

TRUST BOARD

Title:	TRUSTWIDE BI-ANNUAL WORKFORCE REVIEW
Action:	FOR NOTING/DISCUSSION
Meeting:	14 November 2018

Purpose:

This bi-annual workforce review provides the Trust Board with an understanding of the workforce planning and supply issues and the actions in place to secure our future workforce supply. It also details the progress that has been made against the actions identified in our last workforce review in May 2018. The update is attached as Appendix 1.

The report is based on the key findings from the workforce reviews undertaken in:

- Luton adult services
- Luton children and young people's services
- Bedfordshire children and young people's services.
- Dynamic Health services
- iCaSH services
- Norfolk children and young people's services
- Cambridgeshire children and young people's services
- Dental services
- Oliver Zangwill Centre and Acquired Brain Injury Services.

A copy of each review is attached as Appendix 2. This also contains a summary of the main workforce challenges for each service and assurance on the delivery of safe services as requested at a previous Trust Board meeting. These summaries include a service wide dashboard that shows key workforce, quality, finance and performance indicators at service level.

Recommendation:

The Board is asked to **note** the information and actions in this report.

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Trust Objectives:

Objective	How the report supports achievement of the Trust objectives:
Provide outstanding care	The report demonstrates that the Trust and its leaders undertake monitoring of staffing levels in order to maintain safety.
Collaborate with other organisations	Demonstrates close working with Health Education East of England; other NHS and Care organisations and Higher Education Institutions, where appropriate
Be an excellent employer	The report identifies improvements in line with the Workforce Strategy.
Be a sustainable organisation	The report identifies how the Trust seeks to ensure sustainable workforce supply to meet our future staffing needs

Trust Risk Register

This report refers predominantly to actions associated with Board risks:

- Staff Morale and workforce challenges

Legal and Regulatory Requirements:

- CQC Outcomes
- NHS Constitution – Staff Rights and Pledges

Previous Papers:

Title:	Date Presented:
Bi Annual Workforce Review	May 2018

Equality and Diversity implications:

Objective		How the report supports achievement of objectives:						
Achieve an improvement in the percentage of service users who report that they are able to access the Trust services that they require.		Whilst not specifically referenced in this report, the actions with the reviews to support our workforce will support the delivery of this objective						
To introduce people participation in our diversity and inclusion initiatives to capture the experience of hard to reach/seldom heard/varied community groups.		Whilst not specifically referenced in this report, the actions with the reviews to support our workforce will support the delivery of this objective						
To introduce wider diversity on recruitment selection panels.		This paper details the introduction of BMA representation on some interview panels						
To deliver customised training and development for staff to further improve awareness of diversity and inclusion.		This paper covers the training in place to ensure a highly skilled workforce including the diversity awareness training commissioned and run through 2018/19.						
Are any of the following protected characteristics impacted by items covered in the paper								
Age	Disability	Gender Reassignment	Marriage and Civil Partnership	Pregnancy and Maternity	Race	Religion and Belief	Sex	Sexual Orientation
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

1. Introduction

This report details the outcomes from the face-to-face service level workforce reviews that took place with each service. These discussions were well attended by clinical, operational, workforce and educational and training leads. They were led by our Assistant Director of Workforce and key workforce data was reviewed and discussed. In addition, these reviews provided an opportunity to discuss all current workforce issues with a key focus being on workforce planning and supply.

A summary of these discussions with the relevant workforce, quality, financial and performance data for each service is attached as Appendix 2. Key workforce supply challenges and assurance on the delivery of safe services is also detailed on the summaries.

2. Attracting Staff

The Trust recruited 214 substantive and 79 bank staff between April and September 2018. However, the Trust continues to experience recruitment challenges in some roles/services. This is for a variety of reasons including location and national staff shortages. It is well known that by 2020 the NHS will have over 52,000 nursing vacancies nationally.

The key areas of challenge are:

- Luton locality - District Nursing; Health Visitors, School Nurses, Audiologists and specialist safeguarding roles
- Dental – Dental Nurses in South Cambridgeshire
- Children's community and Acute nurses in Cambridgeshire
- Cambridgeshire Children's Services - Health Visitor and School Nursing
- Administration staff in Cambridge
- Norfolk Children's Services – Health Visiting
- Dynamic Health – specialist physiotherapy roles especially within East Cambs and Fenland locality

To attract and retain staff a number of local recruitment and retention premia (RRP) are in place and the effectiveness of these are regularly reviewed. Current RRP's in place are:

- Audiologists – Luton
- Named Nurse – Luton
- Health Visitors – Band 6 – Luton and Wisbech
- School Nurses – Band 6 – Luton
- Speech and Language Therapy temporary roles – Bedfordshire and Luton

The Trust is currently considering whether to put an RRP in place for some adult nursing roles in Luton and Dental Nurses in Cambridge.

Our internal recruitment function is now more established and will be widened to offer an end to end recruitment service to more services during 2019. This will support both an improved applicant experience and speed up the recruitment process by eliminating local variation and practice. The Recruitment Team and health ambassadors also attend job fairs and schools to promote our job opportunities. More work on promoting roles is planned as part of our wider workforce supply work. In addition, the Trust does offer a limited number of work experience placements.

A detailed applicant's information pack, which informs potential applicants about the Trust and the benefits of working here, including our staff health and wellbeing programme, is regularly reviewed and updated.

The recruitment team is reviewing the wording of adverts to ensure that, where possible flexible working/job share opportunities are promoted. In addition, services are being encouraged to advertise and offer relocation assistance.

The Trust supports a number of junior doctors rotations. The majority of trainees work on Holly and SCBU. The service has been successful in being able to retain their services on the bank following their placement as the trainee experience is very positive. Our sexual health services also support GPs in training and this can provide a source of future GPs with special interest to provide sessional work for us.

We currently have three NHS Graduate trainees on placement who are taking part in the national NHS Graduate Scheme. We are very proactive each year in putting in placement options and have over the years hosted many trainees and we continue today to employ former graduate trainees. They work within our service redesign, iCaSH, informatics and finance teams.

Values based recruitment is embedded as part of our selection process. Our application form includes a values based question and recruitment training and guidance provides interviewers with the information and skills to recruit applicants whose values and behaviours are in line with those of the Trust. The Trust's vision, values and behaviours are fully embedded in our recruitment and induction processes.

The Trust is introducing BME representation on selection panels where a BME applicant has been shortlisted. This is part of our work to support a selection process free from bias which ensures we have a diverse workforce and supports the delivery of one of our workforce race equality standards.

The Trust continues to work with neighbouring trusts on the national Streamlining Programme which is aimed at improving the recruitment experience of staff who move between NHS organisations by reducing waste and duplication. Our Director of Workforce is the lead for this programme across the East of England. The focus is on streamlining processes for:

- Occupational Health;
- Medical staffing recruitment and in particular rotations;
- Recruitment;
- Portability of Mandatory Training.

New staff are asked for feedback on the recruitment process and their first impressions of the Trust as a place to work at our corporate induction. This is then supported by local induction and orientation. We are currently exploring how we can get on-going feedback from new staff during their first year with the Trust to ensure any issues are flagged early and where possible addressed.

In 2018 the Trust recruited 28 Health Visitor, 4 School Nurse and 2 District Nurse students. These are a mix of internal and external appointments and they form part of our workforce supply solution identified as part of our services workforce plans.

3. Retaining Staff

Retention of our current workforce is a key part of our workforce planning and to achieve this we have a range of interventions in place. We know that 60% of our current workforce will still be working with us in 10 years' time, so it is as important to focus on retention as it is attraction.

3.1 Staff Engagement

We know that a highly engaged workforce will achieve better patient satisfaction and outcomes, therefore we continue to ensure that we pay attention to how engaged and valued our staff are. The best way of getting this feedback from staff is through the annual staff survey.

The 2017 Staff Opinion Survey (SOS) Trust Wide Improvement Plan has been implemented. This was supplemented by divisional level action plans with actions to address service/locality specific feedback.

The 2017 staff survey actions included:

- A review of why staff are reporting a rise in the number of potentially harmful errors, near misses or incidents they have witnessed;
- Continuing to promote a culture where any form of harassment of staff, service users or colleagues is unacceptable and where action is always taken when this occurs;
- Undertaking local surveys to understand why staff may not report incidents of bullying and harassment and to encourage staff to use a range of informal resolution processes;
- Supporting staff to have a healthy work life balance, and a focus on mental wellbeing, taking lunch/rest breaks, finishing work on time and a reduction in the numbers of staff feeling the need to work additional unpaid hours, including using the planned e-rostering system to assist with this;
- Continuing to improve the quality of appraisals and to review the success of the new appraisal career and personal development planning conversations and the introduction of succession planning during 2018/19.

In addition, the narrative comments received in the 2017 Staff Opinion Survey were also reviewed and the following actions taken to address the key themes:

- Strengthening the Staff Side Chair role to enable them to provide confidential advice and guidance to staff who wish to discuss any bullying issues. This is open to staff even if they are not a member of a trade union;
- A review of the role of Cultural Ambassadors to make greater use of their expertise;
- To break down our data about bullying/harassment to a service level for local actions;
- Senior leaders to take a responsible role in challenging unacceptable behaviour when they see it;
- Training managers with the skills they need to manage in high performance environments and in holding others to account, without this becoming bullying/harassment;
- To review the informal stages of the bullying & harassment Policy to incorporate 'resolution' as an outcome.

The 2018 staff survey is currently taking place. Survey is running from early October through to 30 November 2018. Results anticipated end Feb/early March 2019.

3.2 Flexible Retirements / Retire and Return

The Trust offers flexible retirement as an alternative to staff retiring completely. This is requested by many staff and accommodated wherever possible. This ensures the retention of knowledge and skills whilst freeing up roles for progression to other staff. In this workforce review round, services discussed their known and anticipated retirees and where they anticipated and could accommodate flexible retirement as part of their workforce planning.

3.3 Supporting Staff Wellbeing

Staff attendance levels continue to vary across the Trust and as part of the workforce reviews services reviewed their sickness levels and the support available to staff, including the support offered by the managers, the Human Resources Team, and the rapid access to MSK service, union representatives, occupational health and our confidential counseling services.

The HR team is supporting the implementation of a personalised approach to managing staff attendance. We are encouraging our leaders to put ‘people before process’ by focusing on the individual circumstances of individuals and their absence rather than just focusing on trigger points. Reducing sickness absence levels across the Trust remains a key focus of work. The Trust has seen its overall level for sickness absence remain constant for the last couple of years therefore it is time to identify new interventions/activities.

NHS Improvement recently shared some learning/evidence of different approaches which we are following up. In addition, we will be asking for some direct feedback from all staff who have been absent from work due to stress or anxiety, regardless of whether it was work related or not, to understand the level of support offered locally and how effective this was. More importantly we will be exploring what further improvements could we make to support staff.

Supporting staff when they are unwell, minimising negative and promoting positive health benefits of work and proactively managing staff attendance remains a key priority for the Trust.

Supporting the mental wellbeing of staff has been a priority with a successful Mental Wellbeing Week ‘Healthy Mind and Healthy Body’ in May 2018 which raised the profile of the importance of paying attention to your own mental wellbeing.

Feedback from staff during the week has been reviewed and the key themes were:

- staff asking about flexible working;
- a desire to be more physically active;
- help with work life balance and dealing with stress.

This feedback has informed our Mental Wellbeing programme and work is underway to design a programme of modular training sessions for staff. In addition, an awareness session for managers is being developed to enable them to be able to support the mental wellbeing of their staff better. The workforce team is being supported by a Clinical Psychologist with expertise in this area. The Board will be hearing more about this programme at our December strategy session.

We continue to offer personal resilience training and support to staff going through organisational change.

It is well known that financial difficulties/pressures can cause undue stress and anxiety to individuals. Following positive feedback from other NHS organisations, the Trust has linked with an organisation called Neyber, a financial service provider, who offer staff free access to financial health checks, advice, information and, where applicable, access to loans, savings and potentially in the future, investments opportunities. This new service was launched on 4th October 2018. In addition, in partnership with our staff side representatives, we have published details of the financial support available to trade union members via their unions.

Our Live Life Well programme continues to go from strength to strength and has achieved the following during 2018:

- personalised approaches to managing attendance and flexible working requests;

- support for staff with their financial wellbeing;
- promotion of the wellbeing values of good team working and two way communication and taking a break;
- expert input into our mental wellbeing, reliance and mindfulness support and research into wider use of mental wellbeing interventions;
- promotion of the wellbeing effects of volunteering;
- promotion NHS staff discounts and promotion of NHS health checks;
- Mental Wellbeing Week (May 2018);
- promotion of key national wellbeing related national days/weeks throughout the year;
- working with public health wellbeing providers to offer staff a range of health checks and advice and information within their local area, building on the success of this in Luton;
- Resilience training;
- Newsletters, intranet pages and Comms Cascade updates;
- Review of the staff feedback on flexible working and plans to review how this can be promoted further;
- Review of our domestic violence policy/support using the expertise in our safeguarding team;
- Reminder to staff about access to free eye tests if they use a computer as part of their role.

3.4 Use of Exit Data

Feedback from staff on leaving is reviewed on a regular basis to identify themes, take actions and where applicable support individuals. Where an individual provides a negative response, a HR team member follows this up with the service concerned to identify what improvements need to be made.

However, it is recognised that by the time someone has chosen to leave, it is usually too late to change their mind therefore we are exploring how to get feedback from staff new to the Trust at 6 and 12 months into their role to seek to identify and address any issues at an early stage.

Younger workers no longer have an expectation of remaining in one organisation or career for their whole working life, therefore turnover amongst our younger workers is expected. In addition, our expectation is that our newly qualified staff would usually be looking to move to their next role within 18 months – 2 years. This is particularly evident within our acute children's wards and MSK services.

3.5 E-Learning and Electronic Staff Records (ESR)

ESR employee self-service is now embedded and staff access e-learning for most mandatory and role specific training. This supports staff to access user-friendly training at a time and place which suits them and their work and reduces time away from work, travel and inconvenience. IT compatibility issues, which have been an issue affecting some staff, are now largely resolved. Staff can also easily access their pay slips, pension information etc.

The roll out of supervisor's self-service is on-going and where this is in place managers are using ESR to record sickness absence and to track their teams' training compliance. This makes it easier for them to proactively support their staff.

The Trust is reviewing the other functions available in ESR and will plan the roll out of further functions, starting with recording all essential to role training, on individual staff profiles and the option to use the annual leave planning, appraisal and talent management functions in the future. This will be implemented where we can identify that they support managers and staff and where they improve the employee experience.

3.6 Professional Development

The Trust provides Continuing Professional Development (CPD) and essential training for all staff to deliver their roles safely. A summary of CPD expenditure for non-medical clinical staff between April 2018 and September 2018 is attached as Appendix 3.

The Trust continues to support Doctors in Training in their placements across the Trust and we continue to get positive feedback from our trainees on the placements offered. We continue to have a Guardian of Safe Working in place to provide support and guidance to our junior doctors.

Following the changes in the routes into professional roles, pre-registration students, who undertake work based placements as part of their qualifications come to the Trust from a wider range of routes. We continue to work with neighbouring trusts on a joint approach to ensure we can manage this effectively. We support both the students and the services centrally to ensure that students have a quality experience with the Trust, with the aim that students see the Trust as an employer of choice after they qualify.

The Trust continues to support the care certificate programme with study days in Cambridgeshire, Bedfordshire and Norfolk. This supports the assessors to focus their support on assessing the practical competencies. The Care Certificate is also offered to staff in non-clinical roles for staff who have expressed an interest in expanding their knowledge with a view to applying for clinical roles in the future.

3.7 Partnership Working

Partnership working with trade union representatives continues to be positive and the Trust has supported protected time for the Staff Side Chair to undertake her duties on a full time basis.

Positive partnership working has supported the Trust when difficult changes have taken place through our honest dialogue with unions and staff. Whilst hard to quantify, this is likely to have had a positive effect on retention.

3.8 Supporting a Diversity Workforce

The Trust's Workforce Diversity and Inclusion Group, continues to support the Trust's overall diversity and inclusion agenda, by leading on the planning and implementation of actions to support fairness, equity and the elimination of prejudice and discrimination for our staff.

3.8.1 Gender Equality

In March 2018 the Trust published its first gender pay gap report. The report shows the percentage of male and female workers in each pay band and those medical consultants in receipt of a Clinical Excellence Awards. Our gender pay gap report was reported directly to the Board at that time.

The Trust Diversity and Inclusion steering group will oversee our implementation plan which seeks to have a representative gender mix in all pay bands. Proposed actions are to:

- Promote flexible working in senior roles to attract female applicants, including job share as standard in all job adverts;
- Commission and promote the Springboard Development programmes for female staff (and if agreed, the male version);
- To review the shortlisting data for senior roles (bands 7 and above);
- To widen the diversity of selection panels;

- To offer mentoring and coaching opportunities with female coaches and mentors;
- Review how we attract more male applicants into the NHS early on in their career;

3.8.2 Race Equality

The Trust's Workforce Race Equality Standards (WRES) Action Plan was revised in September 2018 and Phase 2 of the Cultural Ambassadors Programme has been agreed to include a widening of the role of the Cultural Ambassadors to provide support and advice to managers and staff as Diversity Champions.

The plans to have BME representation on all recruitment panels where a BME applicant is shortlisted are on-going and will be rolled out in a phased programme from December 2018, starting in Luton and corporate services. Training is currently being offered to support this.

During 2018/19 the Trust is running a number of diversity and inclusion drama events across all of our localities. The sessions explore with our staff perceptions, behaviours and reflections on diversity and inclusion in the workplace and explore the current culture within the Trust and identify in a collaborative way the behaviours and language that promotes positive working practices. We worked with the training provider to identify relevant workplace and service scenarios.

Our 2018 WRES data and action plan were updated and the action plan includes:

- The appointment of a NEXT scheme Non-Executive Director from November 2018 to give a BME colleague exposure to board level working to support their development into a future board level role;
- The Trust Chair working with NHSI to influence and encourage them to attract applicants from wider backgrounds, to influence the wider NHS system to change;
- The implementation of BME representation on all selection panels where a BME applicant has been shortlisted and to take this opportunity to broaden the diversity of selection panels in general;
- To make greater use of the Cultural Ambassador's expertise to advise managers at informal stages of HR processes involving BME staff, with the aim to stop issues arising which require formal action'
- The HR team to monitor any early warnings of disciplinary or capability issues involving BME staff and to support the manager to intervene early to support staff before the issue escalates;
- The new resolution practices as part of the Bullying and Harassment Policy and grievances to seek agree informal solutions without resorting to formal procedures;
- To include more inclusive leadership development into in-house leadership and management development programmes;
- To revise the line manager's induction programme to be about good management and leadership skills and how to manage people/HR issues;
- To finish the roll out of unconscious bias training to all staff;
- Continue to support and develop the diversity network.

4. Workforce Supply Planning

To ensure that the Trust has oversight of the future workforce needs, services have been undertaking workforce reviews since 2014 and have begun to build these into workforce plans, whilst more development is required to have proactive 3 - 5 year rolling workforce plans, several aspects of workforce and supply planning are in place.

4.1 Workforce Modelling

The Trust continues to use service and workforce modeling tools as part of service planning and service redesign programmes.

The Benson modeling tool continues to be used to support service planning in our 0-19 services across the Trust including the service model for Bedfordshire Children's Services and the planning of the Cambridgeshire and Peterborough model in partnership with Cambridge and Peterborough NHS Foundation Trust.

Service redesign is taking place in Luton Adult Services to deliver the Home First Model which includes workforce modeling and we continue to work with Benson to enable them to build their community nursing tool.

Safer Staffing level guidance is used in our Acute Pediatrics wards.

There is a project underway to introduce electronic rostering and scheduling systems in some services which will include a workforce modeling system, based on activity, know resources and skills and allocations of work accordingly. Priority area for this is Luton Adult Services closely followed by our other community based services.

4.2 Planned and Proactive use of Agency and Bank Workers

The Trust continues to manage the use of agency workers across the Trust. Details are included within the bi-monthly finance board report. The three highest users of agency workers are Holly Ward /SCBU, 0-19 HCP health visitors and Luton Audiology and the three main reasons given are vacancies, sickness and additional workload.

The on-going use of agency workers continues to be required on occasion in some service areas, however, this is in a planned and targeted way and systems are in place to authorise and monitor the appropriate use of agency staff. Managers record the reasons for agency usage and this is reported centrally on a weekly basis so that we can be assured that appropriate plans are put in place, where possible, to reduce reliance on agency workers to a minimum.

Work is on-going across our footprint with partner organisations to explore any opportunities to establish shared banks. We are also reviewing our ways of working to ensure that these are in line with best practice.

Work is also on-going with our partners to ensure that the agency and bank rates for medical staff are reduced and that we work together to achieve this. As a Trust, our use of medical locums is smaller than in acute trusts however we are committed to working with colleagues on this. The Trust continues to utilise dental locums to cover work for which our funding is short-term as the most efficient way to staff the service.

4.3 Workforce Planning

The aim of the workforce planning process undertaken bi-annually is to ensure that services have identified their future workforce needs and the likely supply of this workforce. This review has highlighted the need for additional capacity to support all services in developing their 3-5 year rolling strategic workforce plan. This plan would then identify the number and type of staff required and the likely source of that workforce including up-skilling current staff, recruiting through traditional routes and/or recruiting into apprenticeship and other development posts. This will also support proactive succession planning.

4.4 Apprenticeships and Growing Our Own

The Trust undertook a programme of awareness raising/myth busting on modern apprenticeships during 2017 to support managers to understand the new apprenticeship levy and the new apprenticeship routes available at that time. This report acknowledges that the complexity of the apprenticeship levy rules and the procurement process has hindering progress, however the Trust is not alone and most other NHS organisations are in similar position. Where trusts have a large scale apprenticeship plan they have had to invest significantly in addition to their apprenticeship levy. This is an option for the Trust should it be identified as a key workforce supply route.

Some clinical apprenticeships are still under development and others are not currently being offered at our local higher education providers, however the Trust has several clinical apprenticeships in place, where services have identified a need for these roles and have staff with the skills and ambition to undertake them.

Apprenticeship training that has taken place or is taking place since 2016 is outlined in Appendix 4.

All services are currently viewing apprenticeships as one way to help meet their future workforce supply needs, for example, the dental nurse apprenticeship is being reviewed as an option to address difficulties in recruiting to these roles.

Three members of staff (one in Cambridgeshire and two in Luton) started their Trainee Nursing Associate (TNA) programme with the University of Bedfordshire's in April 2017. Two of these are expected to complete in March 2019. This 2 year programme is one of the first pilots nationally for nursing associates and will inform future national programmes. Within the Trust a further six members of staff in Luton began their Nursing Associate Apprenticeships in September 2018 as part of their workforce plan.

Within Luton Adult and Children's Services and in Bedfordshire Children's Services, work is on-going to identify current staff to undertake the Nursing Degree Apprenticeship (both child and adult nursing) through the 18 month flexible route, starting in February 2019.

Alongside the complexity of the system and the levy rules, the main challenge to date has been that services have largely relied on replacing staff like for like when they leave, from a ready supply of trained staff or by offering apprenticeships to staff who expressed an interest. In order to have a fair and more planned approach, a central workforce planning and workforce supply resources is being implemented.

To support existing staff to be ready to undertake new apprenticeships where appropriate the Trust supports staff to achieve a level 2 functional skills qualification in English and/or Maths as this is a requirement for most apprenticeships and Higher Education courses such as the Nursing Associate Foundation Degree. We work with an external training provider and run these in conjunction with neighbouring trusts. In Cambridgeshire a second cohort has recently completed a course in collaboration with and hosted by Royal Papworth NHS Hospital Trust. In Norfolk/Suffolk we have shared details of courses across the counties that are being run by West Suffolk College.

4.5 Supporting Students and working with Higher Education Institutions

Health care professionals undertaking training are required to do clinical placements alongside their academic training and the Trust supports students with a quality placement as part of this. We have successfully attracted newly qualified staff to work for us based on their positive training experience. The numbers of students offered placement during 2017/18 is detailed in Appendix 5.

Due to our diverse portfolio of services the Trust works with a number of different institutions as detailed below:

University of Bedfordshire

- Pre-Registration Nursing
- Nursing Associate
- PGDip Specialist Community Public Health Nursing (Health Visiting & School Nursing)
- PGDip Specialist Practitioner Community District Nursing

Anglia Ruskin University

- Pre-Registration Nursing
- PGDip Specialist Community Public Health Nursing (Health Visiting & School Nursing)
- Nursing Associate
- Paramedics students
- Midwives

University of East Anglia

- Pre-Registration Nursing
- Speech & language students
- Occupational therapy students
- Physiotherapy students
- Psychology students

University of Suffolk

- PGDip Specialist Community Public Health Nursing (Health Visiting & School Nursing)

University of Essex

- Speech & language students
- occupational therapy students
- Physiotherapy students

University of Northampton

- Orthoptic students
- Occupational therapy students

University of Hertfordshire

- Physiotherapy students
- PGDIP Specialist Community Public Health Nursing (health Visiting & School Nursing)
- PGDip Specialist Practitioner Community district Nursing

In addition, our leads get involved in recruiting to some of the training programmes and where applicable our teams have helped with reviewing, revising and writing new curricula. A number of our leads have also been invited to teach on the programmes.

A number of our clinical/operational leads have also got involved with apprenticeship trailblazers.

4.6 Developing our current and future leaders

The Trust's appraisal, career and personal development process provides staff with an opportunity to discuss their career potential and aspirations and for service managers to undertake succession planning.

We continue to implement 'Our Leadership Way' and 'Our Improvement Way'. These ways of working develop skills and competencies that will equip our staff to support our ambition of continuous improvement, alongside supporting current and future leaders to develop their leadership skills.

The Trust is supporting 11 members of staff to undertake the system wide local Mary Seacole leadership programme . We have two in house trained facilitators supporting this programme and a waiting list of staff for the next cohorts. This programme is aimed at staff in their early management/leadership career and it provides an opportunity to learn with colleagues across health and care. Our Director of Workforce is the Executive Sponsor for this programme.

Our latest Chrysalis Leadership Development Programme has been running since May 2018, with 49 participants on the programme. The next programme begins in early 2019.

Our practical management development programme Stepping Up is designed for those new to line management. It provides training in the practical skills needed to lead people competently and with confidence. Twenty two participants graduated in May 2018 and the current programme began in October 2018.

Our internal 'Make the Difference' programme provides training to teams through bespoke sessions, relevant to their specific needs, and is aimed at making a positive difference to their team effectiveness. The subjects covered include, success based thinking (creating a more positive environment), minute taking, effective appraisal conversations (for appraiser and appraisees), courageous conversations (for those who have challenging conversations with patients and their families) and team building activities.

In partnership with other organisations in our STP footprint, the Trust is offering staff the opportunity to take part in a Step into my Shoes programme, shadowing colleagues in other parts of the STP system to enhance their cross system working skills. This is part of a wider organisational and leadership development programme across both STP footprints.

4.7 Developing Workforce Safeguards (NHS Improvements guidance on Supporting providers to deliver high quality care through safe and effective staffing) and Safer Staffing guidance for District nursing services

NHS Improvement issued guidance 'Developing workforce safeguards' in October 2018 to support providers in delivering high quality care through safe and effective staffing. We are currently reviewing this guidance and will provide the Board with a further briefing on this as part of our January 2019 Quality Report.

In addition, NHS Improvement issued a safer staffing document for district nursing services. Our Deputy Chief Nurse Liz Webb and Chris Morris Head of Adult Services in Luton have undertaken an initial piece of work comparing the guidance against our aims with our Luton Service redesign programme. Their feedback is summarised below:

Summary of the NHSI safe Staffing district nursing document, 'Safe, sustainable and productive staffing, an improvement resource for district nursing' and its applicability to Luton District Nursing Service

Safe, Effective, Caring, Responsive and Well- Led Care

Measure and Improve

- patient outcomes, people productivity and financial sustainability-
- report investigate and act on incidents (including red flags) -
- patient, carer and staff feedback-

- implement Care Hours per Patient Day (CHPPD)
- develop local quality dashboard for safe sustainable staffing

Expectation 1	Expectation 2	Expectation 3
Right Staff <ul style="list-style-type: none"> 1.1 evidence based workforce planning 1.2 professional judgement 1.3 compare staffing with peers 	Right Skills <ul style="list-style-type: none"> 2.1 mandatory training, development and education 2.2 working as a multi-professional team 2.3 recruitment and retention 	Right Place and Time <ul style="list-style-type: none"> 3.1 productive working and eliminating waste 3.2 efficient deployment and flexibility 3.3 efficient employment and minimising agency

NHSI Safe Staffing District Nursing

The NHSI Safe Staffing district nursing document , 'Safe, sustainable and productive staffing, an improvement resource for district nursing' is described as a tool kit for District Nursing team leaders, Commissioners and trust boards to use when planning services. The tool kit describes four layers that can be used to inform planning and development. Right staff; Right Skills; Right place and right time; measure and improve (See diagram above). Specifically this document describes 'safe caseloads' rather than safe staffing.

Applying this tool to the Luton One Service Model highlights that many elements of this framework are found within the Luton model. Further use of the tool would therefore be an advantage as the One Model develops and evolves.

High Level comparison of Luton One Model with the framework

Safe Staffing District Nursing	One model- Luton
Right Staff <ul style="list-style-type: none"> • Evidence based workforce planning • Professional judgment • Compare staffing with peers 	Annual workforce planning completed. One model 'Cluster' model has the potential to maximise opportunity to have the right staff at the right time
Right Skills <ul style="list-style-type: none"> • Mandatory training, development and education • Working as a multi professional team • Recruitment and retention 	Essential to job role training. New Clinical lead appointed and Clinical Trainers Clusters facilitate multi professional team working
Right place and Right time <ul style="list-style-type: none"> • Productive working and eliminating waste • Efficient deployment and flexibility • Efficient employment and limiting agency 	Introduction of e-rostering and linking to System one diaries will facilitate having the right staff in the right place at the right time.
Measure and improve <ul style="list-style-type: none"> • Patient outcomes, people productivity and financial sustainability 	Patient outcomes and the integrated population approach outlined by LCCG have the potential to

<ul style="list-style-type: none"> • Report investigate and act on incidents • Patient carer and staff feedback • Care hours per day • Quality dashboard for safe sustainable staffing 	<p>ensure patient and population outcomes are achieved.</p> <p>Within the Luton District nursing service incidents are reported. There is work to do to rally embed a culture of learning from these at a local level but this is underway.</p> <p>Feedback from both patients and staff is collected and collated, with actions and learning put in place.</p> <p>The use of e-roster and system one will enable the efficient use of care hours each day.</p>
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4.8 **Safer Staffing Levels – Children Acute Services**

Safer staffing levels for our inpatient unit (Holly Ward and Special Care Baby Unit) are reported directly to the Clinical Operational Board and Board (alternate months to each). To ensure safe staffing levels are maintained the services have robust escalation systems and processes in place.

In relation to medical staffing, medical cover for the acute paediatric service in Hinchingbrooke Hospital continues to be a challenge. Several consultants have moved on to other Trusts, and although we have been successful in making one substantive appointment, the rota for out of hours cover remains fragile.

5. **Progress against May 2018 actions**

A summary of the progress that has been made against the May 2018 actions is attached as Appendix 1. All of these actions have either been completed or are ongoing actions.

6. **Next Steps**

Following this workforce review, the following actions will be taking place:

- Strengthening the support available to services to enable them to develop a 3-5 year strategic workforce plan and supply routes. This will include appointing to a new role of Workforce Planning and Supply Adviser;
- Services will review their future roles requirements and use this to inform their apprenticeships, skill mix and staff development plans;
- An open and inclusive advertising recruitment and selection process for internal applicants for apprenticeship will be introduced;
- We will continue to work with CPFT on the mental health and wellbeing and wider children's services partnership and support staff to work across our organisations;
- We will promote widely the flexible benefits of working for the Trust including in senior roles;
- We will engage with NHS Improvement to fully understand the new activities/initiatives that they have identified that can reduce sickness absence rates;
- We will roll out our mental health wellbeing programme of work and look to understand more fully what additional support we could put in place to support staff who are suffering for stress or anxiety whether work related or otherwise;
- We will review recruitment hot spots and introduce RRP where there are real issues, including for back office and support roles;
- We will support staff during service redesign in Luton Adults;
- We will identify, procure and start to implement the roll out of e-rostering and e-scheduling;
- We will continue with our bespoke leadership development programmes that are wrapped around our service redesign programmes of work;

- We will scope the use of RRPAs to attract dental nurses and the future use of apprenticeships;
- We will support staff in the children's in patient ward and SCBU as they transfer employment to NWAFT in April 2019;
- We will look to survey new members of staff after 6 months and 12 months and look to link all new starters with a buddy for their first year;
- We will implement BME representation on interview panels where BME applicants are shortlisted;
- We will review the requirements of 'Developing Workforce Safeguards' and put in place the necessary action to meet these;
- We will review a range of options to encourage staff to join the bank or work extra hours in key areas and or to introduce a friend, building on our use of similar in the past.

7. Recommendation

The Board is asked to:

- note and discuss the content of this report and the actions being taken to address recruitment and retention challenges across our services.
- identify whether there are any other actions that should be being taken

Appendices:

Appendix 1	Progress against May 2018 actions
Appendix 2	Service level workforce review summaries
Appendix 3	Summary of Continuing Professional Development spend
Appendix 4	Apprenticeship training – 2016 onwards
Appendix 5	Trust hosted student placements 2017/18