

OD Plan and Workforce Report

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Executive Summary

Trust Board paper F

Context

The Trust Board agreed the Organisational Development Plan Refresh in June 2014 which describes the overarching workforce development activity required to achieve our strategic objectives. Underpinning this plan are a number of workforce strategies which are specifically designed to deliver the workforce planning and development strands of this ambitious plan, a number of which are approved by the Trust Board and monitored through the Executive Workforce Board. Such strategies include the overall Five Year Workforce Plan 2014-2019, the Medical Workforce Strategy and Reward and Recognition Strategy. This paper will specifically emphasise workforce and workforce development priorities and actions given the challenges for recruitment, retention and redesign.

Questions

1. What is the high level progress in relation to the OD Plan?
2. What are the key workstrands and governance arrangements for workforce planning and development?
3. What more do we need to be doing in respect of the workforce planning and development agenda?

Conclusion

1. Good progress is being made in relation to taking forward the OD Plan.
2. There is a clear framework of actions to support the delivery of the workforce agenda.
3. The Board Thinking Day scheduled for 10 September 2015 provides an opportunity to review and prioritise what more we can do.

Input Sought

We would ask the Board to note the progress being made and complexity and size of the challenge. We request input to the agenda for the Board Thinking Day to ensure we focus on the right things.

For Reference

Edit as appropriate:

1. The following [objectives](#) were considered when preparing this report:

Safe, high quality, patient centred healthcare	[Yes]
Effective, integrated emergency care	[Not applicable]
Consistently meeting national access standards	[Not applicable]
Integrated care in partnership with others	[Not applicable]
Enhanced delivery in research, innovation & ed'	[Yes]
A caring, professional, engaged workforce	[Yes]
Clinically sustainable services with excellent facilities	[Yes]
Financially sustainable NHS organisation	[Yes]
Enabled by excellent IM&T	[Yes]

2. This matter relates to the following [governance](#) initiatives:

Organisational Risk Register	[Yes]
Board Assurance Framework	[Yes]

3. Related [Patient and Public Involvement](#) actions taken, or to be taken: Not applicable

4. Results of any [Equality Impact Assessment](#), relating to this matter: Full equalities analysis is being undertaken with the workforce and actions will be taken forward through the Equalities Action Plan

5. Scheduled date for the [next paper](#) on this topic: October 2015

6. Executive Summaries should not exceed [1page](#). [My paper does comply]

7. Papers should not exceed [7 pages](#). [My paper does not comply]

University Hospitals of Leicester NHS Trust

REPORT TO: Trust Board
DATE: 02 July 2015
REPORT FROM: Emma Stevens, Acting Director of Human Resources
REPORT BY: Bina Kotecha, Assistant Director of Learning and OD
Louise Gallagher, Workforce Development Manager
SUBJECT: OD PLAN AND WORKFORCE UPDATE

1.0 BACKGROUND

1.1 To deliver our vision of 'Caring at its Best' and to facilitate the necessary change we have set out an ambitious Organisational Development (OD) Plan for UHL. Our priorities are led through five work streams which were approved by the Trust Board and Executive Workforce Board in June 2014. Against each work stream we have set out:-

- What will be different?
- What we will do to make it different?
- How we will know if we are successful?



These work streams have been aligned to UHL values, vision and strategic objectives particularly our objective to support the development of a caring, professional, passionate and engaged workforce.

2.0 INTRODUCTION

2.1 The OD Plan provides an overarching Strategy for the Trust's workforce planning and development activity which is captured in the Five Year Workforce Plan 2014-2019.

2.2 There are currently pressures affecting the workforce as we enter a significant phase of transformation and change both internally and through the LLR Better Care Together Programme. These changes are exacerbated by the reduction in supply of nursing staff and junior medical staff in particular. This paper will provide a brief summary of the OD interventions to support our capability to deliver these changes which are captured in the Learning into Action newsletter. The majority of this paper will describe these challenges and the Trust's workforce planning and development response with specific reference to:

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- The Medical Workforce
- The Nursing Workforce
- Non-Medical/Other Clinical Roles
- Better Care Together
- Internal Reconfiguration
- New Roles
- CIP and Paybill

3.0 **WHERE ARE WE WITH THE KEY OD STRANDS?**

3.1 The June 'Learning into Action' newsletter (Appendix One) highlights key learning and development events and initiatives including the recent launch of our e-learning development portfolio titled 'Knowing your Business' and the new 'Accountability into Action' development programme incorporating Influencer, Crucial Conversation and Crucial Accountability Training.

3.2 The excellent work of our Learning and Organisational Development and Listening into Action Team has been recognised. We have been shortlisted for a HSJ Value in Healthcare Award under the 'Value in Training and Development' category.

4.0 **WORKFORCE PLANNING AND DEVELOPMENT**

Planning our future workforce is a complex process as we need to envisage and predict different models of care for the long term planning horizon (the next 3-10 years) and plan education and development interventions now to deliver these changes. This needs to occur in the context of managing current workforce pressures such as changes in the supply of workforce and changes in the relative dependency on a non contracted workforce. Appendix Two summarises our current challenges, how we are managing and governing these changes and some key outputs to date for each of the workstreams outlined in 2.2.

4.1 **The Medical Workforce – Associate Medical Director**

In common with a number of Acute Training Trusts, the approach to the planning and development of our non consultant medical workforce has been extrinsically linked to the allocation and management of training posts within the region. These roles are mixed service delivery and post graduate training supported by Health Education England funding. Pressures resulting from challenges in attracting trainees to the region, combined with reduction in posts as a result of 'broadening foundation' and redistribution of posts has precipitated a need to take a more proactive approach to the recruitment of such a workforce and a reassignment of tasks traditionally undertaken by junior medics to alternative workforce roles.

4.1.1 **Recruitment**

4.1.1.1 The new Associate Medical Director for workforce has established a Medical Workforce Design and Recruitment Group which has defined a clear set of actions to deliver improvements in the 'gap' management of doctor's rotas. Clarifying establishments and determining whether these workforce profiles can deliver the requirements of the service is an essential underpinning activity.

4.1.1.2 In Emergency and Specialty Medicine and Anaesthetics, very successful International Doctor recruitment campaigns have been undertaken which have a track record of delivering improved retention of Trust Grade doctors. The Trust has therefore appointed a dedicated individual to manage the complex international recruitment processes Trust wide based on both the good practice derived from these specialties and the work undertaken in nursing. This postholder will ensure doctors experience an efficient and professional recruitment and induction for doctors who may be applying for multiple posts in the UK.

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4.1.1.3 In order to attract a pool of applicants from within and outside the EU, work has commenced with the communications and engagement team on developing on line brochures and website development which showcases Leicester as a place to live and work; key strategic developments; areas of repute and innovation such as the Biomedical Research Units and specialty specific unique selling points.

4.1.2 Retention

4.1.2.1 Educational opportunities play a significant role in both attracting and retaining training and non training roles within the Trust and part of the success in retaining ED doctors has been the benefit realised from bespoke training and development programmes which specifically target competencies and ultimately enable doctors to join accredited training programmes. These development plans not only cover induction and orientation but also on-going development.

4.1.2.2 The Trust has recently secured HEEM funds to expand the learning programme across the Trust including the use of Moodle, portfolio development and robust clinical supervision.

4.1.2.3 Supporting education approaches to retention, the Trust has also invested in schemes to receive feedback and ideas for change from trainees (the GRIPE Tool) and has formal engagement committees in the form of the Clinical Senate and Doctors in Training Committee.

4.1.3 Redesign

4.1.3.1 The Trust is currently engaging teams in how to construct different 'teams around the patient'. This work is endorsed by the Clinical Senate and looks at what work needs to take place in order to create more efficient discharge. From this it is possible to define underpinning knowledge and skills to undertake particular tasks and who is best to undertake this work. This is being piloted in the Renal, Respiratory, Cardio and Vascular CMG.

4.1.3.1 The Trust is also engaged in a national pilot to attract existing Physician Associates from the United States. Twenty roles have been defined across a range of clinical specialties to undertake such tasks as surgical first assist, history taking and a range of permitted diagnostic tests. This pilot is being undertaken in collaboration with other Trusts in Leicester, Leicestershire and Northants and in partnership with the Local Education and Training Board. Work is underway locally to develop a course to educate such a workforce.

4.1.3.2 Innovative posts are being created and designed to attract from a wider pool and enhance our unique selling positions. Such posts include Medical Training Initiatives which enable overseas doctors to enhance their skills in the UK in a year and then return to share practice in their home country; joint appointments which allow specific elements of research to be combined in training posts or work to be undertaken in other settings such ED and pre-hospital care; Clinical Fellowships offering opportunities for research and/or education.

4.2 The Nursing Workforce – Chief Nurse

Since the UHL acuity investment in 2014/15, the Trust has been carefully monitoring its vacancy position and exploring new and innovative ways to recruit qualified and unqualified nursing staff. As at June 2015, the current vacancy position is c10% ie: 414 whole time equivalents (wte), 318 wte registered nurses & 96 wte unqualified. Appendix Three is a bridge from the starting position in April 2014 to the closing position in March 2015 and demonstrates the numbers recruited from three recruitment campaigns – international, clearing house and generic advertising. These numbers are offset against total turnover which is around 391 whole time equivalents.

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4.2.1 Recruitment

- 4.2.1.1 International nurse recruitment has been very successful with 187 recruited in 2014/15 and over 300 to date. This has been successful as a result of dedicated and efficient recruitment practices, investment in orientation in both Leicester and the local work environment and a well designed and implemented preceptorship programme. Appendix Four details the recruitment plan for 2015/16 and using assumptions relating to turnover and planned recruitment activity, indicates the forecasted vacancy position for March 2016.
- 4.2.1.2 The numbers outlined in the clearing category are those we have recruited/ plan to recruit from De Montfort University. Since most students apply to work locally this indicates a historic shortfall in commissions based on historic headcount reduction requirements and the Trust is working closely with HEEM on our workforce risks to ensure nursing commissions are influenced from 2016 whilst being mindful of existing shortfalls in placement capacity and the need to not over – supply of nurses. This is particularly important for children’s nursing as there is a current shortfall on child branch courses. This risk has partially been addressed through the commissioning of a local shortened course for adult nurses to convert into children’s nurses that is going to be delivered by DMU in partnership with the UHL Education team.
- 4.2.1.3 In addition to risks within children’s, other areas of significant risk are medicine and theatres. Medicine, together with ED and Children’s have developed local recruitment and retention premia. Within Medicine, the Trust are also developing a joint preceptorship scheme with the LPT to attract new qualified staff into developing skills across both care settings. Within theatres, plans are in place to develop the Operating Department Practitioner degree in order that this workforce forms the largest component of theatre staffing.
- 4.2.1.4 The Trust is embracing Revalidation and the Care Certificate as an opportunity develop first class education and support programmes to attract qualified and qualified staff to UHL. The Care Certificate has also provided the opportunity to raise the bar on selection standards for health care assistants which has resulted in better appointments.

4.2.3 Retention

- 4.2.3.1 Nursing into Action teams have fully embraced the principles of Listening into Action to engage and motivate staff to develop local innovation to improve both patient and staff experience. The outputs from this and many other nursing initiatives were showcased at a recent Nursing Summit.
- 4.2.3.2 As a result of focus groups held on the National Staff Survey, a number of wards are implementing local recognition schemes as we know from our survey results that we are not where we would wish to be on measures that relate to valuing our staff.

4.2.4 Education and Practice Development

- 4.2.4.1 The Shape of Caring Review aims to ensure that throughout their careers nurses and care assistants receive consistent high quality education and training which supports high quality care over the next 15 years. Bringing together findings and expertise from recent major reports, the review intends to promote good practice from across the country and provoke wide debate on a number of high profile issues relating to the education and training of care assistants and nurses
- 4.2.4.2 HEE is now engaging on the recommendations to assist with agreeing which to take forward. A series of events will take place in the Autumn for a wide range of groups and organisations to

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provide their views (dates/locations to be announced shortly). Once agreement has been sought on which recommendations should be prioritised, further development work will take place before these are finalised.

4.2.4.3 The Education, Training and Practice Development team is committed to supporting the basic education and continuous professional development for its workforce and received commendation from a recent HEEM accreditation visit. With the devolution of the Healthcare Professional Placement (HPCP) tariff, this team has been able to target and dedicate training resource to meet strategic and operational need including development of the learning environment

4.2.4.4 Career frameworks which have evolved as part of the development of new and enhanced roles provide a mechanism for retaining staff as they clearly outline the education and development steps that need to be taken to enhance careers.

4.2.5 Redesign

4.2.5.1 The two principle redesign initiatives in the nursing workforce and Advanced and Assistant Practitioners. Advanced Practitioners are well embedded within the ED workforce team and perform tasks traditionally undertaken by junior medical staff. ED and specialty medicine have been piloting a 'grow your own scheme' for developing Advanced Practitioners which enables individuals to move through student and foundation levels while developing and signing off competencies in the workplace. This is accompanied by a post graduate qualification delivered in partnership with De Montfort University.

4.2.5.2 Assistant Practitioners are able to undertake a range of tasks traditionally undertaken by nurses but do not require registration. The approach replicates in the advanced model as it is a 'grow your own' model and emphasises learning in the workplace at QCF level 5.

4.2.5.3 In addition to specified roles, there are other emergent roles such as Operating Department roles whereby qualified staff work on an in reach model to support patient flow between different parts of the hospital system.

4.3.1 Non Medical/Other Clinical Roles

This group embraces allied health professionals, pharmacists and health care scientists for whom there have traditionally been fewer risks to supply.

4.3.1.1 Recruitment and Retention

4.3.1.2 Sonographers have always been a recruitment risk and the Trust has invested in international recruitment programmes to redress shortages in supply. In addition, the Trust has an internal development programme to 'grow our own' sonography workforce.

4.3.1.3 Therapies and Imaging all experience high rates of turnover at band 5 level as staff traditionally work in Acute Trusts to broaden early postgraduate experience. As a result rolling bulk recruitment programmes have been implemented in order to improve the efficiency of managing individual recruitment activity and develop open day and assessment centre approaches to recruitment.

4.3.1.4 Recruitment to some Healthcare Scientist posts is challenging as Practitioner training remains unavailable in some specialties. Recruitment to highly specialist clinical scientist roles particularly at senior grades is challenging.

4.3.2 Redesign

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4.3.2.1 Through the redesign group some healthcare scientists and pharmacists are looking to develop clearer routes to bridge the gap between unqualified and qualified staff through advanced apprenticeship courses and locally designed training.

4.3.2.2 Through the New Roles Group, it has been identified that specific skills of allied health professionals and healthcare scientists can be utilised to undertake tasks traditionally undertaken by junior medical staff. This would include TTO's being prescribed by pharmacists and cardiac measurement procedures undertaken by healthcare scientists and reports in Imaging and some areas of physiological measurement.

4.4 Better Care Together

4.4.1 Workforce currently has a red risk rating in relation to the work of the Better Care Together Programme Board. The drivers of this red risk rating include:

- Lack of comprehensive information regarding workforce supply and the factors affecting supply such as turnover
- Lack of a clear vision of workforce models for each of the eight Clinical Workstreams
- Organisational development risks associated with the transformation programme and cultural shifts required.

4.4.2 Work is already underway to improve intelligence gathering on workforce numbers of social and primary care which are the principle drivers of the first risk.

4.4.3.1 Currently the systems and processes for workforce planning are designed around professional groups and organisational level planning rather than systems planning around care pathways. The initiatives described in 4.1-4.3 demonstrate the opportunity for innovative role development when workforce planning is framed around developing a 'team around the patient' rather than traditional professional silos. UHL has been proactive in sharing the approaches with partners in the health community including looking at joint approaches to delivering education. This work also needs to ensure we have a consistent language and currency so that there are assurances regarding levels of competency and qualification.

4.4.3.2 These new role frameworks and approaches to designing teams around the patient will underpin the modelling of workforce to support new models of care being developed by the eight Clinical Workstreams.

4.4.3.3 Currently the LLR workforce team consisting of the local Workforce Lead for Health Education East Midlands and the Workforce and OD Lead for Better Care Together are concluding a series of workforce impact assessment for each Clinical Workstream. These require the input of a greater range of stakeholders and a systematic methodology for resolving workforce risks or developing innovative solutions including the commissioning of education where appropriate.

4.4.3.4 The Out of Hospital Workstream is currently the only clinical workstream with a comprehensive project team for workforce. For this workstream there is a clear vision of the partnership working required to enable the movement of acute beds from UHL. To date UHL supported a recruitment campaign to support secondees to work in a new community team. In addition to the secondment programme, plans are underway for this year's clearing house intake for student nurses to be placed on a rotational preceptorship programme with LPT offering the opportunity to work in community and acute setting. This opportunity is also being afforded to therapy staff. The aim is to support recruitment and retention, as well as develop a more flexible workforce with a greater understanding of the wider healthcare context.

4.4.3 UHL is part of the Better Care Together Organisational Development workstream and is working to develop an overview of the development needs associated with working across

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organisational boundaries as well as ensuring our internal development courses support appropriate leadership and clinical development.

4.4.4 To support much of the partnership working UHL successfully bid for LETC monies for projects which include:

- The development of an advance practice unit
- Support for the development of the rotational programme for nursing
- Support for development of enhanced therapy skills to enable staff to work across different care settings

4.5 Internal Reconfiguration

4.5.1 Each of the following internal reconfiguration programmes is currently supported by a workforce workstream in varying stages of development:

- Emergency Floor
- ICU Reconfiguration
- Planned Treatment Centre
- Women's
- Children's Hospital

4.5.2 The purpose of these workstreams is to develop comprehensive multidisciplinary workforce plans to support new models of care arising from reconfiguration. In addition to challenging traditional models and ensuring integration between different specialties, these workstreams will develop affordable models to support affordable business cases.

4.5.3 The Emergency Floor Workforce Plan was well received by the TDA and is being used as a template for future plans. The ICU reconfiguration workforce plan is partially complete and requires detailed refinement to reflect changes which may arise from estate plans affecting the relative size and coterminosity of wards.

4.6 CIP and Paybill

4.6.1 Each of the Clinical Management Groups has developed a series of Cost Improvement Plans which are targeted at workforce efficiency. Many of these plans relate to theatre efficiency, bed reconfiguration and outpatient reconfiguration. In addition to these the Cross Cutting Workforce Workstream is designed to develop corporate interventions to support Clinical Management Groups in delivery of cost improvement measures. The three main workstreams are medical, nursing and premium spend. In addition this group will have oversight of the future operating models arising from 4.4 and 4.5 above.

4.6.1.1 In addition to the plans described in 4.2 above, the nursing workstream aims to deliver a number of specific efficiency programmes:

- A comprehensive review of clinical nurse specialists to ensure appropriate levels of income arise from services provided by such nurses.
- A review of shift patterns to ensure long days are implemented, where appropriate, as these deliver quantifiable efficiency. Such actions need to be balance against the attractiveness of flexibility as a recruitment and retention tool.
- Monitoring of Electronic Rostering to ensure most efficient deployment of workforce including monitoring of annual leave authorisations and additional shift usage.

4.6.3 In addition to the plans described in 4.1 above, the medical workstream will:

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- Review Job Plans and match to activity profiling to ensure efficient usage
- Ensure appropriate governance of additional payments such as waiting list initiatives
- Review of Study Leave Policy and appropriate use of SPA time
- Review of adoption of electronic rostering solution

4.6.4 The premium spend workstream will:

- Monitor for delivery of a notional 10% reduction in non contracted pay with the exception of bank
- Utilise the premium spend planning tool to predict when recruitment levels will enable significant reductions in premium expenditure. Utilise the outputs of this tool to develop the workforce elements of financial forecasts
- Implement medical and nursing recruitment and retention strategies described in 4.1 and 4.2 above.
- The Assistant Chief Nurse has undertaken benchmarking of bank/agency split which is currently 53% to 47% at the Trust which is on a par with other organisations. It is important that priority is given to implementing the action plan to increase nurse bank staff usage v Agency.

4.7 New Roles

4.7.1 All of the above sections have made reference to the implementation of new roles which, by their nature, need to reflect multidisciplinary approaches. The New Roles Steering Group, chaired by the Chief Nurse, is responsible for promoting methods for designing the workforce in different ways and communicating the policies and processes described above.

4.7.2 Wherever possible roles are being designed in partnership with Leicestershire Partnership Trust and their educational teams in order to ensure consistency and efficiency in development. The most significant challenge to the New Roles Steering Group is to articulate the differences between each level in terms of educational requirements, levels of responsibility and autonomy and responsibility for the patient.

4.7.3 The New Roles Steering Group has defined and approved generic job descriptions and the career framework which will allow staff to move to the specified levels i.e. student, foundation and fully competent Advanced Practitioners. Standard Operating Procedures have been developed which describe the governance for introducing roles, how staff will be invited to apply and principles for claw backs in the event of non completion or a voluntary move from the Trust.

4.7.4 In addition to new clinical roles, the Trust has also introduced an internship scheme into the organisation in partnership with HEEM and local universities. This allows new graduates to have an initial 6 month introduction to working in a junior managerial/project manager capacity. This is supported by action learning sets and a short development programme delivered by the University of Leicester. As a result of the positive impact of this programme, UHL, in partnership with the Leicester Office of NHS England are piloting a local Graduate Trainee Management Scheme which will consist of an internal development programme and the completion of a Post Graduate Certificate in Leadership. This will be completed whilst undertaking a defined role in operational or project management for 12-20 months. This will commence in September 2015.

5.0 NEXT STEPS

5.1 Each of the groups described in this paper will continue to deliver the objectives described.

5.2 The Executive Workforce Board and Trust Board will continue to be appraised of progress and risks

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5.3 A Board Thinking Day will be held in September to consider priorities and review alternative approaches to managing this complex agenda.

6.0 **RECOMMENDATIONS**

6.1 The Trust Board is asked to:-

- Be assured of the actions being taken and outcomes to date
- Discuss the Thinking Day Agenda scheduled for 10 September 2015.

Learning into Action Newsletter

4th Edition, June 2015

Our future depends on it

Dear colleagues

The latest newsletter is full of exciting initiatives and events taking place across UHL led by our Human Resources (HR) Team. Our HR teams have been shortlisted for

★ **HMPA Excellence Award for 'HR Team of the Year'** in recognition of their excellence in HR management.

Also the brilliant work of **the Learning and Organisational Development (OD) and the Listening into Action (LiA) Teams** has been recognised and they have been shortlisted for the

★ **'HSJ Value in Healthcare Awards 2015'**.

I was delighted to host the **Learning and Development Awards Evening** during May. It's a privilege to be part of this yearly celebration of learning achievements and hear about the exceptional and inspiring stories behind the learning journeys. Congratulations to our Special Award Winners for individual

outstanding achievements.

It's great to see how we are working with **The Prince's Trust** and offering volunteers work experience in the NHS to support us with recruiting our future workforce.

We are pleased to announce our new **Learning and Development Programmes** including **Accountability into Action, Mentoring and Mindfulness**.

We also want to highlight the new **'Knowing your Business'** eLearning development programmes available to all UHL staff. They have been designed to benefit everyone in understanding more about our business.

The **UHL Benefits Fair** earlier this year was again a great success, visited by so many of you to learn how you can access the benefits available at UHL. Plans are already underway for next year's event.

We look forward to meeting with you

during **Adult Learners Week (13-19 June)**. Our team will be visiting all ward and department areas and we will talk to you through our programmes and **'Directions Service'**.

Finally, it will be great if you are able to join us at our **Fun Day** on the 27th June.

Have a brilliant summer, best wishes,

John Adler, Chief Executive



A new and exciting partnership between UHL and The Prince's Trust

Prince's Trust

UHL and the **Prince's Trust** are working together to deliver the **'Get into Hospital Services'** Scheme aimed at unemployed 16-25 year olds. The scheme provides a 4 week work based training programme within the hospital administration and customer service settings.

The Prince's Trust focuses efforts on four key groups who need help the most: unemployed young people, educational underachievers, care leavers and young offenders/ex-offenders.

We already have 13 Prince's Trust Volunteers who have started in the first cohort with another planned for July. During the scheme young volunteers will undertake trust training, employability skills, role related training and practical experience in the workplace.

Could you provide a placement? We are looking for more placements and buddies within Customer Services and Business Administration across UHL. We need areas that can offer a 2 week placement providing learning and development in

- Practical experience
- A varied programme of activities
- Supportive and understanding staff



Would you like to be a buddy? Buddies are individuals who help mentor and support young people on a work placement. Being a buddy is a fantastic opportunity to:

- Develop your leadership skills
- Challenge yourself
- See a young person develop
- Be part of a very rewarding programme

We are also looking for more placements in Business Administration and Customer Service type roles for our next cohort. If you would like to get involved in this programme then contact:

Programme Lead: Liz Allison, Training and Development Manager.
email: elizabeth.allison@uhl-tr.nhs.uk



Learning and Organisational Development Learner Awards 2015



The Learning and Organisational Development Annual Learning Awards Evening

is now in its 19th year and is funded by **Leicester Hospitals Charity**. Held at the Tigers Ground, the event was attended by over 180 guests, including learners and members of the Trust Board. The evening was an opportunity to celebrate learning achievements by recognising and congratulating learners who qualified in the numerous accredited learning programmes.

The final Awards of the evening were presented to outstanding learners in six prestigious categories. Nominated by their tutor, the learners all displayed or demonstrated exceptional qualities, advancement during and after achieving their qualification. Their remarkable progress, attitude to learning and personal development was acknowledged by everyone on the night. Each winner received a trophy and vouchers.



Learning in Action Award
Siobhan Shallow
 Deputy Sister, Endoscopy, LRI
 ILM Award in Leadership & Management Level Three



Outstanding Learner Award
Josiah Stamworth-Rahm
 HCA, Discharge Lounge, GH
 Leicester Works



Recognition of Living UHL Values Award
Mike Sinkala
 Senior Radiographer, Radiology, LRI
 ILM Award in Leadership & Management Level Three



Achievement Award
Kuljit Kaur Kaila
 Theatre Storekeeper, Theatres, LGH
 QCF Certificate in Healthcare Support Services Level Two Apprenticeship



Progression Award
Zack Taylor
 Physiotherapy Assistant, Physio, GH
 QCF Diploma in Clinical Healthcare Support Level Two Apprenticeship



Skills for Life Award (Literacy, Numeracy, English Language & IT)
Safina Siddik Mia
 UHL (collected by her tutor, Simona Hillier)
 OCR Workplace Functional Skills Maths Level One & Level Two



We are very pleased to announce that we have been shortlisted for two major awards



The Learning and Organisational Development & Listening into Acton Teams have been shortlisted for the Health Service Journal (HSJ) Value in Healthcare Awards 2015 - 'Value and Improvement in Training and Development Team of the Year' Category

The HR Team have been shortlisted for the Healthcare People Management Association (MPMA) Excellence Award- 'HR Team of the Year' Category.

We hope to bring you good news from the Awards ceremonies in our next edition.

Building A Mentoring Community At UHL Developmental Mentoring Programme, 3 day course

Calling all Consultants – Are you looking for a Mentor or would you like to train as a Mentor?

We are pleased to inform you that we are expanding our Community of Egan Trained Mentors at UHL. Our Mentors have placed their profiles on InSite for you to select a mentor of your choice (subject to availability!). To find out more about how to access a mentor, what to expect from mentoring and how we evaluate the process to ensure you receive a high quality experience then take a look on InSite. <http://insite.xuhl-tr.nhs.uk/homepage/working-life/education--training/luhls-leadership-academy/mentoring>

Would you like to become an Egan Trained Mentor to support our New Consultants?

We are currently looking to extend our pool of Mentors for New Consultants. If you would like to attend one of our three day Mentoring Training Programmes, held in partnership with Health Education East Midlands, or you are already an Egan Trained Mentor and would like to access the benefits of on-going development and support by joining UHL Mentoring Community, then please take a look at our UHL InSite page on <http://insite.xuhl-tr.nhs.uk/homepage/working-life/education--training/luhls-leadership-academy/mentoring>

Course dates:

Three Day Egan Mentoring Programme

Day 1 & 2 - 26th and 27th Nov 2015
Day 3 – 7th Jan 2016
Time - 09.30-16.30
Location - LRI

Top-Up Training for Existing Egan Trained Mentors Only Mentoring Forum

Date 3rd July 2015
Time 1400 - 1700
Location – Glenfield

Performance Coaching

Date 24th September 2015
Time - 09.30-16.30
Location LRI

Faculty Development – (To train to teach future programmes)

Date: 16th July 2015, 26th and 27th Nov 2015 and 7th Jan 2016
Time: 09.30 – 16.30
Location – Glenfield 16th July only
Location – All other dates LRI

Introduction to Mindfulness Taster Workshops at UHL

About Mindfulness

Mindfulness is a way of paying attention, in the present moment, to yourself, others and the world around you. Mindfulness provides space for you to be open to what is happening inside of you, without getting swept up by judgements or taken over by expectations.

Mindfulness can also help to reduce the tendency to work on autopilot and with on-going practice can develop capacity of choice of how to respond in a given situation rather than simply being reactive.

Research into mindfulness has demonstrated that developing a mindfulness practice can reduce stress, improve well-being and can increase our resilience to ride the waves of life.



As Jon Kabat Zinn, the founder of Mindfulness

Based Stress Reduction (MBSR) observes, *“we cannot stop the waves, but we can learn how to surf!”*

Pilot Mindfulness At Work Programme at UHL

Barbara Reid a Mindfulness Teacher and Supervisor of Mindfulness Teachers and Helen Mancini Organisational Development Specialist, facilitated two introductory workshops in April 2015. Both evaluated really well and will be running two Pilot Mindfulness at Work Programme. Both programmes will run for four hours every two weeks spanning a 16 weeks period. The first programme will start in September 2015, the second in January 2016. Both programmes are adapted from the eight week MBSR Programme and it is anticipated that attendees will endeavour to attend all eight sessions over the 16 week period.

General Information on Mindfulness

Links:

<http://www.bangor.ac.uk/mindfulness/about.php.en>
<http://oxfordmindfulness.org/>

Leadership Development An opportunity to attend a 3 day Medical Leadership Programme

About the Programme

This programme is designed for Heads of Service and Consultant colleagues who are looking to extend their leadership skills.

The workshops is run by Nick Dingley, from Momentum Consultants Incorporated.

Task-oriented (or task-focused) leadership is a behavioural approach in which the leader focuses on the tasks that need to be performed in order to meet certain goals or to achieve a certain performance standard.

Due to the popularity of this programme future cohort dates are currently being arranged

To book your place on Mentoring, 3 day Leadership Development or Mindfulness Programmes, please contact

Lauren Copland, Admin Manager, Tel 0116 258 6112

**Lauren.J.Copland@uhl-tr.nhs.uk
Programme Lead: Helen Mancini, OD Specialist, Tel 0116 258 5560
Helen.mancini@uhl-tr.nhs.uk**

‘Good to Great’ Leadership Programme (PG Certificate)

About Good to Great

The Programme has been tailored to meet the specific needs of UHL staff and has been based on local and professional competency frameworks. It will give you the leadership skills needed to meet the needs of skills matrix processes and application for senior clinical and non-clinical posts.

A part or full time work based masters level programme for Team and Service Leaders who can work towards a Post Grad Certificate initially with the potential to progress to a Masters in Degree in Leadership in Health and Social Care.

Run by ALTstrat, an Institutional Partner of the University of Northampton.

For more information on the ‘Good to Great’ Programme please contact Chris Tebbutt, Programme Manager, Tel 01536 560550

Christine@altstrat.co.uk

Accountability Into Action

On April 30th we launched 'Influencer' one of three training programmes in our Accountability into Action Series



Influencer

Twenty three of our senior leaders took part in the **Influencer Training Programme** during May. Eight of the leaders (Influencers!) will be going on to train as Trainers in the Influencer Model, having seen and experienced the benefits of the application of the six source model for change and the outcomes experienced by organisations who have used this evidence based approach.

University Hospitals of Leicester

Caring at its best

Course Overviews

influencer

The New Science of Leading Change

- Proven strategies to drive rapid and sustainable behaviour change
- Learn to identify and counteract the hidden forces underlying persistent and resistant organisational challenges

Find Vital Behaviours

- Diagnose
- Personal Motivation
- Personal Ability
- Social Motivation
- Social Ability
- Structural Motivation
- Structural Ability
- Become an Influencer

crucial conversations

Tools for Talking When Stakes are High

- Develop skills for creating alignment and agreement by fostering open dialogue around high-stakes, emotional, or risky topics
- Learn how to speak up and be heard as well as encouraging others to do the same

Get Unstuck

- Start With Heart
- Master My Stories
- State My Path
- Learn to Look
- Make it Safe
- Explore Others' Paths
- Move to Action

crucial accountability

Tools for Resolving Violated Expectations, Broken Commitments and Bad Behaviour

- A step-by-step process for enhancing accountability, improving performance, and ensuring execution
- By learning how to talk about violated expectations in a way that solves problems while improving relationships, you'll improve individual, team, and organisational effectiveness.

Describe the Gap

- Diagnose
- Make it Easy
- Make it Motivating
- Move to Action

One team shared values

We will be rolling this programme of training in all three aspects of **Accountability into Action** from September 2015

Influencer Training

Two Full Days

Crucial Conversations – Two Full Days with the opportunity to go on and train for a further day in **Crucial Accountability**

Feedback quotes from our Senior Leaders who attended the two days

"Great course.....Excellent course"

"Really informative course to use in daily role"

"An effective framework for change"

"Need to embed some of the concepts in our documentation to encourage usage"

"Really enjoyed the course will be able to use in work and home environment"

"This course needs to be offered to a wider audience within the Trust"

"Really enjoyed the days have learnt lots

that I can use day to day to solve real life issues.

Phil Walmsley, Head of Operations said *"This course gave me a really strong framework to help aid me in my thinking. It has been very helpful in making me think on a wider basis about how I could be a more effective influencer. I thought it was an excellent course and would recommend it to anyone who needs to influence at any level"*

If you would like to know more about **Accountability into Action** please contact **Programme Leads: Bina Kotecha, Assistant Director of Learning and OD** (email: bina.kotecha@uhl-tr.nhs.uk) or **Helen Mancini, OD Specialist** (email: Helen.mancini@uhl-tr.nhs.uk)

Accountability into Action

Releasing the potential of individuals, teams and organisations

KNOWING YOUR BUSINESS

It gives us great pleasure to launch our new and comprehensive 'Knowing Your Business' eLearning development portfolio that can be accessed by all staff (clinical and non-clinical) within the Trust and will support staff and leaders to develop essential skills in wide range of areas.



ACCESSING THE PROGRAMMES

To access these eLearning programmes instructions as below:

- Log into www.eUHL.nhs.uk
- Log into the Booking System
- Go into the 'Course Catalogue' and find the '**Knowing Your Business**' heading.

These modules are easy to access, sit on eUHL and follow the same format as most of our existing modules. They focus on learning outcomes and educational relevance

Programme Title	Programme Overview	Key Target Group
Introduction to Finance	Overview of finance within UHL, including Budget Managing, PLICS and Tariffs	All managers, all budget holders and people involved with any aspect of finance
Procurement: Buying the Right Way	The financially sound and correct way to procure goods and services	All managers and anyone who procures, approves orders, uses CEDAR or requests purchases
Cost Improvement Plan: The Opportunity Within	Demonstrates how to make CIPs and at the same time improve your service	All managers within UHL and anyone involved in financial decision making
Charging Overseas Patients	Develops on key aspects of charging overseas visitors to UHL	All patient facing staff
Clinical Coding	Demonstrates the importance of correct coding to the Trust and highlights the cost of coding error	Anyone who encounters coding, clinicians, medical secretaries, coders & managers
RTT: Referral to Treatment	Highlights the vital part RTT plays in patient care and how to improve standards	All UHL Staff involved with patient care OR who have patient contact
Performance Appraisal	From the basics to the finer details of engaging staff in a high quality appraisal	All appraisers and managers (excluding medical appraisers)
eHandover using a PC	How to access, log on and use e-Handover on a PC	All staff who use e-Handover on a PC
Hospital at Night	Demonstrates all processes involved in making a request and receiving a request	All staff who use the Hospitals at Night System
Electronic Observations	To be launched soon	
eHandover using an Electronic Device	To be launched soon	

WHERE DO I GO FOR HELP?

If you need help / support on accessing or using any of the programmes listed or have any comments on our new development portfolio then please contact **Ed Thurlow, Core Training Lead**, email: Edward.Thurlow@uhl-tr.nhs.uk

If you have any questions about the content of the specific packages then please speak to relevant **Programme Leads** as detailed in the 'Contact Point' section on eUHL, www.euhl.nhs.uk

NEW APPOINTMENTS: Two Learning and Organisational Development Managers to support HR and the Empath Team



Anne Booth, Anne's career has seen her work in the Public, Private and Third Sector and she comes to UHL from working as the Counselling and Psychological Support Services Manager at LOROS, a local hospice, where she's worked since August 2013. Prior

to this Anne had 15 years' experience working in the NHS in Learning and Organisational development. Anne's professional qualifications include Management, Counselling and Teaching, which she brought together when completing a Masters in Human Relations in 2002. Anne is a 'Coventry kid', although she now lives in Hinckley with her partner Gary and Labrador Bella. When she isn't working she will be found relaxing, walking the dog, watching films or trying to stay fit!



Karen Greenaway, After graduating Karen began her career as a research scientist working for a number of large international commercial businesses in the field of applied science. Following a career change and a Masters degree she worked first as a HR

generalist before specialising in organisational development, change, engagement and workforce development, working nationally and internationally. She has worked in the private, public and not for profit sectors both within permanent roles within medium/large organisations, and, latterly as an independent consultant supporting businesses through change at individual, team and organisational level. Her healthcare experience includes OD, learning & education roles working for

Northants NHS FT, Heart of England NHS FT, and the special health authority NHS Blood and Transplantation.

FAREWELL: Michelle Cloney, Listening into Action



Lead

Michelle said "A huge thank you for letting me help introduce Listening into Action at UHL.

The last 2 years have flown by in a flurry of LiA activities, with more and more still planned. Every year it gets bigger and better, as the learning from each new work

stream is used to develop

even more ambitious plans - for the benefit of all who use it. I have remained passionate about helping ensure that your views are listened to and after all who knows better what our patients want than staff who work tirelessly to deliver the best possible care, whether in clinical areas or support functions.

UHL has a value 'We are one team and we work best when we work together' - and I genuinely believe that LiA helps to bring people together across different teams, services, roles and professions, and in doing this we get the best from everyone.

I am excited by my new role as Deputy Director HR & Organisational Development at East Lancashire Hospitals NHS Trust.

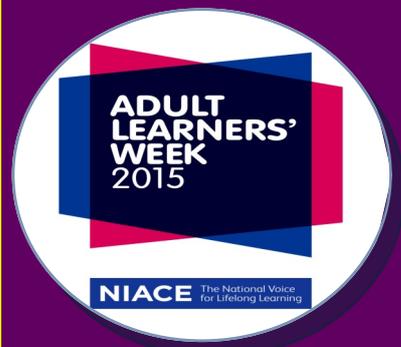
*It is going to be a very exciting time for my replacement, **Linsey Milnes**, who has been appointed as the LiA Lead from 1 June 2015. I sincerely wish her all the very best in her new role and know that it is in very safe hands."*



ADULT LEARNERS WEEK

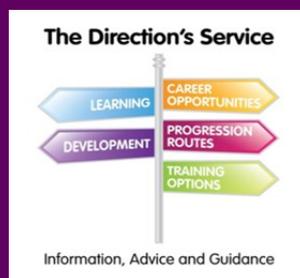
coming to UHL

13th—19th June 2015



Look out for Learning & Organisational Development and the Directions Service. We will be visiting wards, departments during ALW week

STOP US AND ASK
about the learning opportunities available
Call Ext 5397, 2488, 4288
thedirectionsservice@uhl-tr.nhs.uk



The SCIN Trial

(Skin Care Intervention in Nurses)

The Occupational Health Service has been selected to be part of a large national trial looking at skin integrity and hand washing in staff in ITU and student nurses in their first year of training which started in March 2015.

This trial is designed to see if there is any correlation between allergies, certain allergy related health problems and the integrity of the skin. The trial involves 40 staff from ITU and 40 students who all have to complete a questionnaire and then have their hands photographed.

They will then be followed up as part of the study at set intervals to note the condition of their hands. This is the first nationally funded research project for Occupational Health as a speciality and is of significant importance in identifying risk factors for skin problems in nursing staff.



Staff Benefits Fair 2015

In March, we held our second highly popular Staff Benefits Fair!



Maggie and Laura from the 'Salary Maxing' Team welcoming those arriving

Over a thousand staff visited the Fair to check out and take advantage of the superb range of benefits from UHL... and pick up a few treats and giveaways too!

Once again, we brought all our benefits together in one place, along with specialists who were on hand to provide first hand information and answer any questions from staff.

The **Staff Benefits Fair** offered the ideal opportunity to learn more about what is on offer to employees to enhance work-life balance, sup-



port career development and maximise the workplace experience.



As well as our superb range of **'Salary Maxing' Schemes** (Cars, Take IT Home, Accommodation, Park & Save, Cycles, Childcare Vouchers etc.), we showcased lots of other services including Training and Development, Payroll and Pensions, Staff Support Services, Wellbeing at Work, Stop Smoking Service and Leicester Hospitals Charity to name but a few!



Helen and Sharon from the Learning and Development team & Directions Service

Colleagues on the **Training and Development** stand were kept really busy offering information, advice and guidance on a range of opportunities and promoting their superb **'Directions Service'**.

Here's what Susan, one of our administrators had to say about her visit to the Training and

Development stand, *"I've been working at UHL for a while now and am fascinated by all the different jobs you can do in a hospital. I'd been thinking about careers working with patients, so I was really pleased to come across the Direction's Service on the Training and Development stand at the Staff Benefits Fair. It's really spurred me on to do something about it!"*



Louise and Dave show off the latest IT equipment available via 'Salary Maxing' Take IT Home

With access to many IT courses available from the IT Training Team, many of our employees have taken the opportunity to access the latest in IT equipment via **'Salary Maxing' Take IT Home** to develop their skills! Louise and Dave carried out live registrations to demonstrate how easy it is to access our superb **'Salary Maxing' Employee Benefits Portal** which is exclusively available to UHL employees. They also demonstrated a range of the latest IT equipment available through the scheme.

With the summer holidays just around the corner, demand for information about **'UHL's Childcare Voucher Scheme'** was understandably high. The Childcare Vouchers from this superb money saving scheme have a massive range of uses; from nurseries, playgroups and childminders for the tots, to activities for youngsters up to the age of 16. These include 'out of school' clubs, holiday schemes, extra cur-



ricular activities and activity camps such as Camp Beaumont, PGL and Supercamps.

To register and for additional information visit [InSite/ChildcareVouchers](#)

At the **'Salary Maxing' Cycles** stand, employees were able to check out the fantastic savings to be had on the use of a brand new cycle and safety accessories. A great way to keep fit!



Representative from our partner, Evans Cycles



Sue and Bev from the Stop Smoking Service

Staying on the theme of healthy lifestyles, Sue and Bev from the **Stop Smoking Service** were on hand to offer advice, support and guidance to those who needed it.

The advisors are skilled in helping people chose the right products to help individuals in their endeavours to give up smoking.

Representatives from the **'Salary Maxing' Car Scheme** showed staff how to register with the **'Salary Maxing' Benefits Portal** which provides access to a wealth of information about the **'Salary Maxing' Car Scheme**, including details of the extensive range of cars available, vehicle comparisons and quotations. They were also able to answer any queries relating to this highly popular smart motoring package which enables staff to drive a brand new, fully maintained and insured car for 3 years, all for a fixed monthly amount.



Representatives from the 'Salary Maxing' Car Scheme (accompanied by their trusty parrot)

Our Occupational Health Service colleagues provide a Trust wide confidential and impartial advice service on all aspects of the relationship between work and health. Occupational Health Nurse Practitioners Maxine, Cathy and Gail represented the multi-disciplinary team at the Fair, to promote their work and explain access options which include both manager and self referral.



We were pleased to have the support of Amica Staff Counselling and Psychological Support Services again this year.

Corinne, Gareth and Gary's attendance at the fair provided a valuable face to face opportunity for staff to ask about what help was available to help deal with the changes and challenges that confront us from time to time, whether they be work related or personal.

Staff Benefits Fair 2015



Colleagues from 'UHL Payroll Assistance'

Another highly popular stop off point was the **Payroll and Pensions** stand. Understanding our pay and planning for retirement are really important, so it proved very useful to have colleagues from '**UHL Payroll Assistance**' available to offer guidance and answer questions on a one to one basis.

The new NHS Pension Scheme which launched on 1st April 2015 certainly proved to be a hot topic! If you were unable to attend the Fair, ensure you are up to speed with the changes and establish if it affects you, by visiting **InSite/Payroll**



Striking a good work-life balance can be difficult if you're struggling to find living accommodation. Karen and Belinda from UHL's Accommodation Team were able to talk staff through the various aspects of '**Salary Maxing**' for Accommodation.



Karen and Belinda from UHL's Accommodation Team with colleagues.

This scheme offers great savings on living accommodation owned by the Trust and located on our sites at Leicester General and Glenfield Hospitals.

One Medical Consultant observes, "**As a Consultant working in Leicester and living in Cambridge, having access to hospital accommodation through 'Salary Maxing' has provided me with a saving of over £2,000 a year compared to other accommodation without 'Salary Maxing'!**"

A range of well maintained furnished accommodation is also available adjacent to the Leicester Royal Infirmary site. The team also highlighted short term accommodation options starting from just one night. Ideal if you need living accommodation to tie you over in an emergency or if you're in the process of moving home!

Visit our InSite pages: **InSite/SalaryMaxing**

Free Family Fun Day - 27th June 2015

well-being@work
be healthy, have fun

MAY 2015

UHL FREE FAMILY FUN DAY

SATURDAY 27th JUNE 12-4PM

VENUE: GENERAL HOSPITAL, OUTSIDE LAWNNS NEXT TO THE EDUCATION CENTRE

ACTIVITIES:
-HELTER SKELTER
-CORK SHOOTING
-HIGH STRIKER
-CLIMBING WALL
-TUG OF WAR

ACTIVITIES:
-FACE PAINTING
-BOUNCY CASTLE
-BOUNCY SLIDE
-SUMO SUITS
-HOOK A DUCK

GREAT FREE FOOD!!!
-HOG ROAST
-FISH AND CHIPS
-PAELLA
-HOT DOGS (AND VEGETARIAN)
-VEGETARIAN BURGERS
(tickets given out on the day for food for staff and immediate family only. You will need to bring your staff ID badge)

FUN DAY!!!!

GREAT MUSIC!!
RADIO GWENDOLEN WILL BE PROVIDING THE MUSICAL ENTERTAINMENT FOR THE DAY!!

ANIMAL FARM!!!
CHILDREN AND ADULTS ALIKE WILL ENJOY THE LAMBS, PIGS, GOATS, CHICKEN AND RABBITS ON THIS MINI ANIMAL FARM

TOMBOLA STALL
GREAT PRIZES TO WIN!!
all proceeds will go to the Kidney Care Appeal



PARKING: IF YOU HAVE A UHL CAR PARK PERMIT FOR ANY OF THE SITES YOU CAN USE THIS ON THE DAY. IF YOU DO NOT THEN THERE WILL BE FREE CAR PARKING SPACES RESERVED FOR FUN DAY PARTICIPANTS ONLY AT CAR PARK 7 OR 9



If you would like to run a stall on the day please contact Marcella Burgess at wellbeing@uhl-tr.nhs.uk

It is acknowledged that service needs are paramount, however, the Trust's Executive Team supports all Well Being activities and encourages as many staff as possible to be involved. As such operational managers wherever possible are obliged to facilitate this by considering requests from staff in relation to off duty rotas and flexible working hours to support staffs' involvement.



UHL staff are in a unique position that we are able to provide Well Being events for our staff using income from the Staff Lottery. Staff lottery income can only be used for the benefit of Staff, so join today! See InSite for more details.

University Hospitals of Leicester NHS Trust
NHS Trust

Caring at its best

well-being@work
be healthy, have fun

MAY 2015

UHL FREE FAMILY FUN DAY

TOMBOLA

SATURDAY 27th JUNE 2015 12.00-4.00PM

VENUE: GENERAL HOSPITAL, OUTSIDE LAWNNS NEXT TO THE EDUCATION CENTRE

LOOKING FOR TOMBOLA ITEMS:
DO YOU HAVE ANY NEW, UNUSED, UNOPENED ITEMS THAT YOU NO LONGER REQUIRE SUCH AS CHOCOLATES, TOILETRIES, WINE, BRIC-A-BRAC, UNWANTED GIFTS?



CHARITY DONATION:
ALL PROCEEDS MADE FROM THE TOMBOLA WILL BE GOING TOWARDS THE KIDNEY CARE APPEAL SO ALL GIFTS WELCOMED!!

PRIZES!!
TICKETS ONLY 50P (OR 3 FOR £1)

ALL DONATIONS TO BE SENT TO CLARE BLAKEMORE OR MARCELLA BURGESS - PLEASE EMAIL TO ADVISE WHETHER THE ITEM CAN BE POSTED INTERNALLY, DELIVERED OR WILL NEED COLLECTION BY FRIDAY 20th JUNE

If you would like to run a stall please contact Marcella Burgess at wellbeing@uhl-tr.nhs.uk

It is acknowledged that service needs are paramount, however, the Trust's Executive Team supports all Well Being activities and encourages as many staff as possible to be involved. As such operational managers wherever possible are obliged to facilitate this by considering requests from staff in relation to off duty rotas and flexible working hours to support staffs' involvement.



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University Hospitals of Leicester NHS Trust
NHS Trust

If you have any comments on this newsletter please email: sharon.king@uhl-tr.nhs.uk

Medical Staffing

Appendix 2

Core Challenges

- Poor junior doctor fill rates, need to improve educational experience
- Limited numbers of applicants for consultant posts some hotspots such as ED Critical Care, Specialist Radiologists
- Competitive environment exaggerated by limitations on immigration numbers, need for unique selling position
- Less positive staff survey results

Trust Response and Governance

- Medical Workforce Strategy with four pillars - Recruit, Shape, Educate and Engage
- Medical Education Strategy
- Appointment of Associate Medical Director for Workforce
- Reporting of Medical Workforce Strategy Action Plan Executive Workforce Board
- Delivery of Action Plans undertaken through Medical Workforce Design and Recruitment Group and Medical Workforce Group (Education), Clinical Senate and Doctors in Training Committee, New Roles Steering Group

Key Outputs

- Appointment of International Recruitment Lead - streamlining processes, clarifying expectations
- Improved understanding of funded establishments
- Greater transparency and communication of gaps
- Improved marketing and branding
- Advance Practitioners and Physician Associates roles being implemented via outputs from New Roles Steering Group
- Focus on education quality and experience

Nursing Staffing

Core Challenges

- Nursing vacancies remain high and gap filling through agencies is costly but necessary to maintain safe staffing levels
- Recruitment pool of international nurses reducing, turnover not likely to be below Trust average
- Concentrated gaps in medicine
- Balance between efficiency and flexible working
- Education levels for Care Certificate and Assistant Practitioners raised will be further impacted by Leicester Labour Market challenges
- Revalidation of nursing and midwifery and preceptorship pressures from Shape of Caring recommendations
- Retirement of long standing nurse leaders
- LLR recruiting from same pool of staff

Trust Response and Governance

- Nursing Workforce Strategy with particular emphasis on international recruitment, Nurse Education Strategy
- New roles identified in form of Assistant Practitioner and Advanced Practitioners to support career framework
- Reporting of Nursing workforce progress through the Nursing Executive Team and EWB
- Board reports on safe staffing
- New Roles Steering Group managing implementation of Advanced and Assistant Practitioners
- Nursing/ premium spend strand of Wokforce Cross Cutting Theme

Key Outputs

- International recruitment team to ensure quality and efficiency
- improved branding and marketing and presence at recruitment events, now promoting through armed forces publications
- Clear career pathways and education programmes for advanced and assistant practitioners and programme of cohorts for 2015/16
- .Strong in house education, training and practice development offering accredited training at degree level
- Utilising Revalidation as a marketing and branding opportunity
- Introduction of shared rotation and strong partnerships with DMU and LPT

Other Non Medical Clinical Roles

Core Challenges

- Increasing turnover in traditionally easy to recruit services such as therapies, pharmacists and radiography
- Managing internal career development pathways for pharmacy technicians
- Increasing demand in community for therapy services
- Retirement profile in senior healthcare science roles

Trust Response and Governance

- Non Medical staff form core component of new roles development governed through New Roles Steering Group
- Engagement in LETG internally and LETC externally
- Engagement in HEEM workforce planning process to predict workforce over five years

Key Outputs

- More robust workforce return to HEEM outlining core pressures and developments in the Trust
- Wider exploration of how new roles for allied health professionals and healthcare scientists can support medical staffing gaps and new models of care

External Better Care Together

Core Challenges

- Understanding the workforce response to new models of care
- Double running costs if new roles required, transition of work needs to take place
- Workforce planning system wide rather than organisationally specific, limited Trust level involvement in workforce impact assessments
- Capacity to support eight external workstreams and corresponding workstreams internal to UHL eg ICU move, Treatment Centre
- Organisational changes at external HEEM and Better Care Together levels
- Requirement to show decreasing workforce demand in context of real time increasing demand

Trust Response and Governance

- Appointment of Workforce and OD Lead for Better Care Together
- Active participation in External and Internal Project Boards
- Challenges of Left Shift and increased specialisation identified in Five Year Workforce Plan
- Proactive sharing and integrated working on new roles to ensure consistent approach and best use of economies of scale

Key Outputs

- Membership of Out of Hospital Workforce Workstream
- Need to input into Workforce Impact assessments being undertaken by Better Care Together programme now developing more formal approach to engagement with LETC workforce lead and Better Care Together Workforce and OD lead
- Better Care Together Programme Board

Internal Reconfiguration

Core Challenges

- Understanding new models of care needs to precede development of workforce solution
- Capacity to support each new project board and workforce steering group and ensure consistent approach to workforce planning
- Collating each specialty plan into an aggregated and efficient workforce plan
- Ensuring plans take into consideration outputs of outpatient, theatre and bed reconfiguration capacity planning outputs
- Double running and less efficient models of working during change process

Trust Response and Governance

- A consistent template and approach for developing workforce plans
- Reporting into the Project Boards of each workstream
- Steering Group for each workstream

Key Outputs

- Workforce Plan for Emergency Floor well received
- ICU Workforce Plan in development
- Workforce template under development

New Roles

Core Challenges

- Development of consistent grading structures and mutual understanding of new roles across professional boundaries
- Capacity to undertake functional mapping to develop new roles effectively
- Fear of change and risk
- Understanding of what is possible
- Financial implications of double running costs
- Managerial capacity to deliver the change agenda

Trust Response and Governance

- New roles Steering Group for development of consistent frameworks
- Reporting of New Roles outputs through EWB
- Workforce Confirm and Challenge is a core component of CMG Review meetings

Key Outputs

- Defined roles and education frameworks
- Accreditation to deliver degree modules through UHL education infrastructure
- Successful bids to the LETC to enhance the development of new roles
- Introduction of the internship model and UHL Graduate Training Scheme

CIP and Paybill

Core Challenges

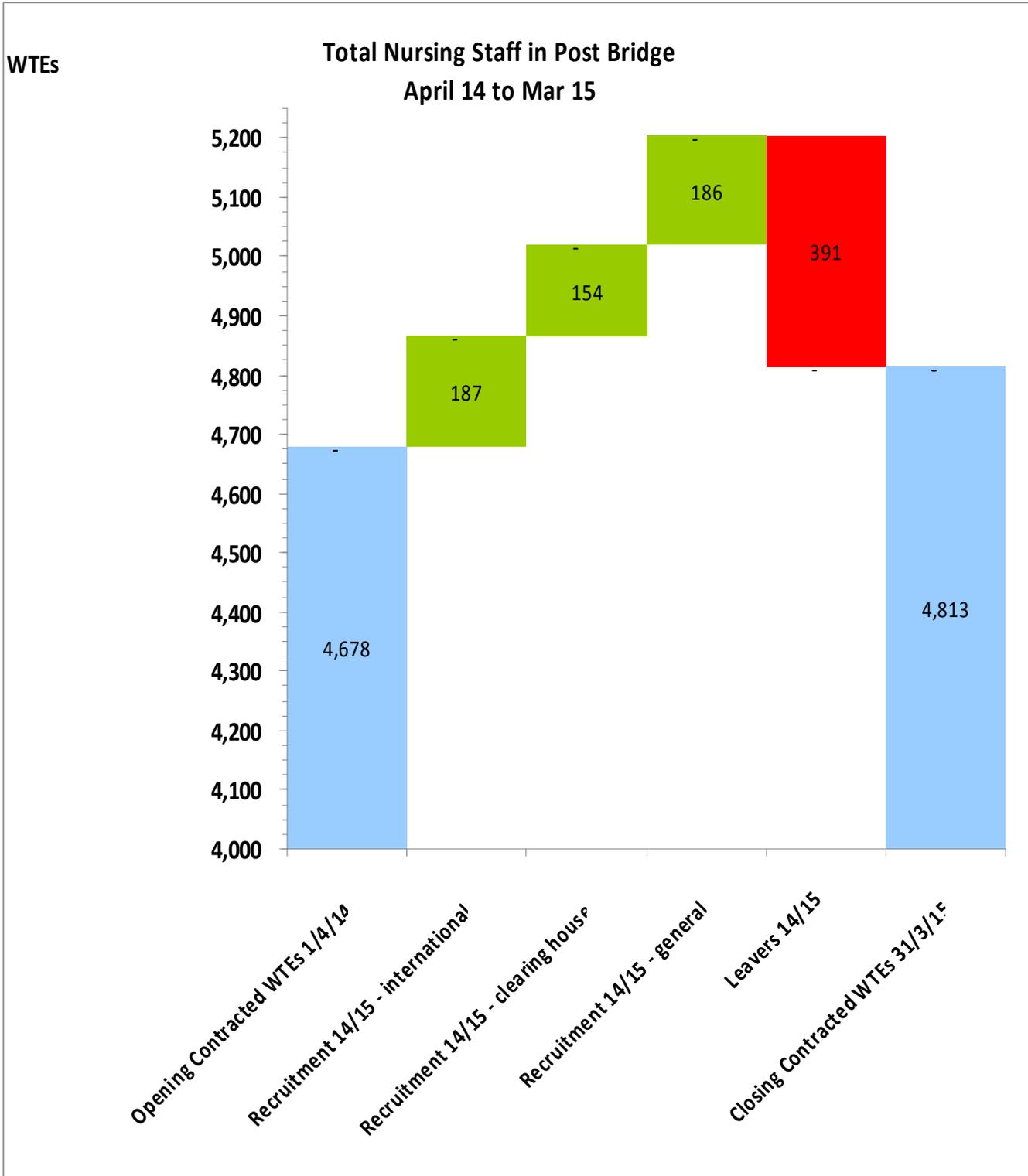
- Fill rates in substantive recruitment improving prior to reduction in premium spend is placing pressures on the paybill
- Identification of workforce reductions in context of safe staffing requirements
- Balancing efficiency that arises from long shifts with flexible working enabling recruitment and retention
- Identification of an appropriate solution to electronic rostering for medics

Trust Response and Governance

- Workforce Cross Cutting Group chaired by Director of Finance
- Workforce CIP schemes at CMG level managed through CMG review meetings
- Workforce CIP supported corporately managed through cross cutting workstream underpinned by clear action plans and governance arrangements
- Premium spend workforce planning tool to support management of workforce elements of recovery plans

Key Outputs

- Action plans in each of the workstreams nursing, medical and premium spend with core areas identified for savings opportunities
- Workforce planning tool produced overview of predicted premium spend expenditure over remainder of financial year
- Refinement of premium spend reporting to facilitate identification of conversion opportunities



Bridge Chart 15/16

