

NOVEMBER 2018

THE NATIONAL ENGAGEMENT BRIEF



Hello and welcome to the November National Engagement Service Brief. It was great to see so many of you at the NHS Employers Strategic Workforce Forum at the Belfry last month and the feedback we received over the two days and in evaluation forms has been very welcome and positive.

Rob Briner provided challenge to us all around **evidence-based HR practice** and I have taken another look at the CIPD's diagram have already put my six step guide by my workstation in the office. Your views on ways in which you want us to influence the workforce chapter of the NHS 10-year plan were invaluable and Danny will be taking them forward into ongoing national discussions. The two workshops from Paul Taylor-Pitt, Joe Rafferty and Amanda Oates provided practical techniques to navigate complexity and detail about Mersey Care's just and learning culture, which so many of you are interested in taking forward yourselves.

I know that, like me, you all found Dany Cotton's personal leadership journey powerful, honest, humble and incredibly moving. Dany will certainly be a hard act to follow for next years' event. My key takeaway from Dany was her commitment to doing the right thing by working with and through her teams and standing by her decisions.

Everyone enjoyed the opportunity to network and kick back on the evening of day one with a drinks reception and meal, including some brilliant musical entertainment by the National Engagement Services' very own Dave Prater. A good time was had by all!

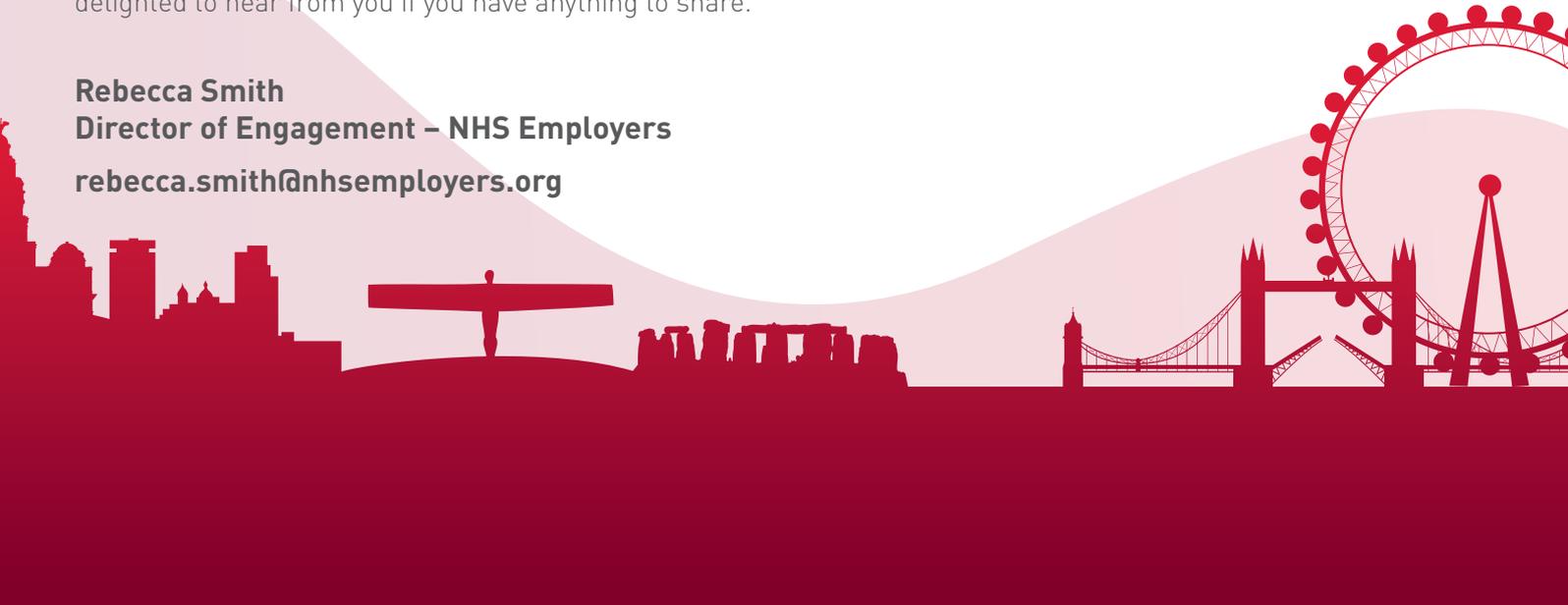
Day two saw a fascinating discussion around the workforce implications of digital technology delivered in an accessible way by James Freed and Andy Kinnear who encouraged those present to become best friends with their chief information officers. Our last session was with Rusty Earnshaw the Chief Wizard at the Magic Academy, also known as the person with the brilliant job title. Rusty shared with us his techniques to unlock creativity and getting the most out of teams through coaching. We are also grateful to our event sponsors Neyber, NHS Professionals and Infor who provided workshop events and their sponsorship means we can offer a value for money residential programme for you.

I am sure there will be many things you will want to follow up on through the networks from all the sessions over the two days.

Finally, I wanted to draw your attention to a new **animation from the NHS Improvement's Midlands & East regional talent board** which sets out its plans to create compassionate and inclusive leadership at all levels of the NHS.

As ever, thank you to all colleagues who have contributed to this edition of the engagement brief and I would be delighted to hear from you if you have anything to share.

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HOT TOPICS FROM HRD NETWORKS

NHS Terms & Conditions 2018

Discussions across regional HRD and SPF networks continue to reflect the new TCS as a top priority for HRDs. There are numerous discussion strands but, this month, the key themes have been issues on band 1 closure and upcoming local pay progression policies required by April 2019. Trusts that have already developed local policies are keen to have confirmation of how this aligns with the national expectation, and those without local arrangements are eager to see national guidance before they progress with new plans.

Streamlining of staff movements

Conversations on streamlining continue across networks with the need to scope out future programmes a high priority. In national developments, a new NHSI/ HEE led programme board has been formed which will lead on the doctors in training (DiT) element of NHS workforce streamlining. The NES continues to support the national streamlining steering and operation groups, which offer a channel for HRDs to ensure their voices are heard.

Flu vaccination

HRDs have been responding to this month's DHSC letter, which sets out increased expectations around vaccine uptake and the reporting of staff opt-outs. The context of staff side opposition to mandating, combined with potential employment law complexities, leave HRDs with a challenge as to how they meet the expectations. HRDs have used network meetings to share ideas, for example, one trust in the West Midlands has arranged a 'winter wellness' event where staff can get flu jabs but also access to wider employee benefits.

Pensions

HRD networks have been debating pension annual/ lifetime allowance issues, including the impact on supply and retention and some possible solutions around mitigating the impact on staff. The NES continues to relay HRD perspectives back to our specialist colleagues, and we will be offering all networks the chance to have a roadshow session focusing on this subject.

Warrington and Halton Hospitals' Preceptorship programme

Being committed to the continual professional development of its nursing workforce, in 2017, the trust introduced a new 12-month preceptorship programme for all newly qualified practitioners (including practitioners who were new to an acute trust). The programme aims to enable nurses to become safe, autonomous and multi-disciplinary practitioners.

The programme is led by the clinical education team, including colleagues from the simulation team and specialist nurses, and is supported by the trust board, executive colleagues and all ward managers, matrons and lead nurses.

Newly qualified nurses start with a bespoke two-week programme of clinical skills and information to empower them at the start of their career journey. Continued support is given throughout the year which includes monthly teaching sessions, clinical supervision, simulation sessions (at two-weeks, six months and 12 months), access to supportive clinical educators and preceptors in each area, core competencies, resilience training and access to a mentorship programme at 12 months.

The feedback received from the current preceptees is extremely positive. One ICU nurse said: "I started my preceptorship in September 2017. I was welcomed by an amazing ICU family who helped me learn and go forward as an ICU nurse. To this day, I still ask my preceptor millions of questions. I couldn't thank her and all the ICU and the clinical educators enough for making my first 12 months at Warrington and Halton Hospitals an amazing one."

As the programme is relatively new to the trust, retention figures will be compared with those prior to the programme starting. The trust is introducing the collaborative learning in practice model for student nurses and they hope to see recruitment and numbers of staff coming onto the preceptorship programme rise.

Director of HR and OD, Michelle Cloney, said: "Preceptorship is quite simply the key to providing each newly qualified nurse with tailored support so that they know that we care about them, the challenges they face, and we recognise that they are continuing to develop the knowledge and skills needed to provide the quality of care we expect for our patients.

"It also provides an excellent opportunity for our nursing workforce to coach, guide, continuously develop and be part of ensuring that our future workforce is valued, respected and committed to our trust. Having demonstrated the powerful success of preceptorship, our next steps include rolling this out to other professional staff including our operating department practitioner colleagues, nurse associates and therapy staff."

If you are interested in developing your own preceptorship programme and would like more information, contact Sharon Wright, clinical educator/preceptorship lead – Sharonwright6@nhs.net

For more case studies on how trusts are supporting new starters, visit our [retention case studies and resources](#)

Apprenticeships in the NHS: policy and practice update

Apprenticeships are continuing to be a key workforce topic, and with lots of recent updates and changes on the horizon we want to provide employers with a summary of what's relevant to keep up to date with.

Transfer of apprenticeship levy funds set to increase

In a move to encourage further take up of apprenticeships, from April 2019 employers will be able to transfer up to 25 per cent of their levy funds to other employers.

Approval of new apprenticeship standards

More apprenticeship standards are now available including:

- Operating department practitioner
- Advanced clinical practitioner
- Mammography associates
- Ambulance support worker
- Paramedic

There are also 27 health specific standards in development including midwifery, therapeutic and diagnostic radiography, and physiotherapy.

Midwifery apprenticeship

This apprenticeship standard is being created in alignment with the current midwifery education standards available from the NMC. The aim is for the apprenticeship standard to be ready for delivery in Spring 2019.

The NMC education standards however, are currently being reviewed, and therefore the midwifery apprenticeship standard will need to be reviewed once the new midwifery education standards have been published by the NMC in January 2020.

The senior healthcare support worker funding band has been reviewed and increased from £3,000 to £5,000 with plans to upskill maternity support worker workforce through this apprenticeship route.

INFLUENCE

Share your views on the value of staff networks

A **survey** has been launched to help the NHS understand the value of staff networks, how they operate and their potential to shape the future strategic direction of their organisation; culture and behaviours. In addition, the survey will also gather insights on equality and diversity challenges and key workforce data.

The survey is a part of a major study into the NHS workforce, its employee engagement and staff networks carried out by the University of York and funded by the Economic and Social Research Council. It has been developed in partnership with NHS Employers and an LGBT+ Networks Advisory Board. A wider survey aimed at NHS staff of all levels will be launched in early 2019.

Paul Deemer, head of diversity at inclusion at NHS Employers said: "This project is an important piece of work and the findings will assist NHS organisations to develop policies which will help staff networks become a driving force for staff support, and also enable change. It will help us better understand how networks can develop relationships between colleagues, and ultimately, improve the wellbeing of staff.

HR directors and their teams are encouraged to complete the **survey** at the latest by 30 November. The results of the study and final report will be published in April 2020.

Earlier this year, the University of York launched an online LGBT+Networks forum which is open to staff and students currently training within the NHS. The forum provides an opportunity to discuss what is going on locally with your organisation and the challenges you may be facing, to find out how other networks are doing, and to connect NHS staff across the UK. We encourage you to promote the forum within your organisation, to find out more information visit **LGBT+Networks Forum**.

CHALLENGE

Gender Pay Gap on the too difficult pile

Christian Bengoa is the senior engagement manager for the south at NHS Employers. He set the agenda, alongside HRDs, for a conference on the gender pay gap for South and London HRDs and deputies as well as remuneration committee chairs.

There is an agreement that by getting more women at the top, and more men at the bottom, the gender pay gap will vanish. However, the 'how' is considerably more complex than that.

HRDs in the southeast coast and south central region collectively debated this issue at our October 2018 conference. The truth is, for a lot of us, this is something new that probably shouldn't be. Listening to speakers who are ahead of the game is a good start.

Data shows that men are more likely to abandon their pre-registration nursing degrees before completion than women. We are all agreed that we want more nurses but if we simply recruit more men at the expense of women without addressing this issue we risk having fewer nurses in the long term.

Guest speaker Maggie Carson from the University of Edinburgh, commented on her research: "We know that calling someone a 'male nurse' reinforces the stereotype that nursing is for women as no one ever feels the need to refer to a 'female nurse'. Titles such as 'midwife' and 'ward sister' also reinforce this. Our research indicates that male students believe that if they are going to undertake a 'woman's job' they must be seen to be performing at a high level which is why proportionally more of them become senior charge nurses and clinical nurse

managers. This idea is reinforced by the predominantly female nursing staff they encounter while on their clinical placements that appear to expect them to want to climb the career ladder."

In 2016, Virgin Money was the first company to publish its gender pay gap. It was viewed as a bold move: Virgin Money had a mean difference in pay of 36 per cent. In 2018, it's a much improved 29.7 per cent. **People director at Virgin Money, Matt Elliot, said:** "We tie it all to our 'Making everyone better off' approach. Yes, we need to make our customers better off, but to deliver great service, our staff need to be enjoying themselves too. It's not easy, and we have a long way to go, but it's worth it."

In essence, diversity needs a new take.

Guest speaker, Simon Fanshawe, author of the recent report *Diversity: the new prescription for the NHS* reframed the pay gap in a new light:

"You can't just add diverse people into your organisation. It's not a recipe: just add women and black people and stir!"

"Diversity is about how the NHS approaches recruitment and promotion, what opportunities it provides to build the right talent stream for the future, what it values in staff and how it combines that to improve patient health. It's not just about the arithmetic. Creating diversity and solving the gender pay gap is complex and specific."

Let's take the gender pay gap out of the too difficult pile, and onto the to-do list.

NORTH NEWS

Staff Movements

Jayne Shaw will be moving from Manchester University NHS Foundation Trust (Wythenshawe) to take the director of workforce and OD post at Clatterbridge Cancer Centre.

Angela Wilkinson has been appointed as the director of HR and OD at Harrogate and District NHS Foundation Trust. Angela is currently the deputy director of HR for Mid Yorkshire Hospitals and will commence her new post on 1 November.

Nicky Littler will be moving from Greater Manchester Mental Health as the associate director of Workforce, to take up post as the director of workforce post at Pennine Care NHS Foundation Trust.

Upcoming meeting dates

North East HRD Network Meeting

14 December 2018, 9am–12:30pm
Angel Room, Waterfront 4, Goldcrest Way,
Newburn Riverside, Newcastle upon Tyne,
NE15 8NY

North East SPF Sub Group Meeting

9 November 2018, 9:30am–12:30pm
Committee Room, Unison Offices, 140–150
Pilgrim Street, Newcastle Upon Tyne, NE1 6TH

North West SPF Sub Group Meeting

28 November, 9:30am–12:30pm
UNISON NW Regional Centre, Arena Point,
1 Hunts Bank, Manchester, M3 1UN

North West HRD Leadership Forum

18 January 2018, 9:30am–12:30pm
Room GG10, Warrington & Vale Royal College,
Winwick Road, Warrington, WA2 8QA

Yorkshire and Humber HRD Network Meeting

23 November 2018, 9:30am–1pm
Horizon Conference Centre, 3rd Floor,
2 Brewery Wharf, Leeds, LS10 1JR

Yorkshire and Humber SPF Sub Group Meeting

23 November 2018, 1:30–3:30pm
Meeting Room 1 & 2, Ground Floor, NHS
Employers, 2 Brewery Wharf, Leeds, LS10 1JR

NORTH NEWS

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