclusive • engagement  
talent • improvement focused  
priorities • growth • transformation  
technology • time for care • actions  
collaboration • positive • systems  
innovation • compassionate**



# 1. Making the NHS the best place to work

## **Making the NHS the best place to work: increasing staff engagement, improving staff health and wellbeing, tackling discrimination, bullying and harassment and violence, improving diversity.**

The highly committed and dedicated people working for the NHS provide an extraordinary range of health and care services for patients and citizens. There is compelling evidence that the more engaged our people, the more effective and productive they are, and most importantly, the higher the quality of care they deliver to our patients.

These examples show how organisations are seeking to promote health and well-being for staff, promote staff engagement and are improving the experience of working in the NHS.

**best • place • work • staff • care  
engagement • health • opportunities  
improve • diversity • quality • career  
experience • values • inclusive  
prevention • supportive • well-being  
people • development • morale**

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### **Development Burst Training**

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## DEVELOPMENT BURST TRAINING

### The workforce challenge/problem you were aiming to address

Feedback from various different sources including the NHS staff survey reinforced the view that many members of staff wanted to take part in personal development initiatives. The main challenges were that pressure of daily work coupled with reluctance to sign up for more formal initiatives, has resulted in some staff feeling that they were unable to access development opportunities which had created some frustrations.

The increasing workload the hospital is experiencing also creates self-limiting barriers to releasing staff for days or even half days to participate in development opportunities. We therefore needed to think of a way of offering staff some quality development space whilst acknowledging that we all work in a busy acute hospital.

### How we tackled it

We decided to put in place a number of 90 minute development sessions for staff. We have called them development BURSTS and they have 3 main learning objectives:

- For staff to learn something about themselves;
- For staff to meet different colleagues in a learning environment;
- To enable staff to take away one tool, technique or approach which they can use straight away back at their base.

We have put together material and presentations in relation to the following topics.

Effective relationship building	Giving and receiving feedback
Building and maintaining effective teams	Influencing skills
Developing emotional intelligence	Presenting with impact
Appraisal skills	Interview techniques

The content portfolio is also going to expand during the latter part of this year based on staff feedback.

### The results

Staff have really taken to the bursts with a 90% uptake of available places. We have run over 50 sessions and plan more and we have received an approval rating of over 90%. A lot of delegates have subsequently then moved onto either our internal management development toolkit or leadership programme or external leadership development. In the 2018 NHS staff survey, staff accessing learning and development had improved as had our overall staff engagement score. Anecdotal feedback also suggests that the bursts have improved the confidence of staff and further evaluation will now take place.

### Who to contact for further information

Paul King, Assistant Director of OD & Learning, who can be contacted on 01234 355122 extension 3677 or [paul.king@bedfordhospital.nhs.uk](mailto:paul.king@bedfordhospital.nhs.uk)



## PEER 2 PEER LISTENING SERVICE

### **The workforce challenge/problem you were aiming to address**

The hospital wanted to put in place a service that enabled staff to have access to confidential peer support and listening tied in with a campaign line of “we all need to talk sometimes”. Supporting and focusing on staff needs is a priority for the organisation.

The Peer2Peer Listening service is intended to increase the level of support that is available to staff, through providing an informal line of support and a listening ear to staff who may need someone to talk to about a work or personal issue that may be troubling them. Staff will be able to easily access the service by approaching one of the trained volunteers, who are identifiable throughout the Trust.

### **How we tackled it**

We have setup a Peer2Peer (P2P) listening service to create an informal line of support given by one colleague to another. This provides a safe and confidential space to talk about an issue whether work related or personal or somewhere to go if a staff member wanted to offload or talk about something.

We have trained volunteers to provide a listening ear at a time of need and allows the individual to explore the issues or clarify thinking. Where it is necessary and appropriate to do so, the trained volunteers will guide the members of staff to the best support that may be available to them.

The service is not a counselling, coaching or therapy service although it will signpost staff to other providers of those services if it is felt that it would be useful to do so.

### **The results**

We currently have 19 P2P volunteers trained up with the service being promoted across the organisation. They are all clearly identifiable through a badge.

It has been an evolving process but initial feedback has been positive with the staff attaching value to the experience they have had.

Further promotion and evaluation is due to take place in the next period with a further cycle of volunteer recruiting.

### **Who to contact for further information**

Anne Buck, Deputy Director of Workforce who can be contacted on 01234 355122 extension 2291 or [anne.buck@bedfordhospital.co.uk](mailto:anne.buck@bedfordhospital.co.uk)

# Having a highly engaged workforce



## Our approach

- Trust Board Vision & Objectives; simple and easy to remember
- Annual Service Plans and Objectives cascade process
- Staff led Values with agreed behaviours (HEAR)
- Year on Year Trust-wide staff survey improvement plan
- Clear, simple and regular Trust-wide comms
- Service level monthly newsletters
- CEO/Deputy CEO attend every induction
- Internal leadership programmes - compassionate and collective leadership embedded into learning
- Cultural ambassadors in partnership with RCN
- Drama based training for diversity and inclusion
- Values based recruitment
- BME representation on interview panels
- Staff and patient stories at Public Trust Board & sub-committees
- Cultural inquiry sessions with teams
- 'Our Improvement way' (PDSA) and 'Our Leadership way' which support 'Our Quality Way'
- Staff led 'Live Life Well' programme
- Excellent relationship with local & regional staff side reps
- Freedom to Speak Up Champions & Guardian – Exec and NED lead
- Encourage staff to join regional and national influencing groups/committees
- Focus on People First (before processes)
- Emphasis on operating with a kind and compassionate leadership style at all times

# Staff Survey Results 2018

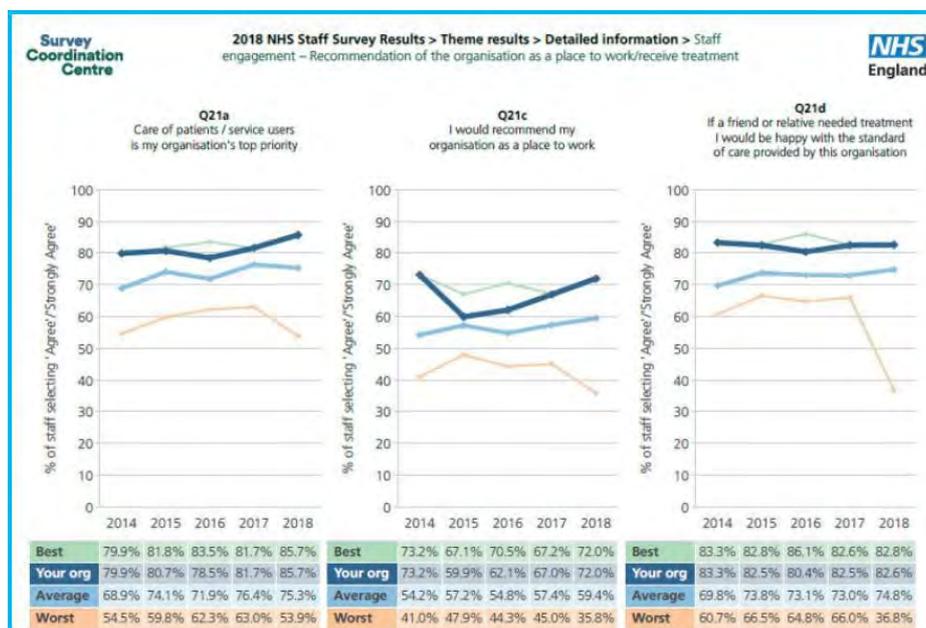
For the sixth year running, our results were extremely positive thanks to the fabulous culture we've created together with our passionate and committed staff

In 2018:

- we achieved a 60% response rate across all substantive staff
- compared to all NHS Trusts across the country (not just community trusts), we were:
  - ✓ in the top 10 NHS Trusts in all 10 themes assessed (see opposite)
  - ✓ joint best performing Trust across the country for 'immediate manager', 'tackling bullying and harassment' and 'tackling violence' themes
  - ✓ third best performing Trust across the country for 'staff engagement' – which research shows is aligned to the delivery of high quality care
- We achieved better results in all five areas targeted for action from our 2017 staff survey results



We're best in the country compared to our peer community Trusts when it comes to staff recommending their organisation as a place to work or receive treatment





# Staff Engagement Events

## Purpose:

To improve engagement with staff

## What we did:

We decided to design a large scale event that all staff would be able to attend which is known as 'Good, Better, Best'. Since July 2015, the Trust has held the events twice a year – once in the summer in a marquee on site and once at Christmas in the Trust lecture theatre. The events are organised and run by a group of keen staff affectionately known as 'Team Tent'.



The event provides an excellent platform for communication with staff and it is encouraging that over time the event has grown in popularity amongst all staff groups and over 2500 staff attend each event (same sessions repeated all week – 15 in the summer and 25 at Christmas).

Trust Board Members and other senior staff present key messages and we use innovative techniques such as theatre companies who deliver drama based training. Over the years themes have included:

Quality and Patient Safety

General Corporate Updates

Tackling bullying and harassment

Thank you to staff – food and gift

Develop values and behaviours

Prepare for the CQC

Deliver messages from inspections

STP/ICS Updates

## Impact:

A key measure of success is through the annual staff survey results as follows:

### Senior managers involve staff in important decisions



### Communication between senior management & staff is effective



### I know who the senior managers are



### Senior managers act on staff feedback



A quote from our most recent event sums it up nicely 'we were having a really busy day and feeling overwhelmed, but after the event we felt we were part of something and really enjoyed the event'

Contact – Angela Doak, Director of HR- [angela.doak@ldh.nhs.uk](mailto:angela.doak@ldh.nhs.uk)



In 2017 we launched 100 Days 100 Ways which aimed to refresh understanding of the live well values and increase staff physical activity inside and outside the workplace. 80 people took part in the Walk the World challenge and completed 52 million steps altogether. In 2018 we launched 100 Days in Mind; to put some real effort into creating a 'parity of esteem' with mental health services in our local patch. This challenge focused on staff mental health, we tracked staff mood and the data collected suggested that the challenge had a net positive effect on the CCG. As a result, we saw staff sickness absence fall over a full percentage point from the February figure of 3.38% to 2.34% - more than twice what CCGs nationally reported.

In 2018 we also achieved the Active Essex workplace of the year. In 2019 we launched a staff challenge aiming to engage our staff in our values showing our 'loyalty to live well'.

Staff have made pledges regarding community, active and mindful activities.

As a result of this, staff have started their own CCG wide activities such as a weekly running club, weekly mindfulness, weekly knitting club, fortnightly dance classes and a monthly Tennis Tournament session.

30 members of staff will be taking part in the Shine Night Walk Marathon led by our Accountable Officer, Caroline Russell.

We've trained Super Recruiters which led to enhanced recruitment skills, better understanding of unconscious bias and having a support network of recruiters.

We've started a Work Well project as a direct result of the staff survey which is 'modernising Mid Essex' -making better use of tech as well as enabling staff to be better connected.

There is now a Social Group which meets regularly, and plans different activities for CCG staff.

7 members of staff trained as Mental Health First Aiders.

6 members of staff have been trained to be Work Place Health Champions.

The latest staff survey has shown a reduction in bullying and harassment from 12% to 3%.

14 members of staff are currently undertaking the Aspire Leadership course, developing leaders of the future.

We have supported 12 staff through the Mary Seacole leadership development programme.

We held a celebratory event for our staff to mark NHS 70 - and to celebrate all that is wonderful about our own organisation.

We have piloted an inter-generational project, the UP Project, by bringing primary school children together with care home residents -which we saw have a very positive effects on both parties. We are now working with ARU to evaluate the project.



## Making the NHS a great place to work

### The Challenge:

To improve staff engagement, health and wellbeing and inclusion

### What we did:

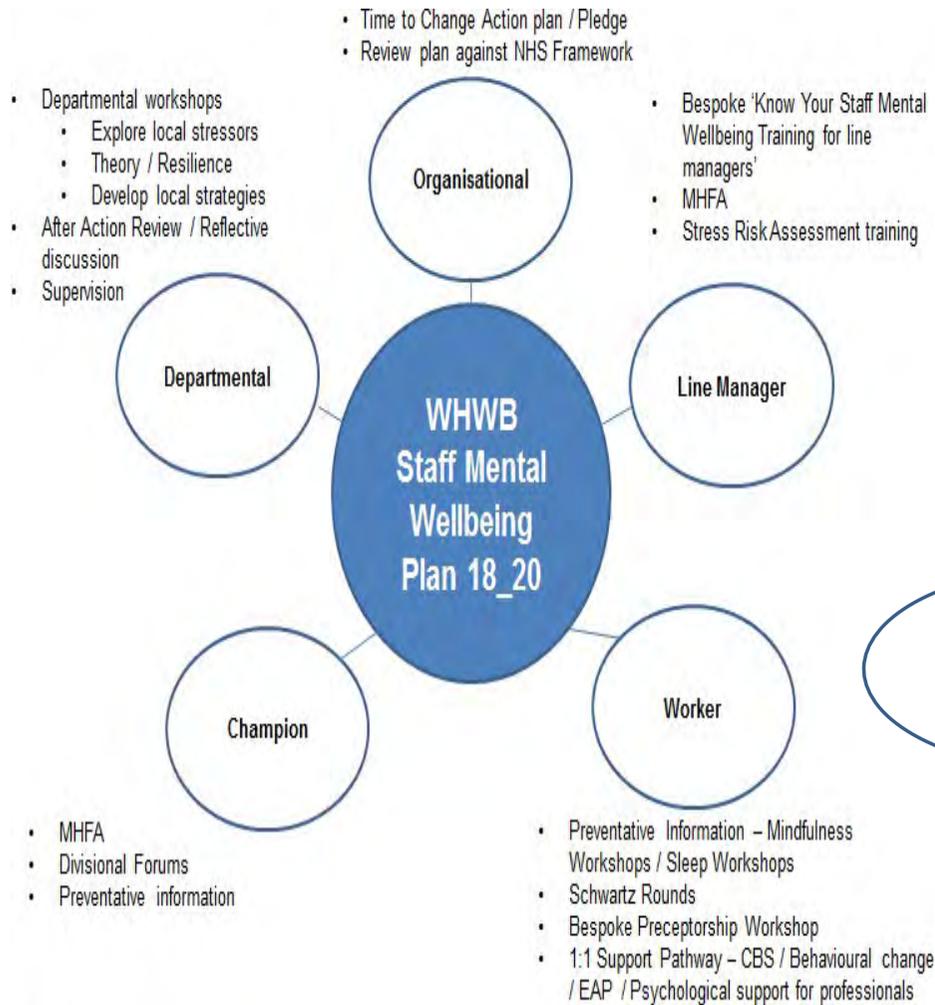
- Staff networks (informal and SoMe) disability, women's, BAME, @FlexNHS
- H&WB strategy – focus on education, prevention and wellbeing
- Event in the Tent launch of benefits – widescale engagement, supportive package.

### The Results:

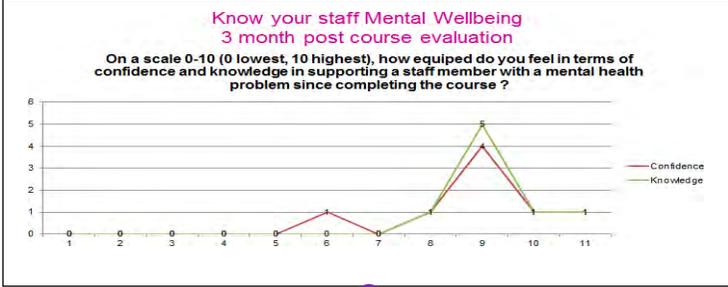
- Staff survey improvements – motivation and engagement anticipated
- Improved retention and stability

Contact: [paul.sukhu@mkuh.nhs.uk](mailto:paul.sukhu@mkuh.nhs.uk)

# Preventative Mental Wellbeing Plan for Staff (one section of Preventative HWB Strategy)



## Bespoke Workshop Evaluation



*'Its completely changed my practice - Know your staff' is a mantra that has completely changed my approach to all aspects of supporting health/wellbeing and general supervision.'*

Study undertaken reviewing NNUH absence data (March 2019) indicates that when managers in the department have attended this training there is significant difference in absence level

I had a one to one session with a team member who had had several previous absences related to MH issues, and was feeling on the verge of a crisis. We had a long discussion and discussed ways of mitigating the stress triggers and helping the person to cope with their overwhelming feelings. We altered her working patterns for a short period of time - this helped her to weather the crisis without a prolonged absence

Great session, lots of ideas presented in an engaging way Changing mindset themes very useful – could have been longer!

Will now consider the positive aspects of a shift rather than focus on the negative

Made you think how you can build a positive work attitude that can bring improved patient outcome

## Preceptorship Workshop

We are not alone, this session gave tools to change our thinking

I found this session so useful, It made me reflect on my own experiences and think about the things I can do to promote my own wellbeing and encourage positivity in others



**North East Essex**  
Clinical Commissioning Group

<p><b>The workforce challenge/problem</b> The CCG was aware of pressures upon its workforce arising from the wider system pressures, sickness levels were on the increase and staff reported concerns around their wellbeing and stress levels.</p>	<p><b>The results</b> The CCG Organisational Development (OD) Strategy and Plan was underpinned by the national framework for action on improvement and leadership development in NHS-funded services and is continuing to deliver positive organisational outcomes such as:</p>
<p><b>How we tackled it</b> To support current staff and to ensure the organisation can deliver on its system leadership responsibility as well the ambition to become an employer of choice a comprehensive programme of OD work was launched.</p> <p>Employee Engagement</p> <ul style="list-style-type: none"> <li>- Staff chats – one to one feedback conversations with staff to measure</li> <li>- Staff survey –national survey run to measure the organisation health</li> <li>- Embedding values throughout processes within Performance Management and Induction so far and looking at further embedding them in recruitment and other HR and organisational decisions processes</li> </ul> <p>Development &amp; Health and wellbeing</p> <ul style="list-style-type: none"> <li>- Line Management Development Programme inc. Absence, Performance Management, Recruitment, Managing Mental Health and others</li> <li>- Resilience Training and MH First Aid training</li> <li>- Coaching approach to staff management and system leadership</li> <li>- MBTI for all staff – roll out in progress</li> <li>- Mindfulness training and Mindfulness &amp; workplace wellbeing Champions</li> <li>- Individual development in line with personal development plans</li> <li>- New approach to performance management</li> <li>- Development of induction tools for local induction and process for effective transition from appointment to induction</li> <li>- Support for women in the workplace inc. Menopause awareness training and flexible working</li> <li>- Signing of Time to Change Pledge</li> </ul>	<ul style="list-style-type: none"> <li>- Improved health promotion in the workplace</li> <li>- 2018 NHS Staff survey showed higher than average scoring for all staff health and wellbeing as well as good results for engagement including high levels of enthusiasm about work.</li> <li>- Staff reported, improved engagement as a result of better access to training, ability to make suggestions for improvements, shared team performance objectives and satisfaction with their reward package</li> <li>- Silver Award in 2018/19 Mind’s Workplace Wellbeing Index with a wellness action plan (improvement from previous year’s Bronze award)</li> <li>- Regionally commanded OD strategy</li> <li>- Majority of staff who undertook mindfulness training reported a positive impact on their concentration and ability to stay focused, self-awareness and self-regulation, psychological resilience, and personal and professional relationships</li> <li>- We have also seen improved results at the organisational level in terms of organisational maturity, system working and financial performance by equipping staff with tool as techniques and enabling them to develop as individuals</li> </ul> <p><b>Who to contact for further information:</b></p> <p>Victoria Robertson Deputy Director of Workforce, OD and Corporate Services North East Essex CCG</p>

## Organisation

*North East London NHS Foundation Trust*

## Challenge

We were experiencing high levels of sickness absence in excess of 5% in many areas, low levels of staff engagement and morale and spending on average £40 million on agency workers

## What did we put in place?

- Established a steering board with executive leadership, plus enhanced roles of staff networks – EMN, LGBT and DSN
- Established an operational group to oversee weekly actions
- Established six work streams, each led by subject matter experts in:
  - Recruitment
  - Managing Attendance
  - Data Quality
  - Rostering Systems
  - Temporary Staffing
  - Retention and Well-being

Supported by:

- Staff side
- Business intelligence
- HR
- Finance

## Expected outcomes

- To sustain higher levels of staff engagement
- Reduce sickness absence to 3.7%
- Reduce agency spend to NHSI CAP - £22m
- Improve business processes and management practices
- Exceed WRES Standards

### Get In touch

For more information contact  
[bob.champion@nelft.nhs.uk](mailto:bob.champion@nelft.nhs.uk)  
Executive Director of Workforce &  
Organisational Development

## Did it work?

- Engaged over 200 colleagues in six work streams
- Achieved cost reductions - £20m
- Achieved 1% reduction in sickness
- Streamlined recruitment processes
- Delivered line manager training
- Improved retention
- Reduced turnover
- Reduced vacancies
- Improved morale
- Improved staff health and well being

## Work to improve and enhance well-being, and build organisational resilience

Provide is a Community Interest Company (social enterprise). We deliver a broad range of health and social care services in the community, and are committed to making sure that they are safe, responsive and of high quality. We were recently rated “**Outstanding**” by the CQC.

We continue to drive the staff health and wellbeing agenda from Board level and through our People and Culture Strategy.

### Supporting Employee Health & Wellbeing



- Clear triggers set for stages of absence process.
- Training for Managers
- Standard letters and forms developed
- HR Business Partners provide support.

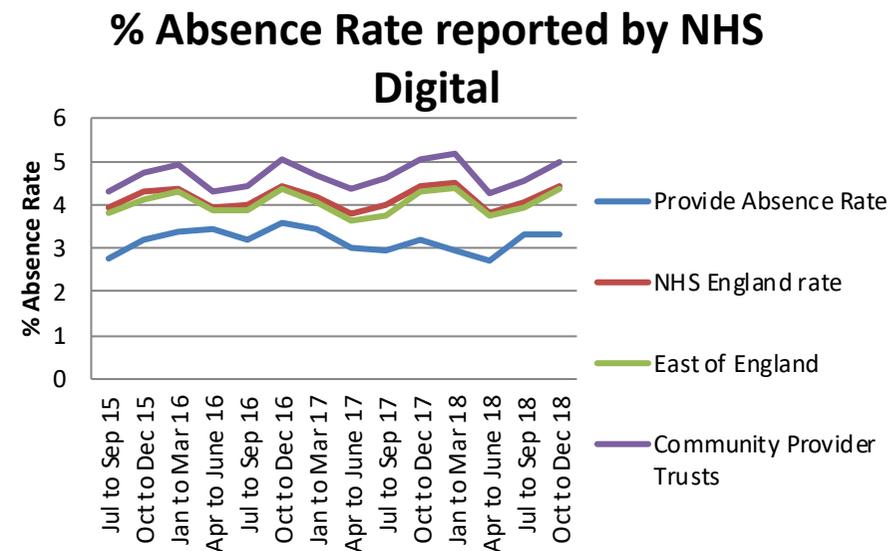
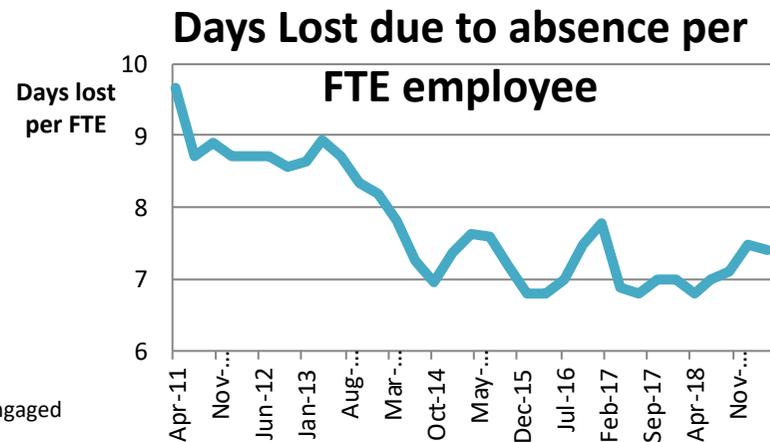
- New OH Provider engaged
- Health Champions
- Mental Health First Aiders
- Transcendental Meditation, yoga, Massage, craft sessions, hydration campaign, walks, picnics,



- Employee Assistance Programme
- Improved working environments



- Corporate Objective on absence Rate.
- Monthly metrics on absence rates circulated to ADs, Committees and Board
- Bi-Monthly meetings with ADs & Executive HR & OD Director to review cases
- HR Monitors RTW forms and letters in respect of absence process



**CONTACT – BRIDGET ACKETTS, ASSISTANT DIRECTOR, HR ([bridget.acketts@nhs.net](mailto:bridget.acketts@nhs.net))**

# “Making the Suffolk CCG’s the best place to work in the NHS or how to be outstanding!”

In January 2016, the Suffolk CCG’s were in turnaround. The AO had resigned and the future was uncertain.

This led to low morale and increasing sickness absence to **4.2% in March 2016**

Number of people who went up a payband due to being on a development role in the last three years: **15**  
 Number of people given acting up opportunities in the last three years: **28**  
 Number of people gaining an internal promotion (i.e increase in band) in the last three years: **82**

We encourage secondment opportunities across the alliance and eastern region, allowing our staff to have a varied skill set and understand the system around them.

## How we tackled it:

Our sickness absence reduced to **1.9%**

January 2016

March 2016

*A people focused culture, where the employee is trusted and developed.  
 A true open partnership with our trade unions colleagues built on mutual trust and appreciation.  
 Our team structures have been developed to enable each Chief Office to have a deputy and each deputy to have a deputy. This provides us security in regards to senior staff departing, knowing their roles can be supported by an experienced member of staff who can also use the opportunity to develop whilst permanent recruitment takes place*

June 2019

New CEO appointed working closely with Chief Corporate Officer on OD strategy

Invested in Suffolk Mind’s Your Needs Met Training for staff mental wellbeing, Mental Health Training for Managers and Emotional Needs online Audit.  
 A staff led Health & Wellbeing Group, which helps staff lead healthier happier lives  
 A sickness policy that focuses on Staff wellbeing and support not punitive action

Created a monthly OD calendar that showed staff what development opportunities were available to them, including our popular coaching programme.

## Results show we are:

- one of only three NHS Organisations in the U.K that have been awarded Investors in People (IiP) Platinum Accreditation - the highest level of Investor in People including being awarded the Health and Wellbeing Award for IiP
- two of the highest performing CCGs in country.
- one of the best places to work in country



## 2. Improving our leadership culture

### Improving our leadership culture: transforming culture, developing leaders, improving people management, talent.

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Our leaders play a key role in shaping the culture of NHS organisations. All NHS leaders, in both providers and commissioners, need to focus on developing a positive, inclusive and people-centred culture that engages and inspires all our people and with a clear focus on improvement and advancing equality of opportunity. These examples show how organisations are focusing on developing, engaging and supporting their people to improve services for patients and citizens and thereby improving the quality, financial and performance metrics. These examples are to ensure that staff are engaged by a shared purpose and motivated to work more efficiently and effectively - improving patient experience, reducing waste and redesigning care.

**culture • leadership • transform  
people • talent • leaders • focus  
positive • engage • inspire • trust  
collaborate • compassion • open  
equality • behaviour • role-model  
empower • relationships • civility**

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#### Developing compassionate and inclusive leadership cultures

BLMK Integrated Care System 17

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#### Leadership culture and behaviours

Herts Valleys Clinical Commissioning Group 18

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#### The MK Way

Milton Keynes University Hospital  
NHS Foundation Trust 19

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#### Know Your Staff

Norfolk and Norwich University Hospitals  
NHS Foundation Trust 20

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#### Shaping our culture

The Princess Alexandra Hospital  
NHS Trust 21, 22, 23

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#### Engaging staff at a Trust spread across a large geographical area

Norfolk Community Health and Care  
NHS Trust 24

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## Developing compassionate and inclusive leadership cultures

Within BLMK we have developed a Leadership and OD system plan. We celebrate the exemplar work our system partners undertake within individual organisations to develop people and teams, however, we have identified gaps in support for health and care staff to develop skills for working collaboratively across organisational boundaries and health and care sectors.

Leaders of organisations need system leadership skills to build the BLMK health and social care systems of tomorrow. Organisations need compassionate, inclusive and effective leaders at all levels to drive a new way of collaborative working. Collectively we need to create a new culture of integration that enables us to trust, connect and operate differently.

### Examples of Our Journey So Far....

This Charter defines the values and behaviours that strengthen our collective leadership culture. It is underpinned by shared principles for working together in ways that are:

People-led	Collaborative	Integrated	Inclusive	Altruistic
<b>As a Leader I will</b> <ul style="list-style-type: none"> <li>Do what I say, am going to do</li> <li>Believe in an open, honest and ethical manner</li> <li>Be accountable for my actions and outcomes</li> <li>Share responsibility when things go well and take responsibility when they don't</li> <li>Continually learn, through participating in professional development and from experience and feedback</li> <li>Adopt a team approach, acknowledging and appreciating efforts, contributions and compromises</li> <li>Devote staff and provide them with a safe, healthy and engaging workplace</li> <li>Seek frequent, personal contact to nurture working relationships and connections across our system</li> <li>Inspire and energise continuous improvement in care for patients</li> </ul>		<b>As a Collective Leadership Group we will</b> <ul style="list-style-type: none"> <li>Keep the needs of the population we serve at the centre of everything we do</li> <li>Constantly reinforce the importance of joined-up, coordinated, high quality services that improve the health and wellbeing of local people and offer value for money</li> <li>Create the belief we can do better and drive a culture of innovation and improvement</li> <li>Give honest feedback on inappropriate behaviour when we see it</li> <li>Identify conflicts and seek to resolve them collaboratively</li> <li>Commit to working together in the longer term, collaboratively planning and building our future together</li> <li>Embrace a transformational systems approach, where we help each other to better deliver continuous improvement</li> <li>Choose a future of collective responsibility for resources and population health</li> </ul>		
<b>In all that we do we live our values</b>				
Trust	Respect	Integrity	Accountability	Care and Compassion

Our **Leadership Charter** sets out the behaviours, skills and competencies we hold for ourselves and as part of our collective responsibilities

Our [Masterclass Series](#) enables health and social care staff to learn and develop together at large-scale events, and have included interactive sessions from Michael West on compassionate leadership, Paul Plsek on adaptive change, NHSE England and NAPC on New Models of Care and we are looking forward to future events for Liberating Structures and Quality Improvement

Our **Stepping Into My Shoes** initiative offers an informal learning opportunity where staff can shadow/mentor/visit other partner organisations to learn about differing roles and how things get done.



***"This opportunity has given me clarity on others roles and who to go to - change happens through relationships and conversations and trust is built that way"***

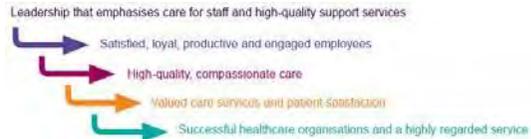
[LBB](#) Our **Leading Beyond Boundaries** system leadership development programme is about to launch its first cohort. We have developed a buddying partnership with the Frimley 2020 team and will welcome participants from hospitals, primary care, community and mental health services, councils, CCGs, police and fire services in September 2019.

Our **staff website** [BLMK Work, Learn and Live](#) is a platform for staff to explore whats going on and in the autumn we will develop this further to include a recruitment microsite.



**Need identified to develop our leaders to ensure we could meet future challenges – only 62% of staff in 2017 had accessed non-mandatory training.**

Healthcare Leadership Model (HLM) is designed to help those who work in health and care become better leaders. Based on 9 dimensions which research shows has the best outcomes in health and care settings.



- Outcomes:**
- Enhanced self-awareness of leadership behaviours and how we are experienced by others;
  - Individual development plans focussed on HLM 9 dimensions;
  - Board development programme;
  - Talent management plan and bespoke development offer to senior leadership;
  - OD work with SLT and Executive to work through cultural issues identified, openly and honestly;
  - Improved learning culture - increased uptake of non-mandatory training reported in 2018 staff survey (81.5% - 20% improvement);
  - Enhanced leadership - helped leaders to align themselves with requisite competencies for success in NHS; and
  - Developed a “Herts Valleys leadership Way”, with HLM leadership behaviours at the heart and mapped to our values, for use in recruiting and appraising leaders.

HLM 360 appraisal used innovatively and offered to all managers at Band 7+ (67% participation) and Board (100% participation)

- Individuals received facilitated feedback and two composite reports produced:
- Board level
  - Senior leadership

Individuals benefitted from real insights into leadership behaviours from multiple sources to inform their personal development journey. Themes for organisational level leadership development and culture identified.

Talent management group established and 360 composite report formed the cornerstone of our talent management plan and board development programme.



Leadership grant secured through innovative use of the 360 tool to implement a bespoke leadership development offer, including MindTools online resources.

ays for Board, senior leadership team and Executive to address OD needs identified in the composite report.



## Developing passionate & inclusive leadership cultures

### The Challenge:

Ensuring our leaders and managers are supported and equipped to be compassionate, skilled and inclusive leaders, modelling great behaviours and creating an excellent culture for patients, their teams and the Trust

### What we did:

- Refreshed Trust Values: Care, Collaboration, Contribution, Communication
- Developed MKUH Staff networks: Disability, LGBTQ+, Women's, BAME
- Developed a suite of leadership and management programmes to foster inclusive leadership

### The Results:

- 4<sup>th</sup> year of consultants development programme endorsed by peers
- 1<sup>st</sup> cohort of MK Managers' Way completed and evaluated highly
- MKUH networks established & profile of inclusion raised

Contact: [karen.camm@mkuh.nhs.uk](mailto:karen.camm@mkuh.nhs.uk)

# Know Your Staff

Putting the person (not the process) at the heart of people management in support of a 'compassionate' and 'just' culture



## Adopt an ethos of leading through:

Trust, with positive Relationships and Engagement, Knowing that you are Empowered to take appropriate decisions.

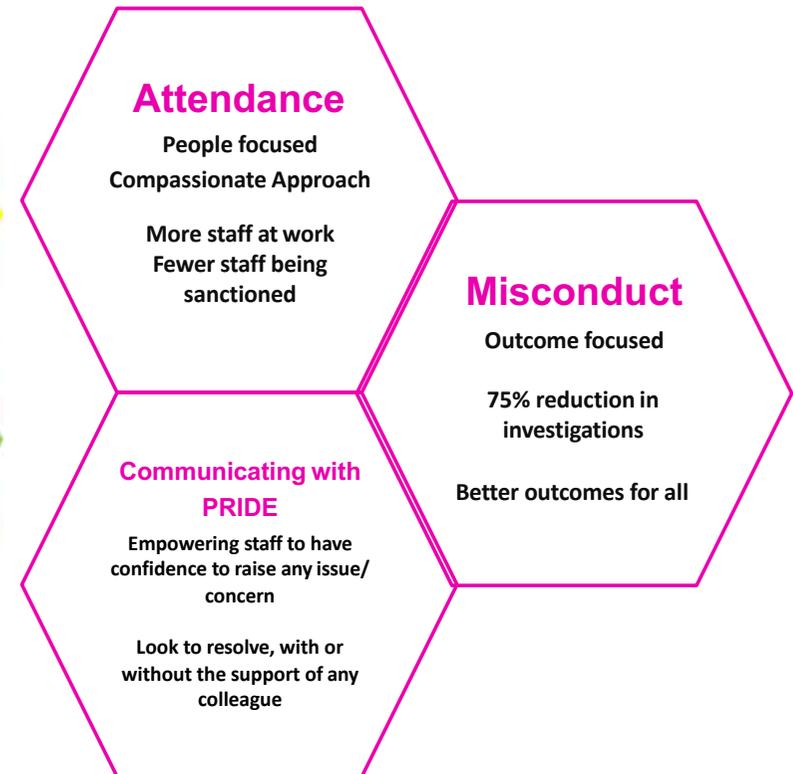
## Our Principles:

- Have an outcome focus
- Think about the person before the process
- Have no surprises
- Apply discretion appropriately
- Provide clarity, have ownership and be accountable.



## What has changed?

## What is changing?



# Shaping our culture



The Princess Alexandra  
Hospital  
NHS Trust

July 2019

## Introducing our behaviour charter

- Introduced in September 2018
- Developed in partnership with all our people, trade unions, staff council, patient panel, equality and inclusion champions, freedom to speak up guardians
- Fully embedded within the staff appraisal process, including 360° feedback
- Used in training and development including, senior leaders development, unconscious bias training, 'Am I a bully?' training
- A tool for our people to address bullying and harassment issues in the moment

## Benefits and outcomes

- Improved staff survey results
- Improved staff friends and family results
- People given permission to challenge at all levels
- Used as a red card/stop
- People giving more positive feedback

## Next steps

- To further support our people in embedding the behaviour charter into our culture, we are introducing In My Shoes board game
- The board game approach combines focused, coaching style discussions, with an element of fun!
- Currently being piloted. Roll-out planned for September 2019.

For more information contact [charlotte.jefferson1@nhs.net](mailto:charlotte.jefferson1@nhs.net)



Your future | Our hospital

respectful | caring | responsible | committed

## Giving positive feedback:

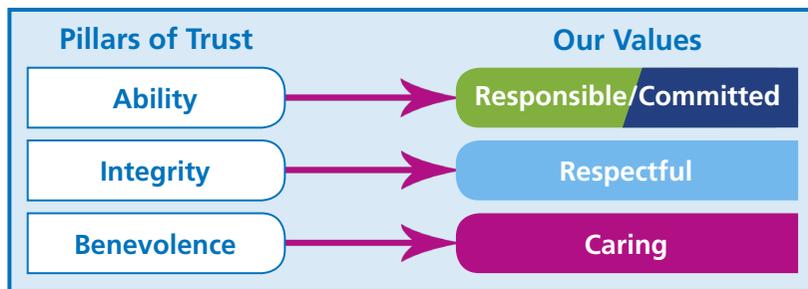
STATEMENT: Describe the positive behaviour/interaction you have seen?	IMPACT: Explain the effects on you others e.g. patients /colleagues	TEST: Explore the situation with the person; do they think they did it well too?	NEXT STEPS: Explore any actions that will support more of this behaviour
<p>"This morning I noticed that you..."</p> <p>"I just wanted to say that I saw how you handled xxx situation and..."</p> <p>"I thought that the way you did xxx was really..."</p>	<p>"It made me think that I should be doing more of..."</p> <p>"It made me feel really happy to be working with you..."</p> <p>"I think it made the patient feel..."</p> <p>"It made me feel inspired to..."</p>	<p>"This morning I noticed that you..."</p> <p>"I just wanted to say that I saw how you handled xxx situation and..."</p> <p>"I thought that the way you did xxx was really..."</p>	<p>"This morning I noticed that you..."</p> <p>"I just wanted to say that I saw how you handled xxx situation and..."</p> <p>"I thought that the way you did xxx was really..."</p>

## Giving challenging feedback:

STATEMENT: Clearly describe the behaviour you have seen/issue that you need to discuss	IMPACT: Explain the effects on you and the potential effects on others e.g. patients/colleagues	TEST: Seek understanding of the situation; is the position really what you believe it to be?	NEXT STEPS: Agree actions for changes needed or for preventing further misunderstandings
<p>"This morning I noticed that..."</p> <p>"I think it would be helpful for us to discuss the current situation that..."</p> <p>"I feel it is important for us to discuss what happened yesterday about..."</p> <p>"I would like to raise my concerns about..."</p>	<p>"I am concerned because..."</p> <p>"It made me feel uneasy because..."</p> <p>"I could see that it made the patient feel..."</p> <p>"I didn't like how that made me feel..."</p> <p>"I feel that the impact of this is..."</p>	<p>"I wanted to check if you were you aware of this situation..."</p> <p>"Have I misunderstood what has happened?"</p> <p>"Can you understand my concerns?"</p> <p>"Is there anything that I should be aware of?"</p>	<p>"What steps need to happen to improve this situation?"</p> <p>"Is there anything I can do to escalate this further?"</p> <p>"Next time, what do you think should happen?"</p> <p>"Is there anybody else we need to talk about this with?"</p>

Your future | Our hospital

"Our vision is to be an excellent provider of integrated acute care services."



For more information about the behaviour charter please contact our Leadership Development Team.

Email: [training@pah.nhs.uk](mailto:training@pah.nhs.uk) Telephone: 01279 868128

# Behaviour Charter



The Princess Alexandra Hospital NHS Trust

## Our Behaviour Charter

respectful | caring | responsible | committed

I'm proud to introduce our Behaviour Charter.

The behaviours we adopt are fundamental to the experiences of both our colleagues and our patients, and as a result, they have a direct impact on the care that we deliver. This Charter represents the behaviours we should all expect to see and to experience in ourselves and in each other, all the time.

The Charter is a development of 'Living our Values' and aims to embed our Trust values of Respectful, Caring, Responsible and Committed into all of our interactions.



The Trust values and these behaviours will be used to recruit, to develop and to support all of the amazing people at PAHT. The Charter should therefore also provide a framework for all of us to use to both challenge and to receive feedback on ours and on others' behaviours.

Finally the behaviours are aligned to the 3 pillars of trust (ability, integrity, benevolence) that support the ongoing development of our culture and of us as an organisation.

Lance McCarthy  
Chief Executive

*Lance*

## Our 5 P's

### Our Trust's Objectives



#### Our Patients

We will continue to improve the quality of care we provide our patients, improving our CQC rating.



#### Our People

We will support our people to deliver high quality care within a culture that improves engagement, recruitment and retention and improvements in our staff survey results



#### Our Performance

We will meet and achieve our performance standards, covering national and local operational, quality and workforce indicators.



#### Our Places

We will maintain the safety of, and improve the quality and look of our places, and work with our partners to develop a strong case for a new build, aligned with the development of a West Essex integrated care partnership.



#### Our Pounds

We will manage our pounds effectively to achieve our financial targets and control totals.

# START

Establish positive relations at the start of the day/shift and set the tone by a relaxed tone of voice and appropriate humour.

Encourage others to establish positive relations through role modelling and challenging others who are struggling.

Speak highly of others, colleagues and the organisation.

Did you know...?

Share good news about our organisation and colleagues widely.

Contribute effectively to teamwork within the department and wider organisation.

Work in partnership, encourage discussion and seek to improve together.

Did you know...?

Value differences, recognise and respect diversity, make reasonable adjustments when necessary.

Advocate for improvements that will promote diversity.

Challenge others when they fall short of this behaviour.

Put others first by being kind, compassionate and showing empathy.

Recognise and respond to needs of others and find ways to show kindness in every contact – however small.

Support all team members through the day/shift by remaining calm, being aware of signs of overload in others.

Constantly seek to improve quality & efficiency through evidence based practice, ensuring all views are valued.

Innovate and adapt best practice, looking for new ways of doing things.

Work with pace to achieve goals and meet deadlines for colleagues and others.

Engage with change and view it as an opportunity to improve the service.

Be proactive in using resources effectively.

## In my shoes...

**NHS**  
The Princess Alexandra  
Hospital  
NHS Trust

Positive  
impact

Negative  
impact

Did you  
know...?

What will  
you  
change?

respectful | caring | responsible | committed

Take notice of colleagues' wellbeing and act if concerned.

Consider the outcome of actions on others and show empathy for their concerns and experience.

Listen to, acknowledge and respond to the pressures and concerns of others.

Be open to different perspectives on views.

Collaborate with colleagues, value everyone's contribution to the success of the team.

Encourage a high support/high challenge culture in the team, to ensure high performance.

Challenge the status quo, seeking and giving feedback and viewing it as an opportunity to improve.

Strive to be the best by speaking up and delivering excellence.

Use effective time management to prioritise work.

Where possible keep promises made to colleagues and the organisation, and communicate honestly when these fall short.

Careful and realistic when making promises and about delivering an outcome.

Did you know...?

Learn from experience, share learning with others, own mistakes, ensure practices & behaviours are changed.

Value honesty in others, and encourage an open, honest team culture.

Communicate with openness & honesty, regularly generating discussion about performance, standards & behaviours.

Speak up when standards are not being displayed or when the safety of others or the environment is compromised.

Committed to achieving personal and team objectives in a professional manner.

Did you know...?

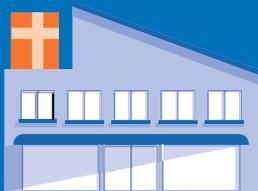
When things go wrong, or the team is struggling, look to own actions to see how to improve rather than blaming others.

Encourage others by role modelling high standards.

# ENGAGING STAFF AT A TRUST SPREAD ACROSS A LARGE GEOGRAPHICAL AREA



Chief Executive staff listening events weren't being well attended



We are separated into four localities and five business units, with our **2237 staff** operating out of **76 sites** across the county

## HOW WE TACKLED IT

Our Board committed to building a positive culture with a Four Strand Action Plan

This enabled the whole trust to have a voice on shaping the future direction and journey of the trust. Which in turn then assisted a number of other engagement initiatives



We launched a crowdsourcing platform called **Your Voice Our Future**

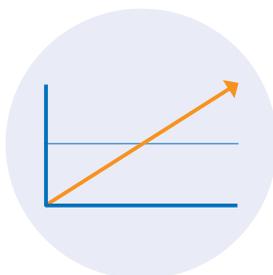
A multi means approach to tackle the problem built around a high profile innovative online platform.



## THE RESULT

We were HSJ finalists for Talent Management; highly commended for Staff Engagement and Building a Positive Culture.

A year on year improvement of Staff Engagement since 2014 moving from below average 6.5 in 2014 to **above average 7.2** in 2018



NCH&C was rated Outstanding as a Trust by the CQC in June 2018, including an Outstanding rating for being well led.

The CQC acknowledged at NCH&C "there was a strong organisational commitment and effective action towards staff engagement, inclusion and communication, with innovative methods to connect with a widely dispersed staff base".

### 3. Addressing workforce shortages

#### Addressing workforce shortages: improving recruitment, retention, access to training and education.

There are shortages across a wide range of NHS staff groups - doctors, including GPs and psychiatrists, paramedics, radiographers, genomic scientists and dentists, to name a few - that we are committed to addressing. However, the most urgent challenge is the current shortage of nurses, who are critical to delivering the 21st century care set out in the NHS Long Term Plan. These examples show how organisations are looking to support and retain our existing nurses and ensure we make the most of the nurses we already have, together with examples of how organisations are working on schemes to increase retention and enhance career opportunities to grow the local workforce.

retention • workforce • retain • jobs  
grow • local • careers • shortages  
increase • recruitment • promotion  
choice • skills • induction • roles  
flexible • deployment • professions  
training • progression • employer

#### Workforce strategy summary

Cambridge University Hospitals  
NHS Foundation Trust 26

#### Addressing workforce shortages

East and North Hertfordshire NHS Trust 27

#### Increase our workforce pipeline through fit for purpose recruitment processes with a focus on local ownership

East of England Ambulance Service  
NHS Trust 28

#### Improving recruitment into nursing vacancies

East Suffolk and North Essex  
NHS Foundation Trust 29

#### Focus on retention

Essex Partnership University  
NHS Foundation Trust 30

#### Our Retention Plan

Essex Partnership University  
NHS Foundation Trust 31

#### Workforce challenge - Nursing apprenticeships

NHS Mid and South Essex  
University Hospitals Group 32

#### Ageing workforce and lack of qualified nurses in Norfolk

Norfolk Community Health and Care  
NHS Trust 33

#### Growing our workforce

Norfolk and Waveney Health  
and Care Partnership 34

#### Essex Primary Care Careers

North East Essex Clinical Commissioning  
Group, the host organisation for Essex  
Primary Care Careers 35

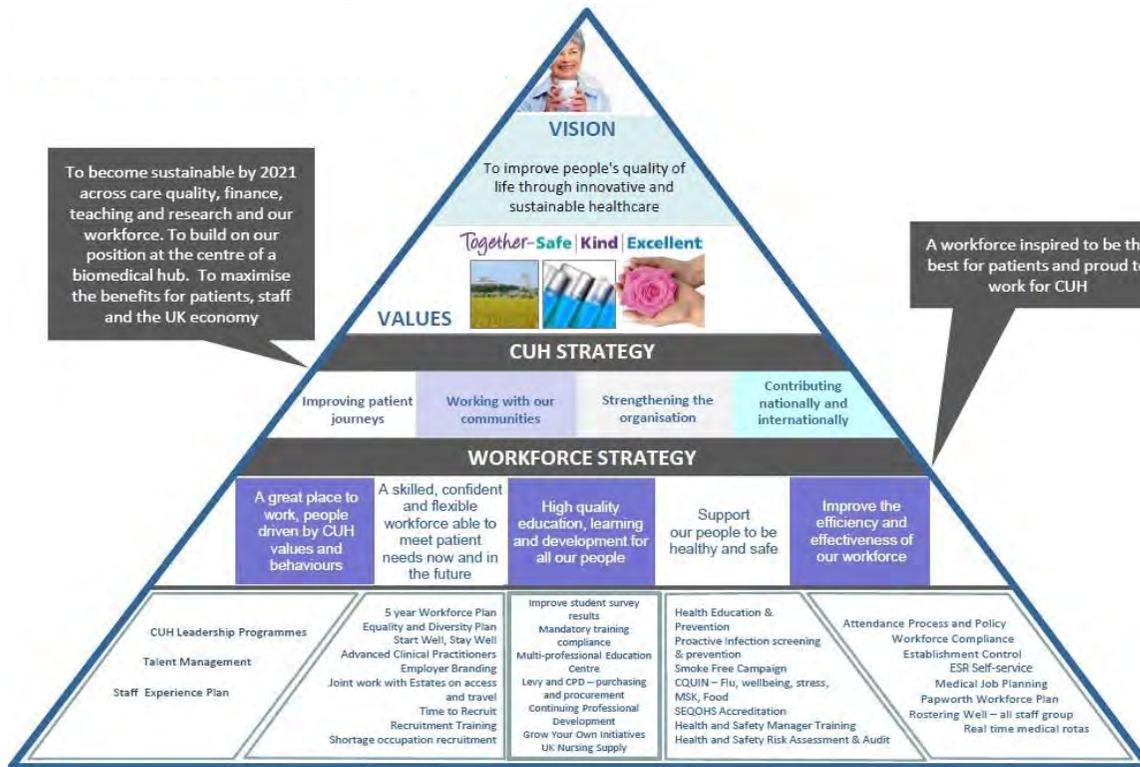
#### The MK Way

Milton Keynes University Hospital  
NHS Foundation Trust 36

# Workforce strategy summary, June 2019



## Cambridge University Hospitals NHS Foundation Trust



To become sustainable by 2021 across care quality, finance, teaching and research and our workforce. To build on our position at the centre of a biomedical hub. To maximise the benefits for patients, staff and the UK economy

A workforce inspired to be the best for patients and proud to work for CUH

### Workforce strategy highlights include:

- Reduction in band 5 nurse vacancy rate from 22% in April 18 to 6.1% in May 19. Achieved by recruiting 520 nurses, 296 internationally recruited. Healthy on-going pipeline in place
- Graduate nursing apprenticeships: 102 starters in 18/19. 103 already confirmed for 19/20 with a further 20 applying for a January 20 start
- Very low agency spend (<£8m), lowest in the Shelford Group. Spend consistently under the NHSI agency cap. Agency nurses in only one area: Emergency Department covering Adult and Paediatrics
- Workforce spend in the lowest quartile of the model hospital benchmarking data
- Sickness absence low at 3.2%, compared with the national rate of 3.9%
- Significant Trust investment in leadership and OD. 204 delegates on the senior leaders programme, 96 on Mary Seacole, 28 clinical leaders programme and 17 supported through the executive development programme. Specific programmes, including for matrons and clinical directors delivering an increased pipeline of applicants
- Highest scoring Shelford Hospital for Health and Wellbeing (national staff survey 2018)
- High uptake of flu vaccination across all staff groups, consistently achieving the national target, at pace.
- Workforce team awards and recognition: Winners of the Healthcare People Management Association (HPMA) HR Team of the Year 2019. Occupational Health and Wellbeing achieved SEQOHS re-accreditation with excellent outcomes. Highly commended in Britain's Healthiest Workplace Awards 2018 - 'Healthiest New Entrant' category. Winners of the NHS Employers national flu fighters award in 2017/18

## Staff Engagement Scores – Shelford Group Comparisons

Pos	Trust	2014
1	GST	3.96
2	Newcastle	3.90
3	Birmingham	3.87
4	UCLH	3.87
5	Oxford	3.82
6	Sheffield	3.81
7	Kings	3.79
8	Imperial	3.77
9	Manchester	3.76
10	CUH	3.70

Pos	Trust	2015
1	GST	4.04
2	Birmingham	3.90
3	Newcastle	3.89
4	Manchester	3.88
5	UCLH	3.85
6	CUH	3.83
7	Kings	3.81
8	Oxford	3.76
9	Imperial	3.74
10	Sheffield	3.74

Pos	Trust	2016
1	GST	4.03
2	Newcastle	3.97
3	Birmingham	3.90
4	UCLH	3.89
5	CUH	3.88
6	Oxford	3.87
7	Manchester	3.84
8	Sheffield	3.82
9	Imperial	3.80
10	Kings	3.74

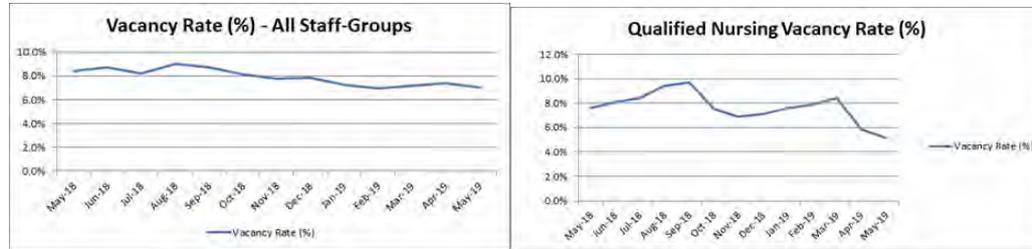
Pos	Trust	2017
2	Newcastle	3.91
4	UCLH	3.88
5	CUH	3.84
6	Imperial	3.84
8	Manchester	3.78
10	Kings	3.72

Pos	Trust	2018
2	Newcastle	7.30
3	CUH	7.20
4	UCLH	7.20
6	Birmingham	7.00
8	Sheffield	7.00
10	Kings	6.80

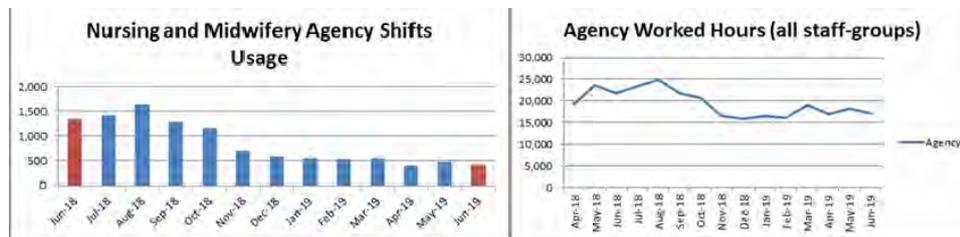
# Addressing workforce shortages

## What have we done?

Significant international recruitment to drive down clinical vacancies



Worked closely with NHSP to build our bank and reduce agency spend

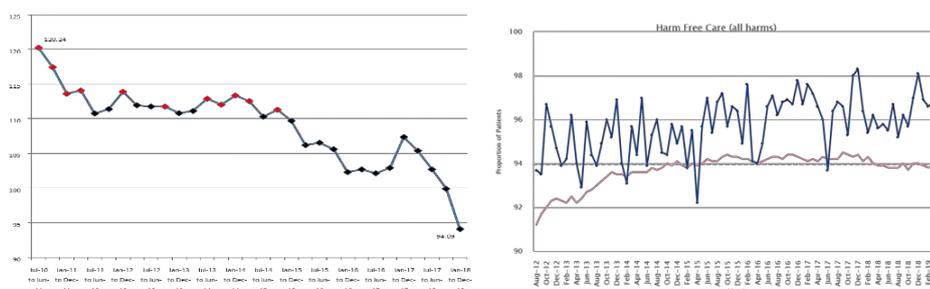


### Results

Trust	Vac Q1 18/19	Vac Q2 18/19	Vac Q3 18/19	Vac Q4 18/19	Q4 18/19 Rank
Bedford Hospital	10.6%	8.9%	9.2%	8.5%	2
Herts Community	12.9%	12.4%	11.6%	10.6%	4
WHHT	10.7%	12.1%	11.4%	10.0%	3
East & North Herts	9.4%	8.7%	7.8%	7.2%	1
Luton & Dunstable FT	14.4%	13.6%	13.6%	10.9%	5
HPFT	15.1%	12.9%	13.2%	13.2%	11
ELF Bedford	20.1%	15.0%	12.7%	12.2%	10
ELF Luton	17.6%	16.1%	15.6%	17.3%	12
Princess Alexandra	12.6%	12.4%	13.2%	11.4%	7
Essex Partnership UT	13.8%	13.8%	10.9%	12.0%	9
Milton Keynes UFT	13.5%	13.1%	11.6%	11.5%	8
Central NW London	11.0%	10.2%	12.0%	11.0%	6
Average	13.5%	12.4%	11.9%	11.3%	

- 209 more WTE in post than May 2018
- 69.5 fewer vacancies exist and 38 more Medical staff in post than May 2018
- Qualified Nursing vacancy rate has reduced by 2.5%
- 68% reduction in use of agency staff within N&M (June 18–June 19)
- 21% reduction in agency usage across (all staff-groups) between June 18 and June 19

Clinical outcomes (SHMI and Harm Free Care) have improved in line with increase in substantive workforce



### Lessons

Improved vacancies have contributed to staff cost overspend.

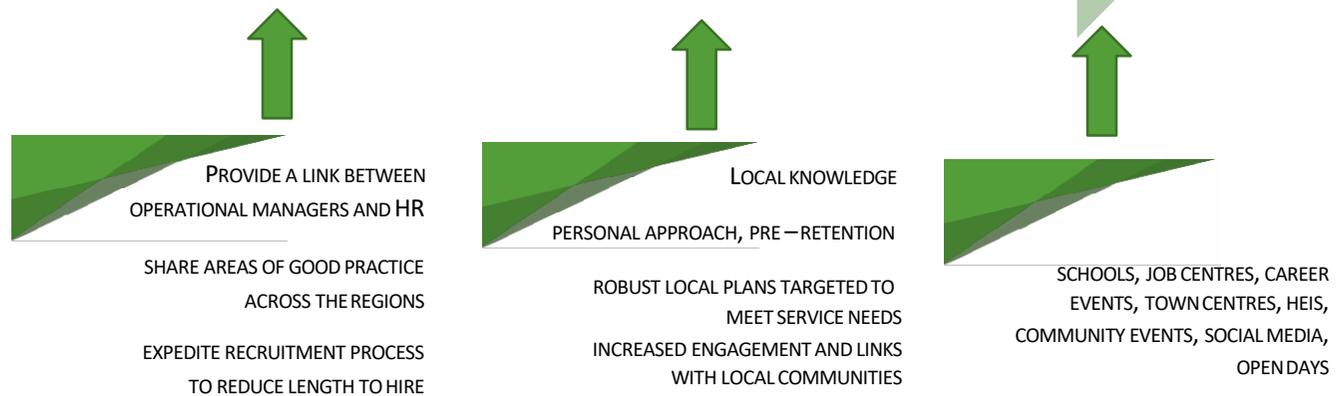
Leaders are struggling to make the challenging decisions about people deployment now largely fully recruited and need advanced support to offset this.

**Recruitment = Pace & Local Ownership**

Aim – To increase our workforce pipeline through fit for purpose recruitment processes with a focus on local ownership



We're making it easier for people to join their ambulance service by taking the recruitment process directly into job centres. Read more here: [eastamb.nhs.uk/news/innovative](http://eastamb.nhs.uk/news/innovative) #jobs #WeAreEEAST

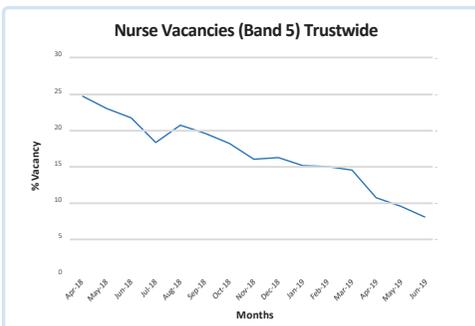
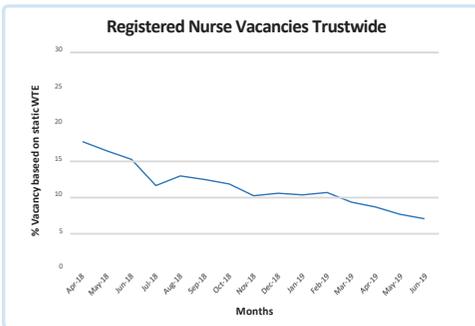


# CHALLENGE: Improving recruitment into nursing vacancies at ESNEFT

## Where we started

### INTRODUCTION

Prior to the formation of ESNEFT in July 2018, both Ipswich and Colchester hospitals had consistently high vacancy levels for RNs. Following the merger, a joint approach for recruitment and retention was set out focusing on improving the learning environment for all staff, including students, substantive staff and those developing into new roles. Predictive analysis and forecasting of vacancies supports proactive recruitment which has supported achieving a month-on-month vacancy reduction. The RN vacancy reduction has been achieved whilst enhancing and increasing the RN establishment across ESNEFT.



## What we have achieved

### SUMMARY

We have achieved significant improvement in the vacancy position through:

- Strengthened infrastructure for Education and Training (pre Reg and post Reg corporate team and leadership)
- Recruitment strategies (local, overseas, grow our own)
- Retention strategies (initiated with NHS collaborative)
- Cultural shift in how education/learning is viewed; support a learning environment for all – Supportive models such as Collaborative Assessment Learning Model (CALM) implemented
- Cultural shift in the Trust’s approach to development of all staff of all levels

### RECRUITMENT

#### Overseas OSCE Programme

- Trustwide structured programme
- Pastoral and professional support
- Use of clinical simulation (skills rooms and equipment)
- Excellent pass rates of 98%

#### New Leadership roles

- Director of Midwifery
- AHP Strategic lead

#### Students

- Rollout of CALM
- Clinical placement teaching programme

### PROFESSIONAL DEVELOPMENT

#### SKILLS PASSPORT implementation:

- Be accountable for own practice
- Demonstrate both confidence and competence in your role
- Take responsibility for the continuing development of your own skills and knowledge
- Be able to provide an evidence base or rationale for your practice
- Recognise and implement ways of developing skills within an increasingly specialist area of practice

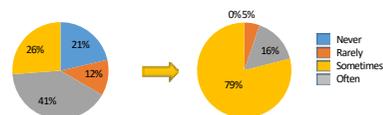
#### MASTERCLASSES

- Monthly professional development sessions for senior leaders (band 7 and 8)
- External speakers

### Collaborative Assessment Learning Model (CALM)

These pie charts show a marked improvement in the levels of satisfaction and support our learners experienced with the implementation of CALM. This has significantly contributed to recruitment retention and experience of both staff and patients.

Is it usual to be allocated your own patient caseload?



Is it usual for you to actively participate in drug administration (under supervision)?



Is it usual for you to lead handover?



Are you able to develop leadership skills?



For further information, please contact:  
Catherine Morgan, Chief Nurse  
[catherine.morgan@esneft.nhs.uk](mailto:catherine.morgan@esneft.nhs.uk)

## Mid and South Essex STP

### Local Workforce Action Board – Workforce Initiatives

**Focus on Retention:** Essex Partnership University Hospital Trust participated in the NHSI Retention programme which as a direct result has seen the turnover rate drop from 15.2% to 12%. They have implemented a more robust and effective flexible working package for staff to access as well as a proactive retire and return process. In addition EPUT have focused on their vacancy rate as this was over 14% and is now 12%. This has been achieved by focusing on dedicated recruitment days across all specialties; student engagement sessions and a keep in touch scheme resulting in an increase in the number of student nurses over the last 2 cohorts. This learning is now being shared across our system with LWAB support.

**Staff Health & Wellbeing:** The LWAB has supported delivery of mindfulness, compassion and resilience training to over 200 staff and also implemented a succession of health coaching awareness sessions and conferences enabling 140 staff to participate.

**Diversity & Inclusion:** We have delivered locally the national Stepping Up programme for BAME staff in bands 5 & 6 with 36 participants. Delivering locally has enabled us to have a significantly higher participation rate.



**National Pilot Site:** Our STP has been selected as one of 7 national pilot sites for the NHS Leadership Academy High Potential Programme. As a result of the preparation for our first cohort in January 2020 we are developing our system approach to talent management with an agreed set of principles. A review of talent management and how we map across the STP is also being implemented.

Further details please contact: Jacky Dixon, Workforce Transformation Manager, [jacky.dixon@nhs.net](mailto:jacky.dixon@nhs.net)

## EPUT and NHSi Retention Plan – One Year Progress

Over the last year we have taken steps in an attempt to improve retention here at EPUT. Here are some of our biggest achievements so far:

<p><b>New Starters</b></p>  <ul style="list-style-type: none"> <li>• Preceptorship Policy developed</li> <li>• New facilities for preceptees – placement website and action learning sets/seminars are in development</li> <li>• Implement New Starter call backs within their third month in post. 76% of the feedback given was positive with 24% of calls highlighting areas for improvements</li> <li>• New starters leaving in their first year of employment, has been reduced by 30%. New induction starter pack implement to guide employees through their first 6 months at the Trust</li> </ul>	<p><b>Pastoral and Wellbeing Support</b></p>  <ul style="list-style-type: none"> <li>• Improved 'Managing Your Stress' and 'Listening To You' intranet pages</li> <li>• Developed and implemented Managing Stress and Wellbeing guide.</li> <li>• Anti-Bullying sessions delivered across the Trust</li> <li>• Increased the numbers of actions against staff for bullying behaviour including dismissals</li> <li>• New Staff Equality Networks formed for LGBTQ+ and Disability</li> </ul>
<p><b>HR</b></p>  <ul style="list-style-type: none"> <li>□ Significant increase in flexible working requests and improvement in approval rates</li> <li>□ 203 employees took advantage of the new Buying &amp; Selling annual leave scheme</li> <li>□ March 2018 the Trust's turnover rate decreased to 11.6% from 15.2%</li> <li>□ March 2018 the Trust's vacancy rate decreased from 14% to 11.97%</li> <li>□ 62% of staff that have retired over the last 6 months have returned on either full time/part time or flexibly on the bank</li> </ul>	<p><b>Recruitment</b></p>  <ul style="list-style-type: none"> <li>• 25 qualified nurses recruited through our Recruitment open days held across the Trust</li> <li>• Trac Recruitment System implemented in January 2019 to support the Trust's recruitment process</li> </ul> <p><b>Students</b></p>  <ul style="list-style-type: none"> <li>• Monthly student forums</li> <li>• Student conference</li> <li>• Keep in touch with students – managers offering jobs and HR keeping in touch with students who have been offered jobs</li> </ul>

## MSE workforce challenge



- The issue: under-utilisation of nursing apprenticeship levy** when we have significant nursing vacancies within MSE. We have continued with a range of initiatives to improve domestic supply and have a plan for 400 plus international recruits arriving throughout 2019/20 as well as 150 newly-qualified nurses; however, there still remains a gap.
- How we've tackled it:** MSE group approach to 'grow our own' nurses through a stepped career progression model and career pathway; through this approach we will ensure we maximise the use of the levy, improve engagement and morale within the workforce, improve community engagement via schools and colleges to develop a local recruitment pipeline, up-skill and retain the existing workforce and invest in additional band 4 roles, provide a new entry level to attract school leavers into health career pathways, reduce the risks associated with an ageing workforce, improve system working across the STP (rotational working/learning through acute, community, mental health & primary care).
- The result:** success so far includes the establishment of a nursing career pathway for the healthcare support workforce, increased utilisation of spend of levy funds month-on-month, increase in engagement with a number of departments, establishing partnership working with our higher education institutes (HEI) and STP partners. Further anticipated benefits will come from the development of the Nurse Degree Apprenticeship, which offers a progression and career pathway for aspirational support staff and stepped career progression from entry level to registered registration (see figure 1 below). Over the next 12 to 18 months we anticipate 40 nurses will qualify through this route. The longer-term aspiration is to reduce in overseas nurse recruitment and temporary staffing through increased retention from the 'grow our own' initiative.

- Contact details:** [danny.hariram@btuh.nhs.uk](mailto:danny.hariram@btuh.nhs.uk)



The first pathway requires obtaining a level 2 and level 3 apprenticeship in the initial phase. A level 3 qualification (or A levels) and maths and English at level 2 qualifies the employee to progress to next phase of the foundation degree / higher apprenticeship and then to top up to obtain BSc (Hons) Nursing degree apprenticeship. This entire process could take 70 months in total from initial phase to registered nurse. However, this is a step on and off programme which allows flexibility and career progression. At the end of Level 5 staff are qualified to work as Assistant Practitioners.

# AGEING WORKFORCE AND LACK OF QUALIFIED NURSES IN NORFOLK



Norfolk Community Health and Care NHS Trust



apprentice route enables people to learn and earn and supports our core value of community

## HOW DID WE TACKLE IT?

We had a comprehensive workforce planning approach involving staff across the Trust to develop a service led workforce plan



Assessed each area to make sure that the workforce could manage new apprentices and evaluated what help was needed to achieve that

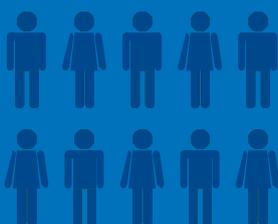
Successful recruitment campaign resulted in:

**599** applicants,  
**235** shortlisted,  
**122** interviewed

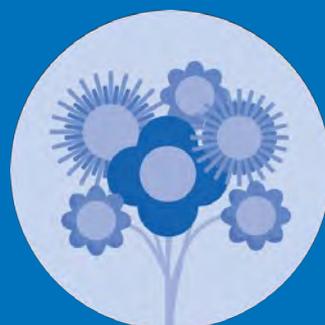


Applied key projects to grow our own, increase our bank staff, develop clinical competencies, manage vacancies, offer guaranteed jobs

## THE RESULT



We have a healthy apprenticeship programme with **over 100** clinical apprentices



**four year 'Grow our Own'** plan – so we are fit for the future

**22** We have recruited:  
HCA apprentices

**40** Assistant practitioners  
Trainee Nurse associates

**23** Nursing degree apprentices (2 year)

**25** Nursing degree apprentices (4 year)

We now have a waiting list to potentially fill February 2020 cohort

# Growing our workforce

Our nursing associates - bridging the gap between health or care assistants and registered nurses.

## 1. Our workforce challenge

We have challenges recruiting and retaining staff, just like other parts of the country. We estimate there are over 3,000 vacancies in health and social care in Norfolk and Waveney.



## 2. Our fantastic trainee nursing associates, or TNAs

Part of our solution is to focus on rolling out the TNA programme in health and social care.

Our TNAs are taking part in a two year work-based learning programme.

This will relatively quickly increase capacity of the NHS and social care workforce and improve care.

**Lorna Mallinder (left)** "I have always admired nurses and really wanted to join the profession, but financially I was never in the position to fulfil this dream. This is a fantastic opportunity for me to become part of the nursing profession whilst earning. I'm based in a LD respite care home and I've just spent time working with the community nurses."



## 3. Our partnership

We have a strong partnership driving this work forward, which includes local training providers, NHS trusts, primary, community and social care.



## 4. The results and next steps

162 TNAs have started their training since September 2018.

Our partnership has been recognised by HEE as an exemplar for its outcomes, partnership working and pioneering involvement of social care.

A two year growth plan is in development, which will form part of our new Workforce Strategy.

**in good health**  
The Norfolk and Waveney Health and Care Partnership



<p><b>The workforce challenge/problem</b></p> <p>The GP Forward View national strategy stressed the urgent need to increase general practice workforce, retain current staff and improve workload. GP practices across Essex have faced an ongoing challenge recruiting, developing and retaining GPs, practice nurses and primary care staff in general and a solution was needed to address the issue.</p>	<p><b>The results</b></p> <p>Through the above programme of work since November '18, EPCC has:</p> <ul style="list-style-type: none"> <li>- established a local <b>pool of close to 200 candidates</b> to facilitate quicker recruitment into posts within primary care</li> <li>- responded to over <b>80 online career / job enquires</b> received via the website</li> <li>- engaged with over <b>70 nurses via social media campaigns</b>, a proportion of which are being offered suitable roles or support with additional training in order to transition to primary care</li> <li>- generated interest from over <b>300 individuals around the Essex Skills Show and Job Fairs</b>, with <b>187</b> candidates personally attending the fairs including GP trainees from the local Training Schemes</li> <li>- engaged with over <b>130 participants</b> at the <b>1<sup>st</sup> Essex Primary Care Conference</b> to promote <b>new and emerging roles</b> in primary care and share best practice</li> <li>- attracted over <b>8,5k new visitors</b> to the <b>website</b></li> <li>- advertised over <b>450 local vacancies</b></li> <li>- Supported Leadership training for over <b>40 GP trainees</b> / newly qualified by funding delivery of <b>Next Generation GP</b> programme in Essex</li> <li>- Engaged with over <b>400 individuals</b> – pupils, graduates and job seekers through <b>national and local fairs and events</b></li> </ul>
<p><b>How we tackled it</b></p> <p>EPIC (Essex Primary Care Inter-professional Centre for Workforce Development) has been in operation since 2015. In 2018 EPIC rebranded to Essex Primary Care Careers (EPCC) to create a unified recruitment &amp; careers hub for the 240 GP practices across Essex.</p> <p>Within 2018/19 EPCC has established:</p> <ul style="list-style-type: none"> <li>- a unified Essex Primary Care Careers employer brand to increase awareness of the service and provide a central resource for candidate engagement</li> <li>- a modernised approach to recruitment incorporating digital technology to maximise candidate attraction and improve the candidate experience</li> <li>- a centralised careers hub <a href="http://www.essexprimarycarecareers.nhs.uk">www.essexprimarycarecareers.nhs.uk</a> supported by social media channels and campaigns</li> <li>- a stream of static and interactive content to capture audience interest including careers information, video testimonials from the Essex workforce, latest local job vacancies information and news and resources for candidates</li> <li>- a presence for Essex practices at national and local recruitment events to raise awareness of primary care as exciting place to work among the working population, students and pupils</li> <li>- channels for active promotion and support for national campaigns within Essex including Next Generation GP, #AssociateYourself #GPReturn #ChooseGP #WeAreTheNHS</li> </ul>	<p><b>Who to contact for further information:</b></p> <p>Victoria Robertson  Deputy Director of Workforce, OD and Corporate Services  North East Essex CCG, the host organisation for Essex Primary Care Careers  <a href="mailto:victoria.reobertson5@nhs.net">victoria.reobertson5@nhs.net</a></p>

## Addressing workforce shortages

### The Challenge:

Reduce vacancy, improve retention – make MKUH the MK employer of choice

### What we did:

- Staff benefits engagement programme – free staff parking, free tea/coffee, enhanced compassionate leave, flexible working, enhanced wellbeing offering, discounted gym membership
- Starter & leaver surveys

### The Results:

- Staff feel valued
- Improved recruitment, retention and stability rates
- Created demand for working at MKUH

Contact: [paul.sukhu@mkuh.nhs.uk](mailto:paul.sukhu@mkuh.nhs.uk)

# 4. Transforming how we work to deliver 21st century care

## Transforming how we work to deliver 21st century care: new ways of working, new roles, new teams.

Over the next 10 years, health and care will change significantly. We have a roadmap in the NHS Long Term Plan which sets out a new service model for the 21st century: increasing care in the community; redesigning and reducing pressure on emergency hospital services; more personalised care; digitally enabled primary and outpatient care; and a focus on population health and reducing health inequalities. To deliver this vision and keep pace with advances in science and technology will require both continued growth in our workforce and its transformation to one that is more flexible and adaptive, has a different skill mix and - through changes in ways of working - has more time to provide care. There will be new roles and significant changes to existing roles, requiring an increase in data science and digital skills, as technology and scientific innovation transform care pathways and clinical practice, and enable more efficient ways of working. Our people will need the skills, education and training to realise the potential of these exciting new roles; to extend their practice in current roles; and to work in multidisciplinary teams that facilitate more integrated, person-centred care. These examples show how organisations are beginning to address these challenges and opportunities.

**transform • redesign • personalised teams • vision • digital • community technology • innovation • growth improvement • integrated • care clinical • practice • change • delivery 21st century • health • population**

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<b>The MK Way</b>	
Milton Keynes University Hospital	
NHS Foundation Trust	38

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<b>We care together</b>	
Norfolk and Waveney Health and Care Partnership	39

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## Transforming how we work to deliver 21<sup>st</sup> century care

### The Challenge:

Improve ease of booking bank shifts including out of hours and enhance interaction with staff

### What we did:

Created an app which allowed staff to see and book shifts directly 24/7  
Enhanced the app to become a communication channel to allow the Trust to disseminate key messages to all app users

### The Results:

- Increased bank fill rates reducing agency costs
- Increased self booking of shifts
- Increased staff satisfaction
- Created communication channel which staff can see on any hand held device

Contact: [paul.sukhu@mkuh.nhs.uk](mailto:paul.sukhu@mkuh.nhs.uk)

# #WeCaretogether

A platform to support the health and social care workforce of Norfolk and Waveney on its journey to smarter integration.

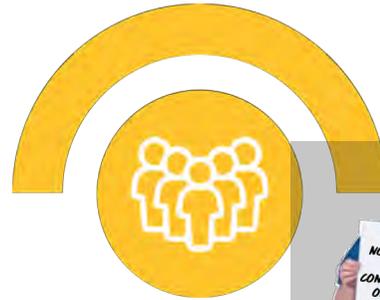
## 1. The workforce challenge

We are in the process of writing a workforce strategy to support Norfolk and Waveney's health and care system.

We want a strategy to:

- help all our health and care organisations, collectively, to better look after the staff we already have
- to collectively understand the new roles we need for the future, to attract future talent
- to better understand the way we can all work together for the people of Norfolk and Waveney.

This is early days for our region, it is important for us to **problem solve** together.



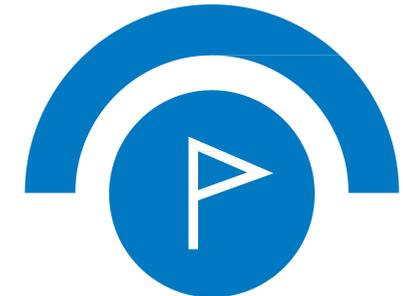
## 2 How we are tackling it

- #WeCareTogether is designed to help gradually connect the minds and hearts of our regions workforce to our shared journey towards a more integrated healthcare system.
- #WeCareTogether is our brand, digital destination, method and integrated team of leaders.
- Its purpose: to give voice to the 70,000+ paid and unpaid people within our health, social care and voluntary organisations.
- #WeCareTogether blends online and physical workshops, for broad and deep conversations, with insightful qualitative and quantitative data analytics.
- We're bringing our people on our integration journey, crowdsourcing their collective wisdom to help identify, define and tackle the big issues that our region must address, together.



## 3. Drum roll... the results, so far

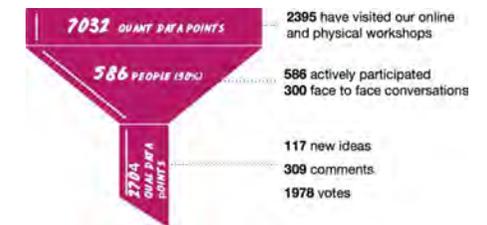
- 2,395 people have visited our online and physical workshops, from 91 organisations from a wide cross-section of roles.
- They've shared 9,436 analysable data points.
- Analyses are underway and our very early insights reveal:
  - Our people say leadership culture can be enhanced if leaders truly give staff voice, make purpose and vision clear and are present in the lives of their people.
  - 21st century care will depend upon a digital ready and change positive workforce, yet this is dependent upon our people being both digitally willing and digitally able.
  - We've found support for the HEE-Clever Together "Best Place to Work" framework - the dozen demands staff make from model employers.
- We will use these insights to shape the workforce strategy, identify what needs to change and have further deep conversations in the coming months.



## 4 our workforce is co-designing how to:

- Make our organisations the best places to work
- Improving the leadership culture
- Deliver 21st century care
- Improve operating culture

## 5 key stats & facts



Anna Morgan, Director of Workforce for the Norfolk & Waveney Health & Care Partnership  
 WeCareTogether.org.uk @mmorgan\_anna @Clever\_Together

## 5. Overview of east of England workforce data

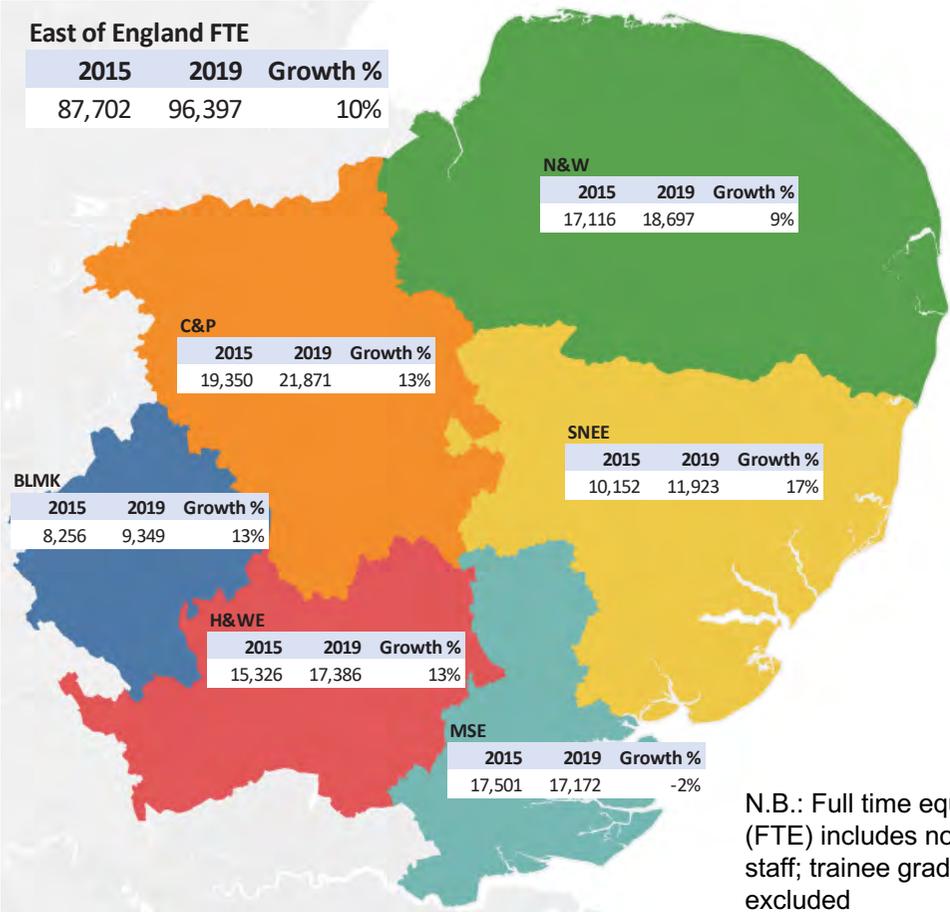
This section provides information and data about the workforce trends and growth in each STP/ICS and in relation to the NHS workforce and Primary Care Workforce. It shows the analysis of the workforce profile and highlights aspects regarding vacancy rates and staff turnover. It also looks at the indicators and outcomes from the 2018 staff survey data to provide a benchmark within each STP to build on, recognise achievements and plan actions to improve these collaboratively. In addition, there is an overview of the range and scale of leadership activities and interventions that staff in east of England have accessed over the last year and continue to support the development of our workforce.

**workforce • data • analysis • profile  
skill mix • trends • demographics  
mobility • staff • age • disability  
belief • gender • ethnicity • careers  
employment • supply • turnover  
attraction • recruitment • retention  
reward • roles • capacity • skills  
capability • inclusion • deployment  
development • experience • growth  
succession planning • vacancies  
leadership • talent management**

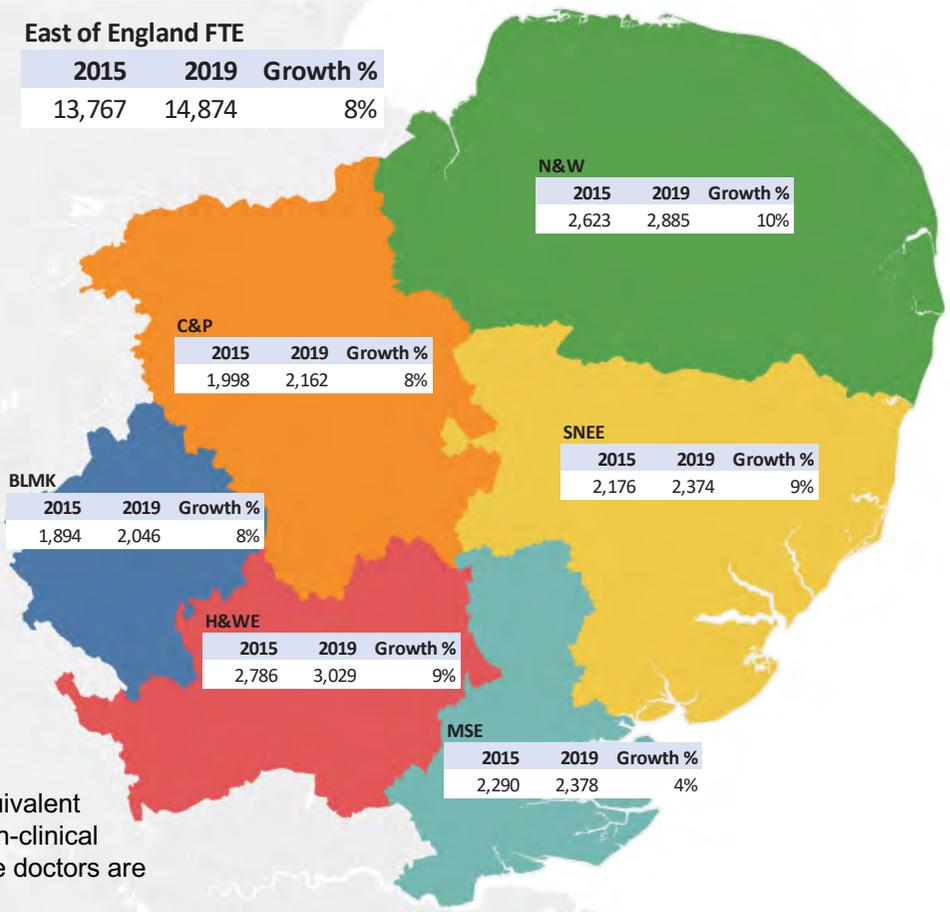
<b>Workforce Staff in Post (SIP) Trends</b>	41-45
<b>East of England Staff Survey Data</b>	46-52
<b>Leadership Data</b>	53

# Workforce Staff in Post (SIP) Trends

## NHS Workforce



## Primary Care Workforce



STP Name

- BLMK = Bedfordshire, Luton and Milton Keynes
  H&WE = Hertfordshire and West Essex
  N&W = Norfolk and Waveney
- C&P = Cambridgeshire and Peterborough
  MSE = Mid and South Essex
  SNEE = Suffolk and North East Essex

- Growth in NHS workforce has been reliant on recruitment of staff from EU/ EEA (European Union/ European Economic Area) and ROW (Rest of World)
- Transfers of staff have had an impact on growth in several STPs (C&P, MSE, N&W, SNEE)

Source: ESR data warehouse; NHS Digital

# NHS WF SIP Trends – Medical and Nursing

East of England	2015	2019	Growth %
Consultants and Career Grade	5,538	6,736	22%
Registered Nursing	29,373	30,379	3%

N&W	2015	2019	Growth %
Consultants and Career Grade	913	1,103	21%
Registered Nursing	5,784	5,651	-2%

C&P	2015	2019	Growth %
Consultants and Career Grade	1,248	1,586	27%
Registered Nursing	6,468	7,354	14%

SNEE	2015	2019	Growth %
Consultants and Career Grade	664	789	19%
Registered Nursing	3,218	3,684	14%

BLMK	2015	2019	Growth %
Consultants and Career Grade	650	857	32%
Registered Nursing	2,687	3,027	13%

H&WE	2015	2019	Growth %
Consultants and Career Grade	1,000	1,171	17%
Registered Nursing	5,095	5,373	5%

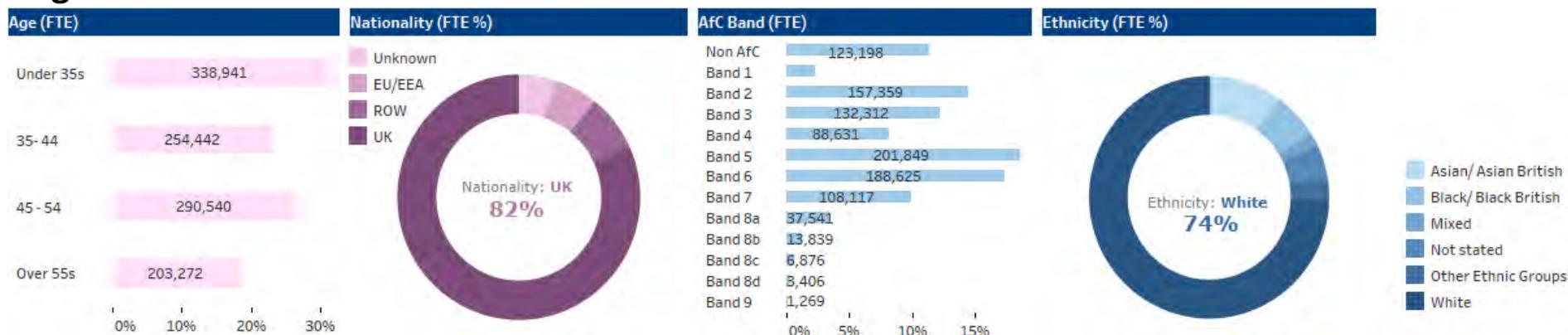
MSE	2015	2019	Growth %
Consultants and Career Grade	1,063	1,229	16%
Registered Nursing	6,121	5,290	-14%

- Consultants and Career Grade SIP grew at a greater rate than Registered Nursing
- N&W reduction in Registered Nursing SIP in part due to transfer of provision of community health services from Norfolk Community Health and Care NHS Trust (NCHC) out of the STP
- MSE reduction in Registered Nursing SIP due to transfer of staff out of STP by Essex Partnership University NHS Foundation Trust (EPUT)

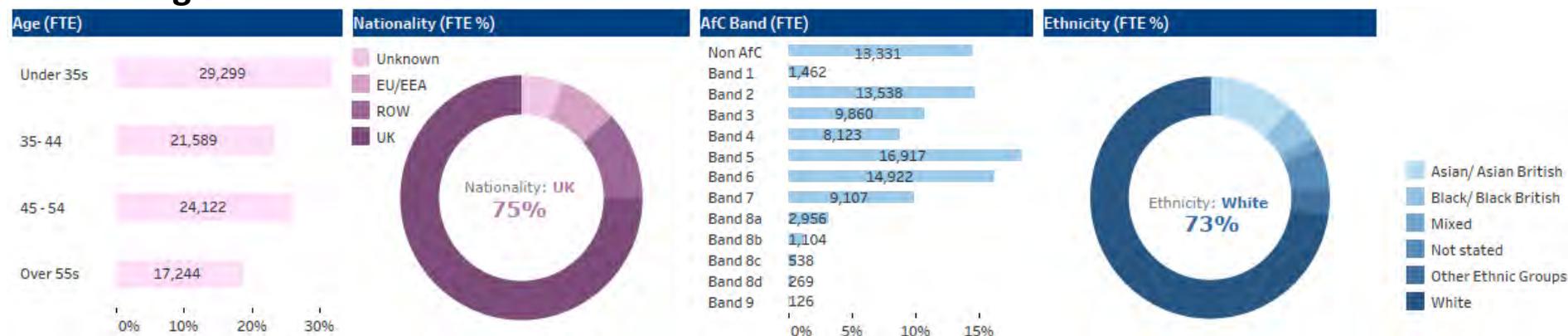
STP Name	
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	SNEE = Suffolk and North East Essex

# Workforce Profile

## England - March 2019



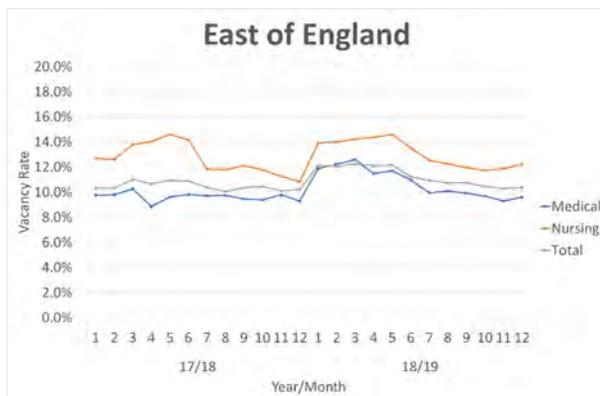
## East of England - March 2019



- The age profile for the East of England is similar to that of England average; the proportion of staff aged under 35 is slightly greater in the East of England.
- The proportion of NHS workforce with nationalities recorded as EU/ EEA and ROW in the East of England is larger in comparison to the aggregated profile for the whole of England. This means the risk to EoE supply posed by Brexit is greater than in other regions.
- The proportion of NHS workforce identifying as Asian/ Asian British is greater in the East of England compared with the England aggregate; there is a comparatively smaller proportion of staff identifying as Black/ Black British

Source: HEE STP Analytic Product; ESR data warehouse

# NHS Workforce Vacancy Rates

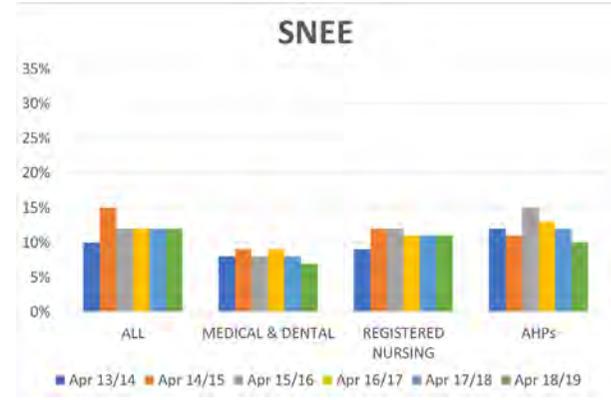
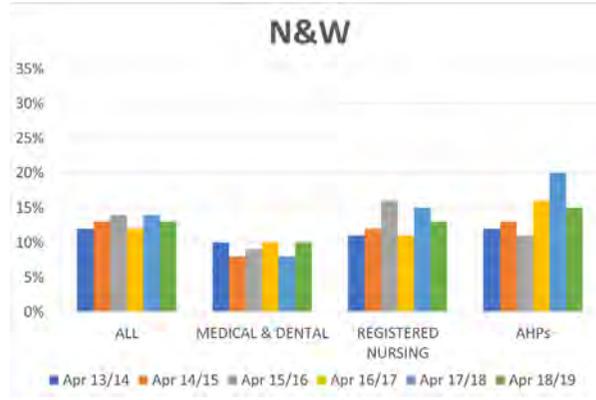
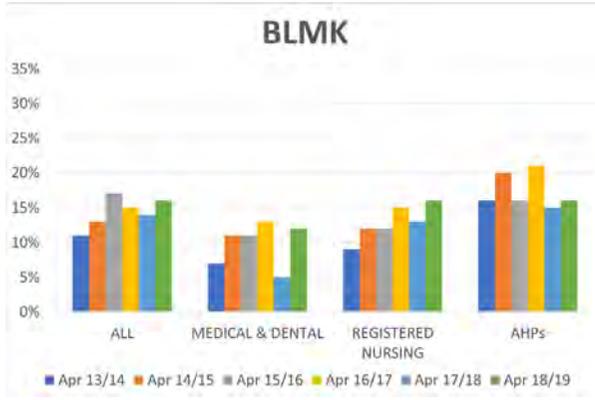
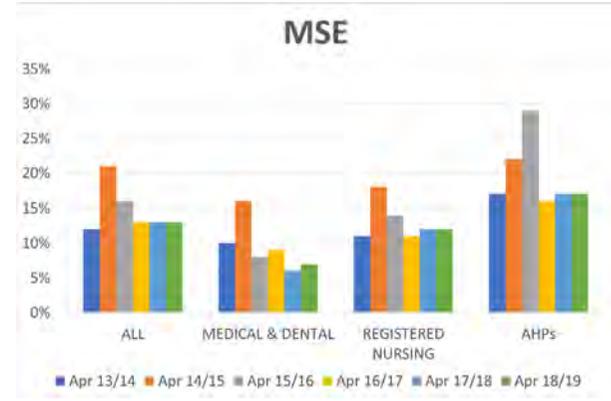
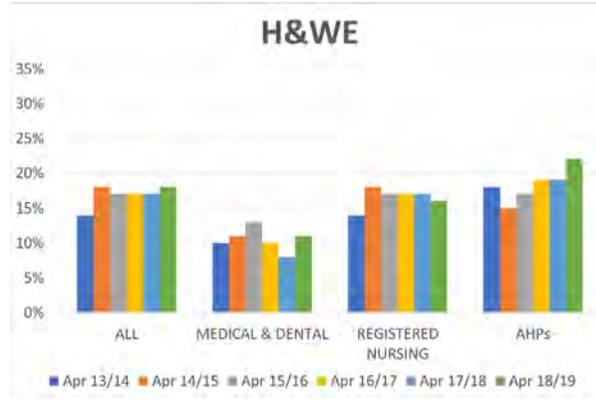
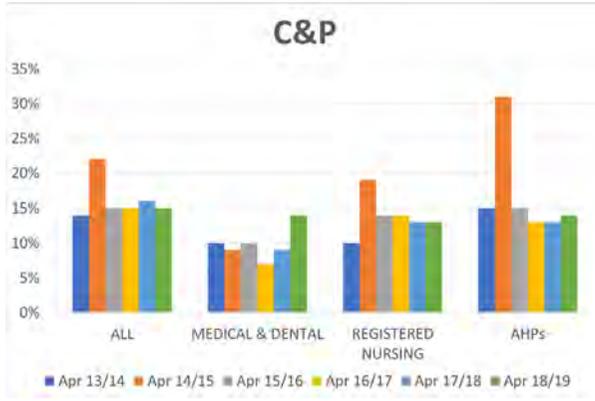
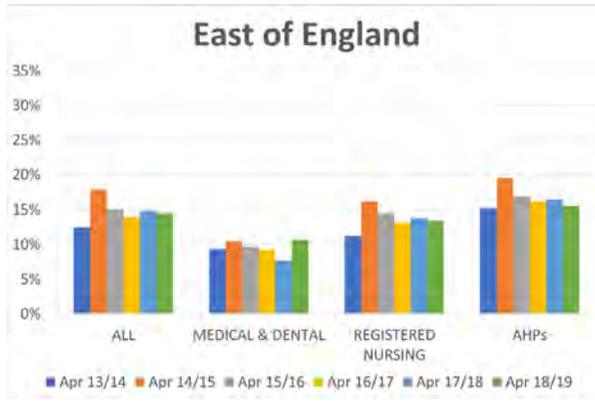


- Medical vacancy rates (including trainees) are lower overall compared with the Nursing vacancy rates
- Comparison of the regional rates for month 12 in 2017/18 and 2018/19 indicate growing Nursing vacancy rates across the East of England
- MSE and BLMK had the highest Medical vacancy rates in month 12 2018/19; there has been a growing trend for MSE over the last two years
- Nursing vacancy rates in H&WE, MSE, BLMK and N&W are above 11%; MSE has had a growing trend over the last two years, with vacancy rate of almost 20% in month 5 2018/19



# NHS Workforce Turnover Rates

- Medical and Dental turnover rates include trainees
- Higher turnover rates for AHPs (Allied Health Professionals) in 5 STPs compared with those for Medical and Nursing – these may be due to transfers
- H&WE Nursing turnover rates consistently above 15% (correlates with consistent vacancy rates around 14%)
- Growing Nursing turnover rate trend in BLMK
- MSE Medical turnover rates have reduced the most over time

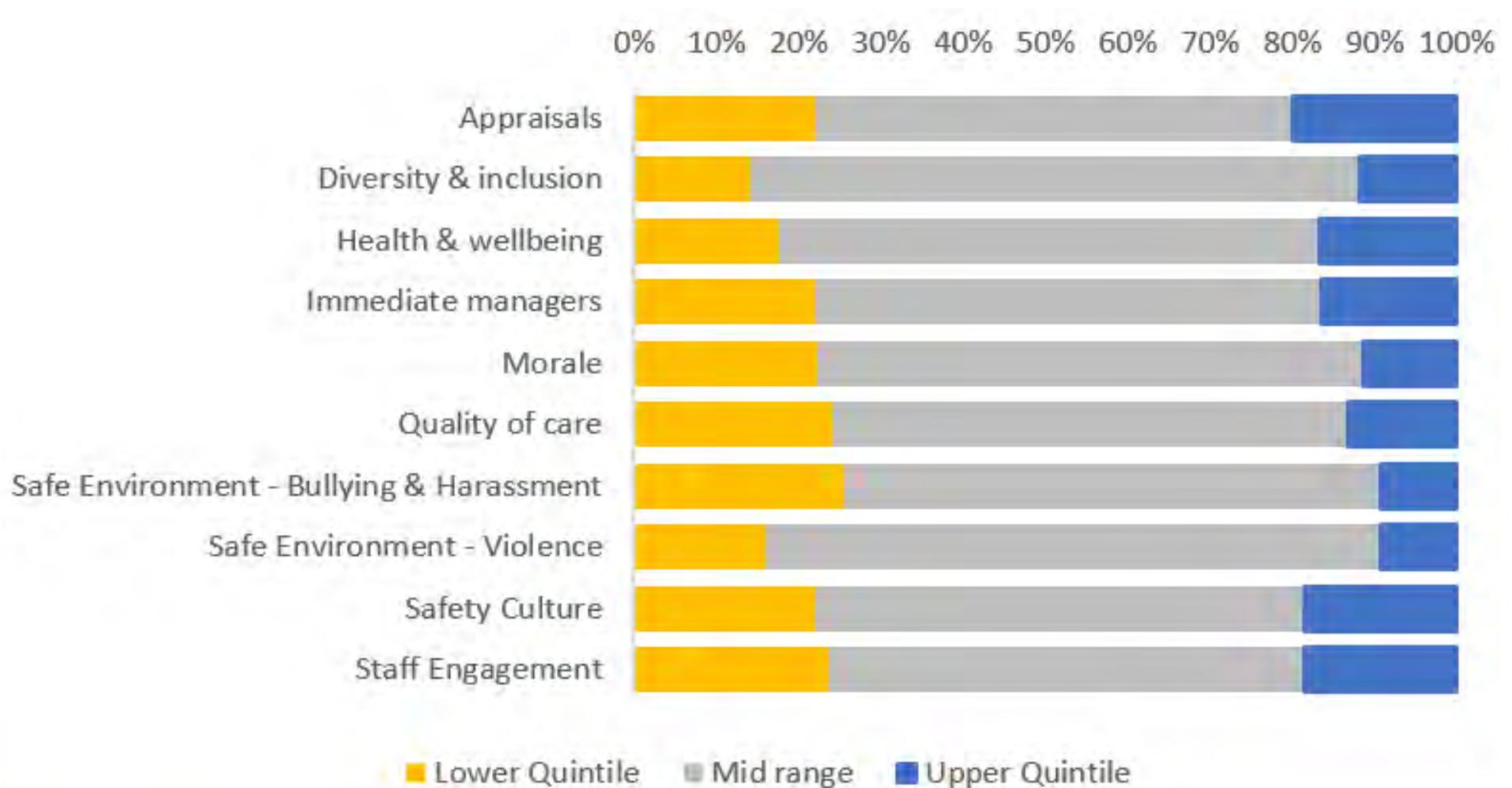


# Staff Survey 2018

## East of England Region



Aggregate number of question score for all trusts within the region which are in the upper and lower quintile by peer group

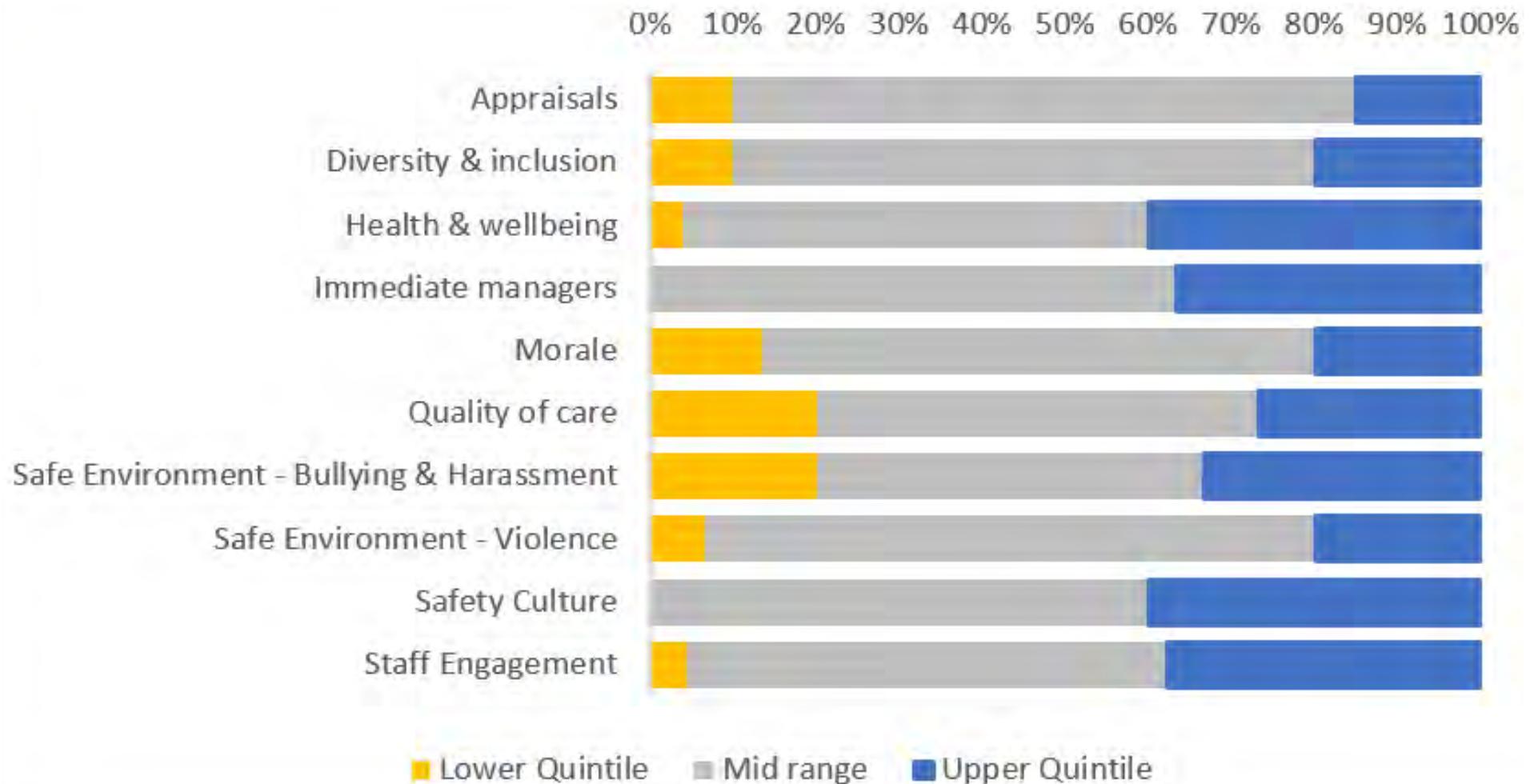


# Staff Survey 2018



## Cambridgeshire and Peterborough STP

Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group

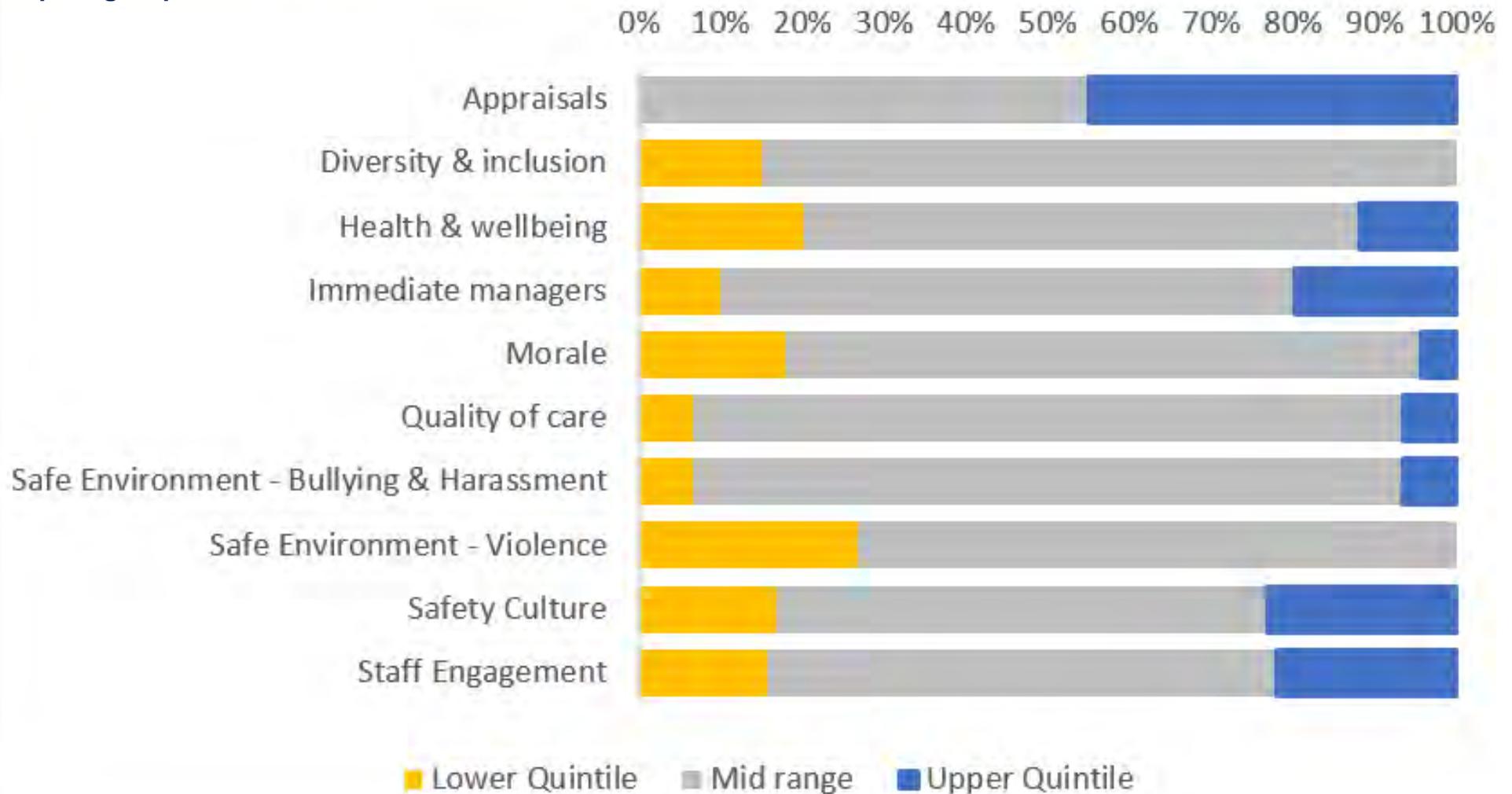


# Staff Survey 2018

## Hertfordshire and West Essex STP



Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group

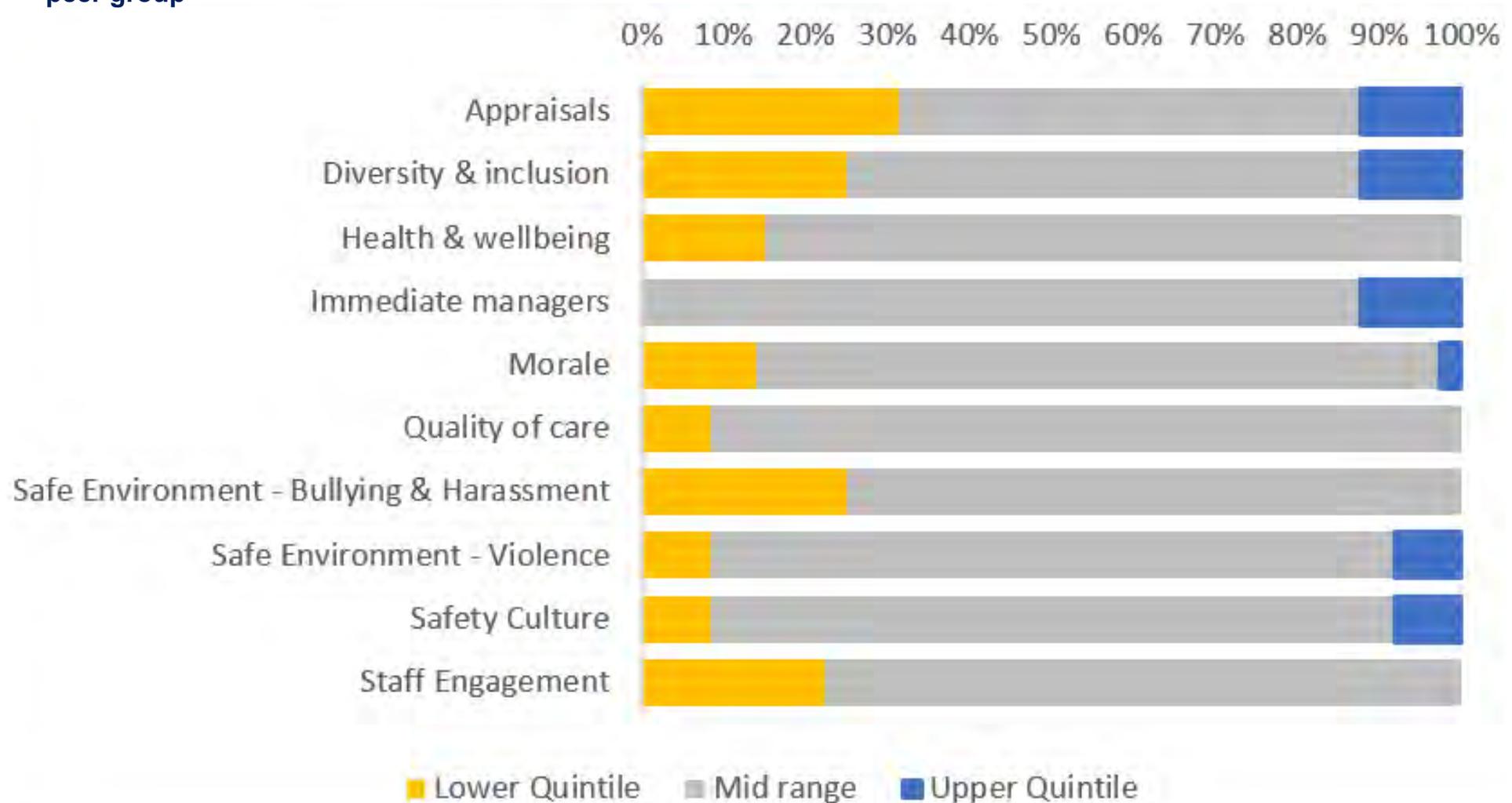


# Staff Survey 2018

## Mid and South Essex STP



Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group

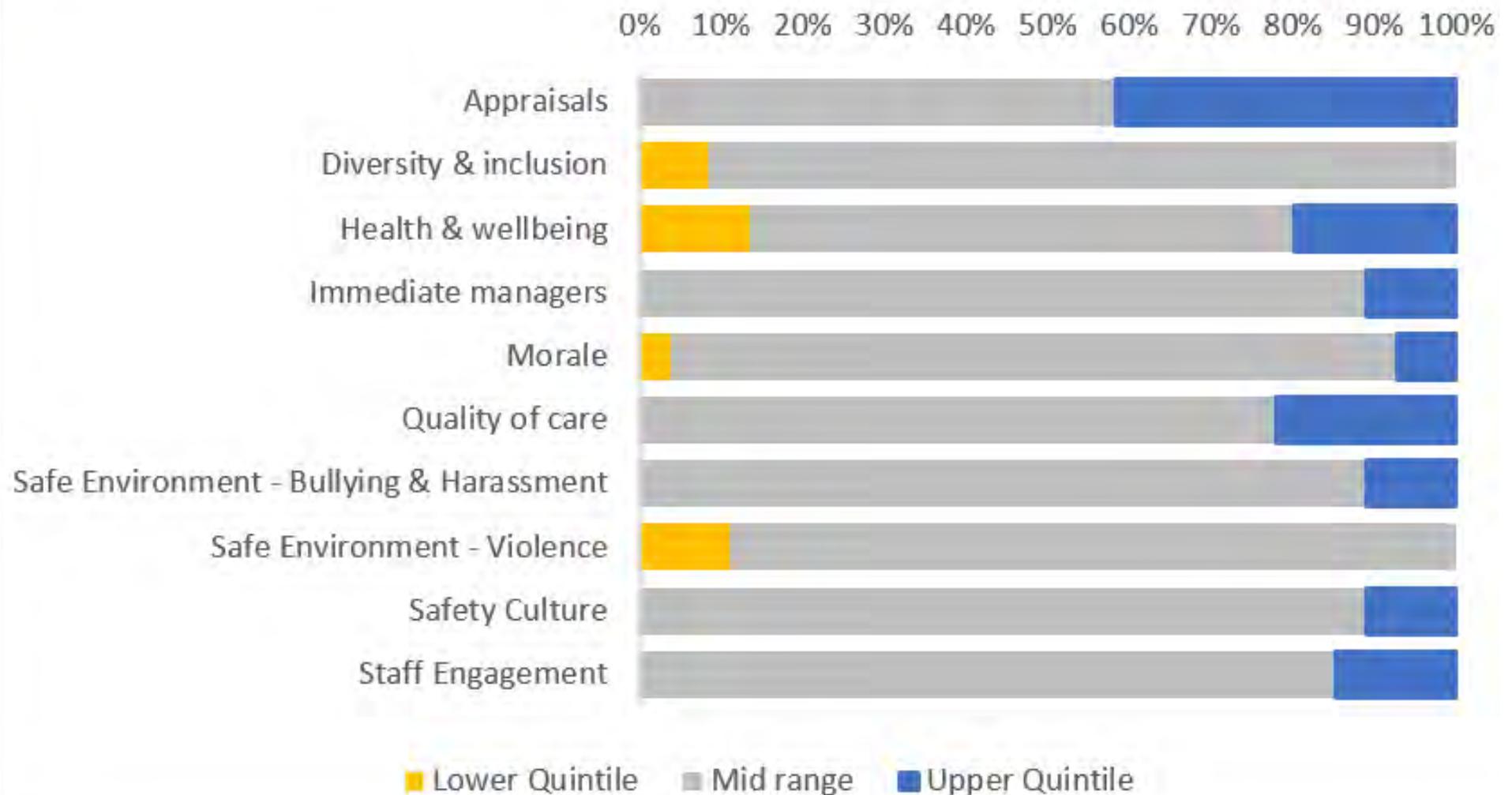


# Staff Survey 2018



## Milton Keynes, Bedfordshire and Luton STP

Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group

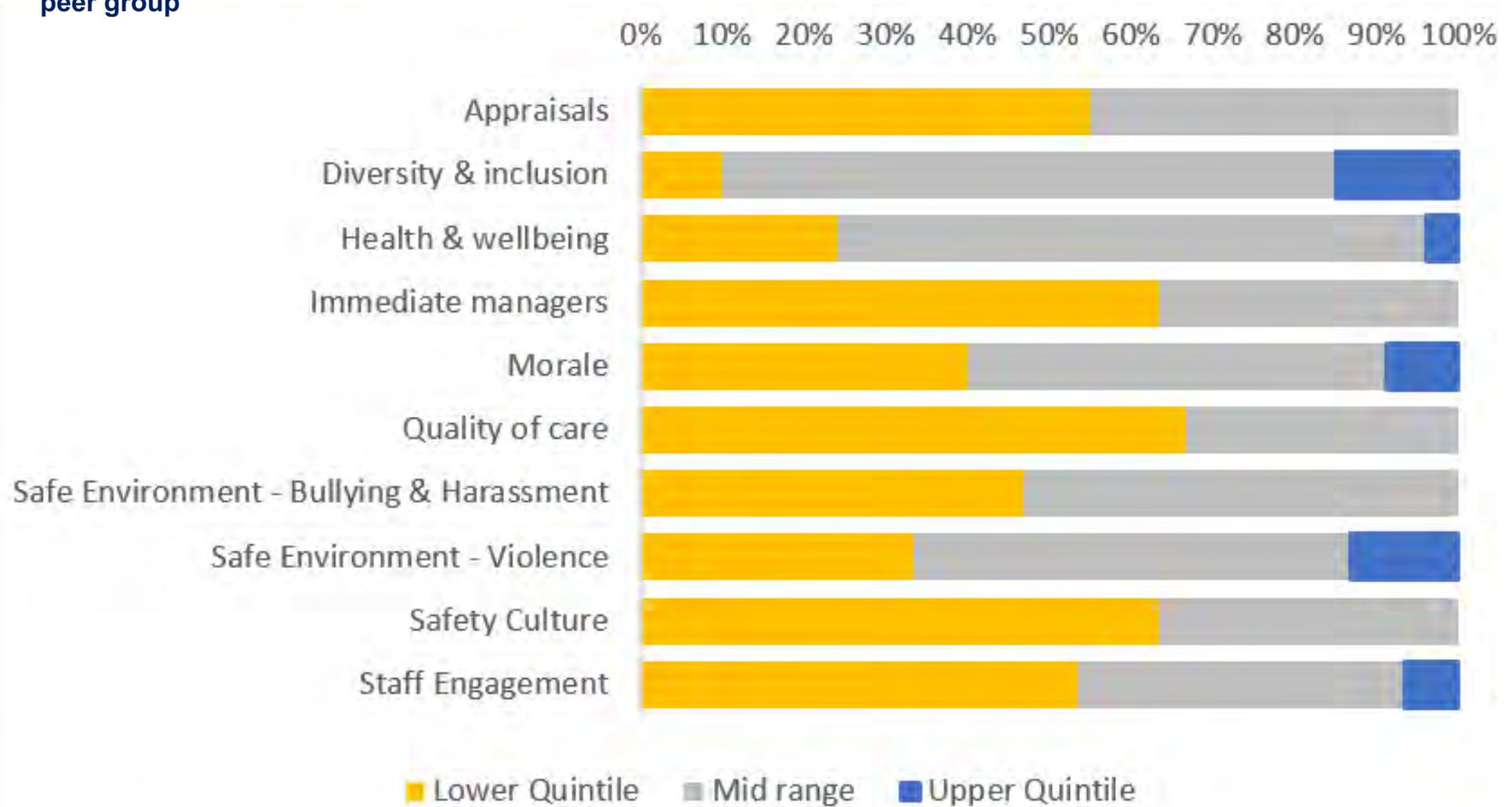


# Staff Survey 2018

## Norfolk and Waveney STP



Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group

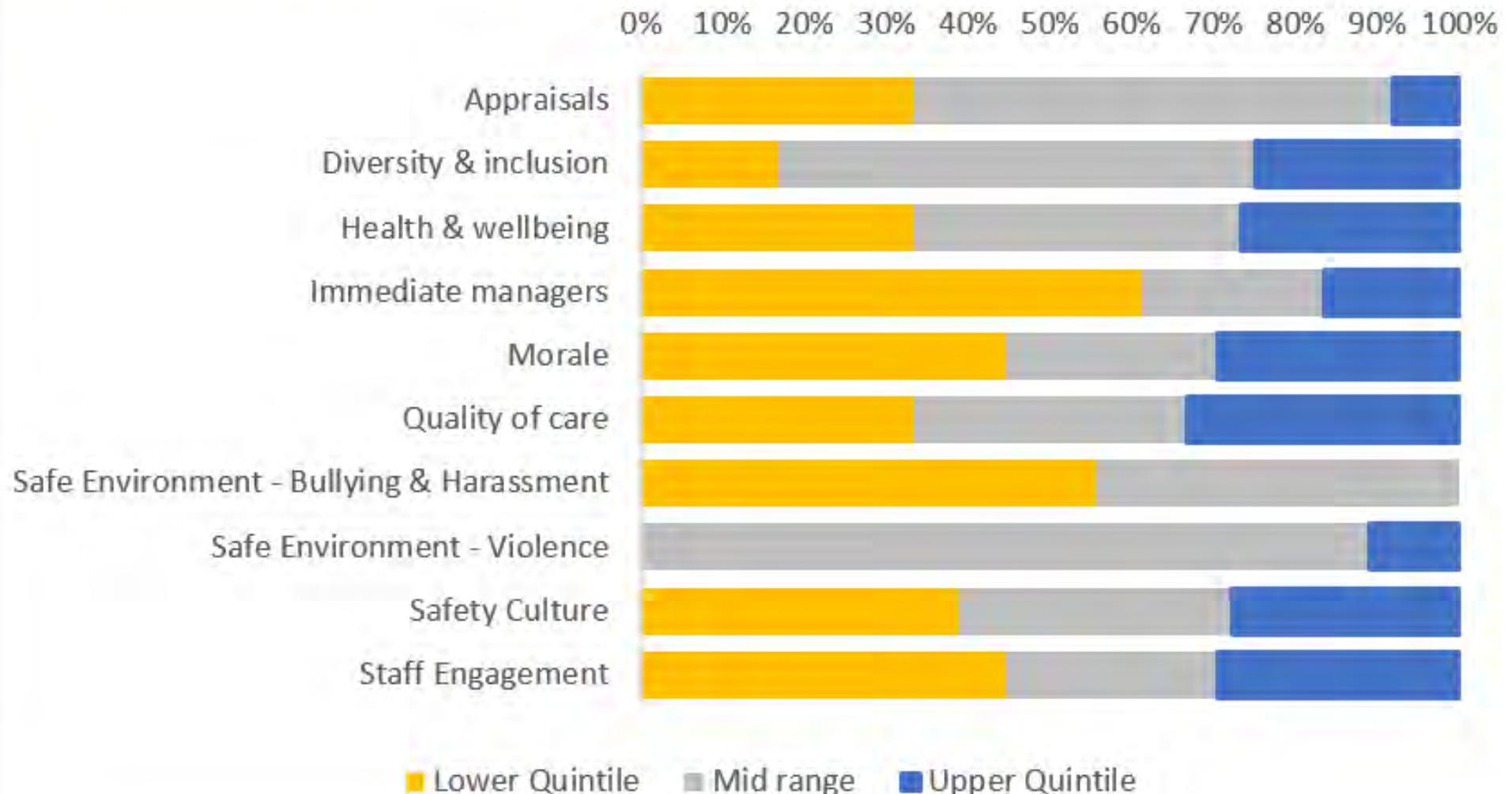


# Staff Survey 2018



## Suffolk and North East Essex STP

Aggregate number of question score for all trusts within the STP which are in the upper and lower quintile by peer group



# East of England Leadership Academy in numbers...

## Leadership Programmes Participants



## Coaching and Mentoring



## Networks

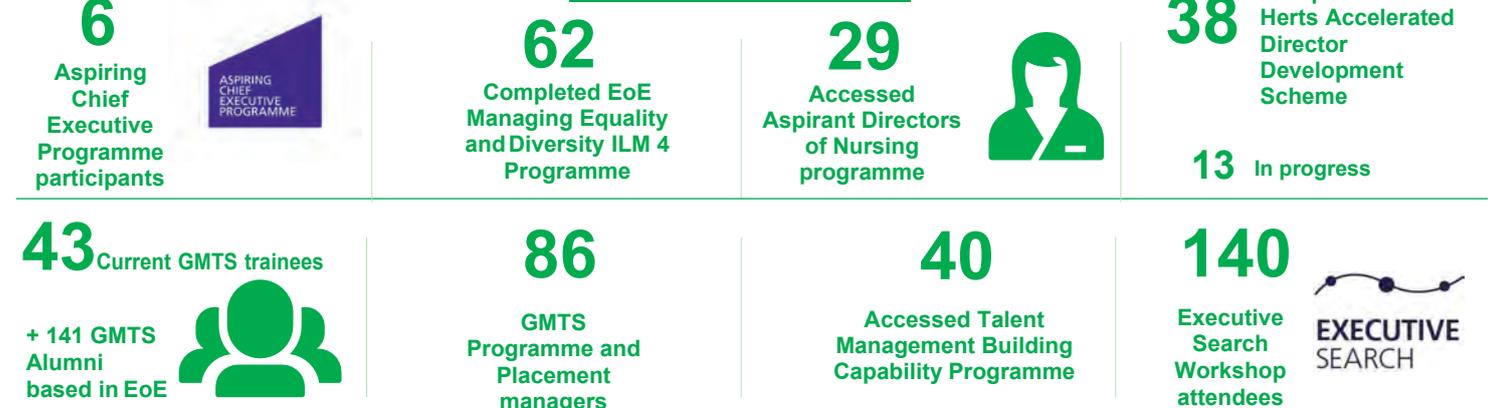
## Systems Leadership



## NHS Healthcare Leadership Model



## Talent Management



## Social Media



## 6. Resources

Building the General practice workforce <https://www.england.nhs.uk/gp/gpfv/workforce/building-the-general-practice-workforce/>

Culture and Improvement <https://improvement.nhs.uk/improvement-hub/culture-and-leadership/>

Closing the gap – Kings Fund and Nuffield Trust joint report of workforce <https://www.kingsfund.org.uk/publications/closing-gap-health-care-workforce>

Eastern Academic Health Science Network <https://www.eahsn.org/>

East of England Leadership Academy <https://eoeleadership.hee.nhs.uk/home>

Equality Hub <https://www.england.nhs.uk/about/equality/equality-hub/>

Future health and Care Update <https://www.england.nhs.uk/email-bulletins/future-health-and-care-update/>

General Practice Forward View <https://www.england.nhs.uk/gp/gpfv/>

Health and Wellbeing framework <https://www.nhsemployers.org/retention-and-staff-experience/health-and-wellbeing>

Improving NHS Culture <https://www.kingsfund.org.uk/projects/culture>

Improving Staff Retention <https://improvement.nhs.uk/improvement-offers/improving-staff-retention/>

Interim People Plan <https://improvement.nhs.uk/resources/interim-nhs-people-plan/>

Networks and Forums to promote staff engagement <https://www.nhsemployers.org/engagement-and-networks>

NHS Leadership Academy <https://www.leadershipacademy.nhs.uk/>

NHS Long Term Plan <https://improvement.nhs.uk/resources/nhs-long-term-plan/>

Patient Experience Improvement Framework <https://improvement.nhs.uk/resources/patient-experience-improvement-framework/>

Promoting a positive culture <https://www.nhsemployers.org/retention-and-staff-experience/tackling-bullying-in-the-nhs/promoting-a-positive-culture-to-tackling-bullying>

Quality Improvement <https://improvement.nhs.uk/improvement-hub/quality-improvement/>

Resources to support workforce retention and improve staff experience <https://www.nhsemployers.org/retention-and-staff-experience>

Your workforce - range of resources and guides <https://www.nhsemployers.org/your-workforce>

Workforce bulletin <https://www.nhsemployers.org/about-us/our-communications/nhs-workforce-bulletin>

Workforce Improvement resources <https://improvement.nhs.uk/improvement-hub/workforce/>

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