

# Workforce Report – Quarterly Culture and Leadership Update

## 1. Introduction

Ensuring an appropriate culture is a key accountability of an NHS Trust Board. The prevailing leadership style in the organisation is a major defining factor in this. There is a strong link between motivated, engaged staff and the delivery of safe, effective care. This quarterly culture and leadership report is designed to provide the Trust Board with assurance concerning this and highlight developments or concerns.

## 2. Culture and Leadership Toolkit

The Trust has used the NHS Improvement / Kings Fund Culture and Leadership toolkit to undertake a diagnosis of the Trusts current and desired culture and leadership style and undertake a gap analysis.



The work included individual board member interviews; a Leadership behaviours survey to all staff (546 responses (11%)); staff focus groups where all staff were encouraged to attend (204 staff attended).

This was supplemented with Patient Friends and Family feedback and external stakeholders were contacted to provide a view but did not respond.

The results of this 360\* view of our culture has been synthesised to provide a detailed picture which will help the Trust to develop OD interventions to close the gap between our espoused culture and current organisational behaviours.

Key themes mirrored those of the NHS Staff Survey and Pulse Survey:

- ✓ Highly motivated to improve
- ✓ Caring & patient focused
- ✓ Strong ownership of the CARE values
  
- Variability in SFH leaders capability and behaviours
- Variable adherence to the CARE values
- Cliques/pockets of discordant culture
- Poor behaviour not always tackled
- Some staff impeded from speaking up/initial

A detailed plan of OD interventions is being developed to address the findings and bridge the gap between the culture that the Trust has to that which it aspire to create. It will focus on three areas:

1. Interventions specific to SFH as a result of the diagnostic phase
2. Interventions in the NHSi/Kings Fund toolkit:
  - a. Assess impact of those already in use and refine if necessary
  - b. Assess relevance of the remainder and implement if beneficial
3. Appraise other good practice including NHS Just Culture initiative

The plan will be built into the 2019/20 “Maximising our Potential” implementation plan and monitored through the new Workforce and Culture Committee.

### **3. Senior Leadership Development Programme**

This new programme, delivered by NHS Elect, is for clinical and non-clinical leaders at band 8a's and above commenced with an executive cohort in September 2018, with monthly cohorts throughout 2018 and 2019.

47 leaders so far have been trained and a further 53 clinical and non-clinical leaders have booked on the remaining courses in multi-professional groups.

### **4. 2018 Q3 NHS Staff Survey Progress**

The 2018 Q3 NHS Staff Survey was sent out to all staff using a blended approach of electronic and paper surveys depending on the role and location of the individual.

Last year the response rate was 56%. Our Trusts overall response rate for the 2018 survey was 62% (2789 respondents).

Results are embargoed until 26<sup>th</sup> February 2019. A supplementary appendix to this report containing highlights of our Trusts results will be issued on that date

### **5. Apprenticeship update**

The Government's Apprenticeship Levy came into place in April 2017 and any organisation that has a payroll of more than £3 million has to pay 0.5% of its NI attributable payroll costs to the Government as an Apprenticeship Levy. For SFH, this equates to c£840,000 being paid to HMRC spread over a 12 month basis and put into a virtual bank account.

Organisations who do not spend their Levy will be required to payback their unspent Levy contributions to the Government on a monthly basis. Due to the national delay in training providers being given sufficient time to develop employer led apprenticeship standards available for employers to access, the Government has given all employers a 2 year grace period before any unspent Levy payments are taken back which ends in April 2019.

Since the introduction of the Levy the Training, Education and Development Department has engaged staff to explain how the Levy works, what opportunities are

available and how the Levy can be utilised to support career progression, retention of staff and also how it can be used to develop new roles.

A robust application process is in place for staff to apply to undertake an apprenticeship which includes eligibility, academic ability, appropriateness of apprenticeship to role/service need, opportunities to meet the standards of the apprenticeship, commitment to be released for 20% off the job training and line manager support.

The Trust has 81 staff undertaking a range of clinical and non-clinical apprenticeships and the target for 2018/10 was 80. Currently, the balance between clinical and non-clinical is 25% / 75% - see table 1 below. However, the intention is to bring this closer to 50/50.

Table 1

<b>Staff Group</b>	<b>No of Apprenticeships</b>	<b>Cost</b>
Clinical	20 (25%)	£216,250
Non-Clinical	61 (75%)	£535,884
	<b>81</b>	<b>£752,134.00</b>

Since April 2017, the Trust has paid £1,399,639 into the Levy and to date, the Trust has made commitments to invest £752,134.00 of Levy funding and currently has £647,505 left in its Levy account which is uncommitted.

Many specialist clinical apprenticeships are still in development or only just about to be released and it is anticipated that the number of clinical apprenticeships will increase over the next few years.

Releasing staff for 20% off the job training and backfill continues to be the main challenge for our Trusts and all organisations nationally. This is preventing apprenticeship take up, particularly in clinical areas.

The Trust has now been approved as an Apprenticeship Employer Partner Provider and can now deliver the Level 3 Senior Health Care Support Worker qualification in-house utilising its own workforce. This unique opportunity will also generate additional revenue for the Trust and raise the Trust's profile as a workforce and system leader and as a great place to work.

The SFH Deputy Training Manager attends the Nottinghamshire Apprentice Leads System Group which looks at system opportunities to utilise the Levy and share best practice.

The Trust is currently developing business cases for using Levy monies to support further cohorts of Trainee Nurse Associates and Nurse Apprentices. It is also working on integrating the new leadership apprenticeship standards in our own

leadership development offerings and is in the process of partnering with a local university to offer an in-house Master's Degree in Leadership.

The Nottinghamshire Strategic Workforce Group has asked the Trust through the Deputy Director of Training, Education and Organisational Development to take the lead on developing a Nottinghamshire system wide Talent Academy which will co-ordinate and create system apprenticeships, build on our existing and very successful work experience hub which the Trust already hosts and establish a centralised approach to careers events and roadshows to help attract the next generation into the NHS.

## **6. Training, Education and Development Innovation**

On the 20<sup>th</sup> March 2019, the Training, Education and Development Department (TED) will be officially opening its new Simulation Suite with an interactive launch event. This is a first for the Trust as it has never had simulation facilities before and the suite will be used to train our workforce in a whole range of specialist training courses such as deteriorating patient and simulating Serious Untoward incidents (SUIs) to promote organisational and staff learning and help to reduce medical prescribing errors.

The use of simulation training to recreate real life scenarios will allow our workforce to learn in a safe environment which will then lead to greater improvements in patient care.

The Professional Education and Training Team in TED have developed and launched an online clinical competency skills e-learning assessment programme, again another first for the Trust, which has improved timely submission rates from 40% using paper based assessments to 87% using electronic assessments within 4 weeks of its launch. It reduces the need for paper copies which also saves the Trust money.

## **7. Employee Time to Change Champions**

'Time to Change' is England's biggest programme by Mind and Rethink to assist organisations to tackle the stigma around mental health within the workplace.

One in four people will be experiencing a mental health problem at any one time and nine in ten people who have experienced a mental health problem have faced negative treatment from others as a result.

On 17 May 2017 the Trust signed the 'Time to Change' Employer Pledge demonstrating a commitment to change the way people think and act about mental health at work at every level in the organisation.

As part of this commitment, the Trust introduced, Employee Time to Change Champions who are committed to changing the way people think and act about mental health at work. Employee Time to Change Champions can make a real difference to workplace culture, working to make mental health a normal topic of conversation and making it easier for people to seek support.

The Trust currently has 26 trained Champions based at Kings Mill (23) and Newark (3) and a further ten undergoing training. It is a voluntary role and full training is provided. Employee Time to Change Champions are recognised by the red lanyard that they wear.

Employee Time to Change Champions make a difference because they are:

- Passionate about helping people to understand that mental health belongs to everybody by getting everyone to talk about mental health.
- Able to give time and resources to undertake meaningful activities that help people to change the way they think and act about mental health.
- Keen to spread the word about Time to Change and what the campaign has to offer.
- Able to empower colleagues to share their experiences of mental health in the workplace.

## **8. Clinical Development Fellows**

A Clinical Development Fellow is a doctor seeking clinical experience in the NHS. The majority of Clinical Development Fellows employed at our Trust are from overseas and have usually completed a number of years as a doctor in their home country but have no experience of the NHS or being a doctor in the UK.

The Clinical Fellow Programme is a supportive two-year programme enabling participants to gain experience as a doctor in the NHS. Prof Devaka Fernando is the Training Programme Director and HR/pastoral support is provided by the Medical Workforce Team.

The aim is to provide the doctors with a comprehensive induction period when they commence in post and then support them in their post as a doctor at the Trust. The Clinical Development Fellows aim when they commence is generally to gain a place on a national training scheme.

The Clinical Development Fellow Programme provides the benefit of educational support which mirrors, as far as possible, what is received by our Junior Doctors that are in training posts at the Trust.

The Trust provides the Clinical Development Fellows with access to a nationally recognised E-Portfolio to help them to become familiar with arranging the sign-off of competencies they are required to meet. Usually, only doctors in training would have an e Portfolio.

Recently the Trust has also introduced ARCP (Annual Review of Competence Progression) which, again is normally only offered to trainees.

We currently have 36 Clinical Development Fellows in the Trust, spread over a number of clinical specialties:

Division of Medicine:	26 (including 4 supporting the winter wards)
Division of Surgery:	8
Women's and Children's Division:	1

The programme has been very successful and continues to evolve. Over half of the Clinical Development Fellows who have joined the programme have gone on to secure posts in training, a number of which have stayed in the East Midlands and a few have gone on to the Certificate of Eligibility for Specialist Registration (CESR) programme which is an alternative pathway to becoming a Consultant in the UK.