WELCOME BACK!

CHECK YOUR TECH AND INTRODUCE YOURSELF

In the Q&A, tell us about any positive insights you have gained from your baseline data collection and/or your internal project team kick off

Flex for the Future Programme

Workshop 2
Where are you now?

NHS England and NHS Improvement

Creating the right environment

Keep on mute, unless invited to speak

Ask questions and share ideas 'with everyone' in the **chat**

Introduce yourself if you speak

Alert us if you have tech issues using **chat** function

Programme activity

Launch Webinar

Virtual Workshop 1	Virtual Workshop 2	Virtual Workshop 3	Virtual Workshop 4	Virtual Workshop 5	Virtual Workshop 6
Project Kick-off	Where are you now?	What works to drive change?	Action Planning	Designing flexible jobs	Sharing our success

Change Team Kick Off meeting

Collect baseline organisation data

Organisation flexibility audit and analysis incl. workforce input if desired

Change Team action planning session 1

Identify areas for focus

Change team action planning session 2

Develop and refine actions for plan and measures

Leadership engagement session

Agree/sign off action plan and start to implement

NHS

We work flexibly

timewise
TALENT THROUGH FLEXIBILITY

Our aims for today

- Be able to collate and analyse key organisational workforce and demographic data as it relates to flexible working

- Understand how to analyse your current organisational baseline

- Have heard from others who have gathered and used flexible data

- Be able to decide if and how to gain input for qualitative analysis for your project

Since last time

Hold internal project team kick-off meeting

Update Senior Responsible Officer

Submit baseline organisation data (by 29 October)

Collecting & analysing your organisational flex data

Why gather organisational data?

NHS Flex for the Future Framework

Leadership & culture of trust
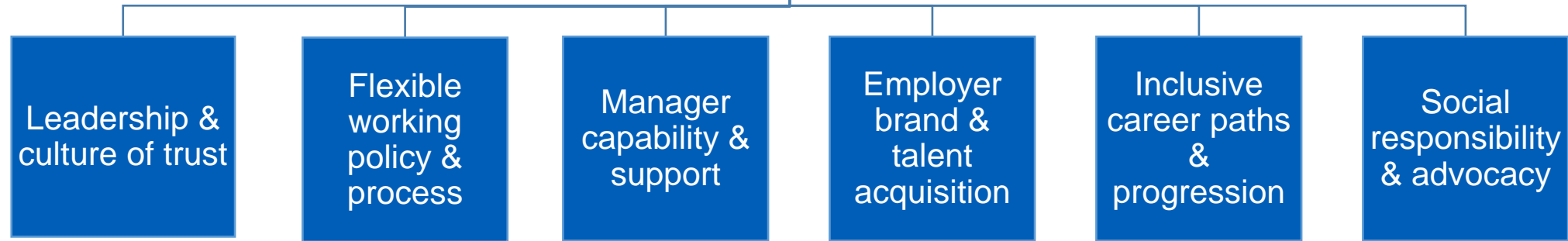
Role model
Set direction
Communicate flex as part of organisation identity

Flexible working policy & process

Clear, up to date and accessible
Based on staff input & org data

Manager capability & support

Understand job design & flex options
Believe in the value of flex

Employer brand & talent acquisition

Flex from day one, built into recruitment

Inclusive career paths & progression

Reward, development & performance enable senior level flex

Social responsibility & advocacy

Lead the way for other NHS employers & supply chain partners

Collaborate with other NHS organisations to enhance flexible working opportunities

Invest in technological solutions to improve rostering & enable remote working

Review & evaluate arrangements so we can continuously improve
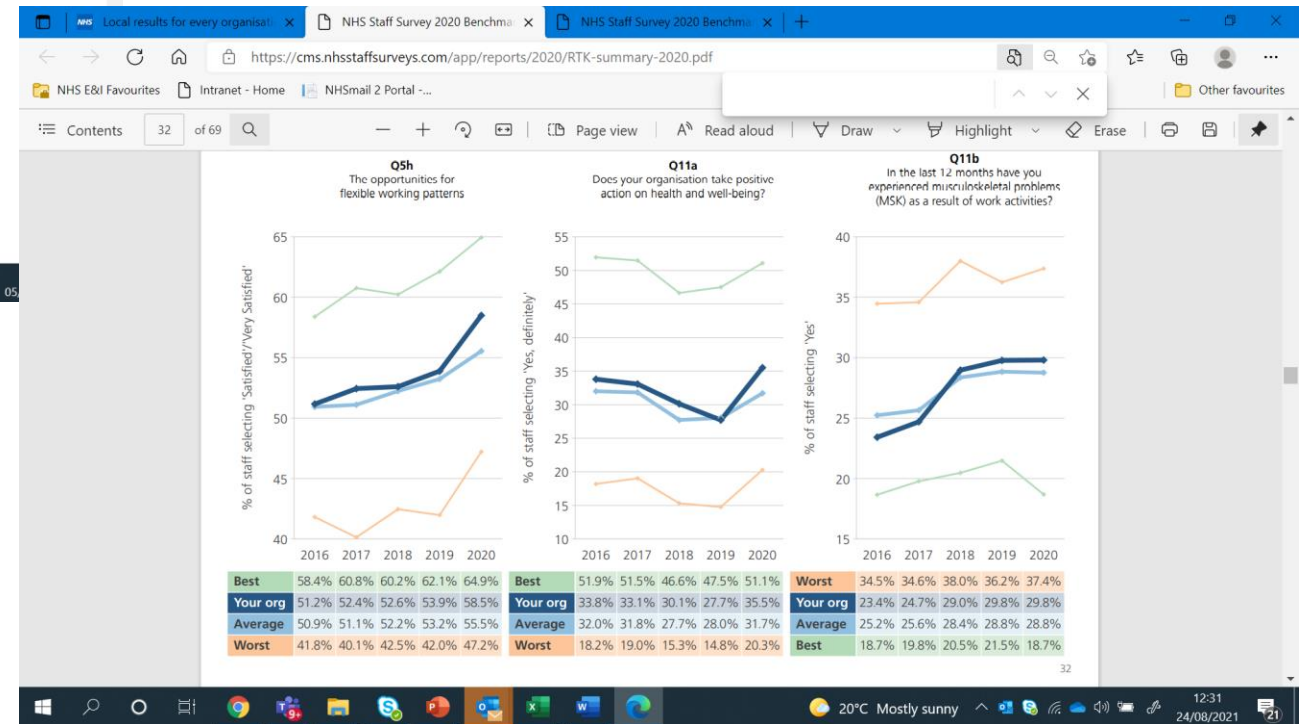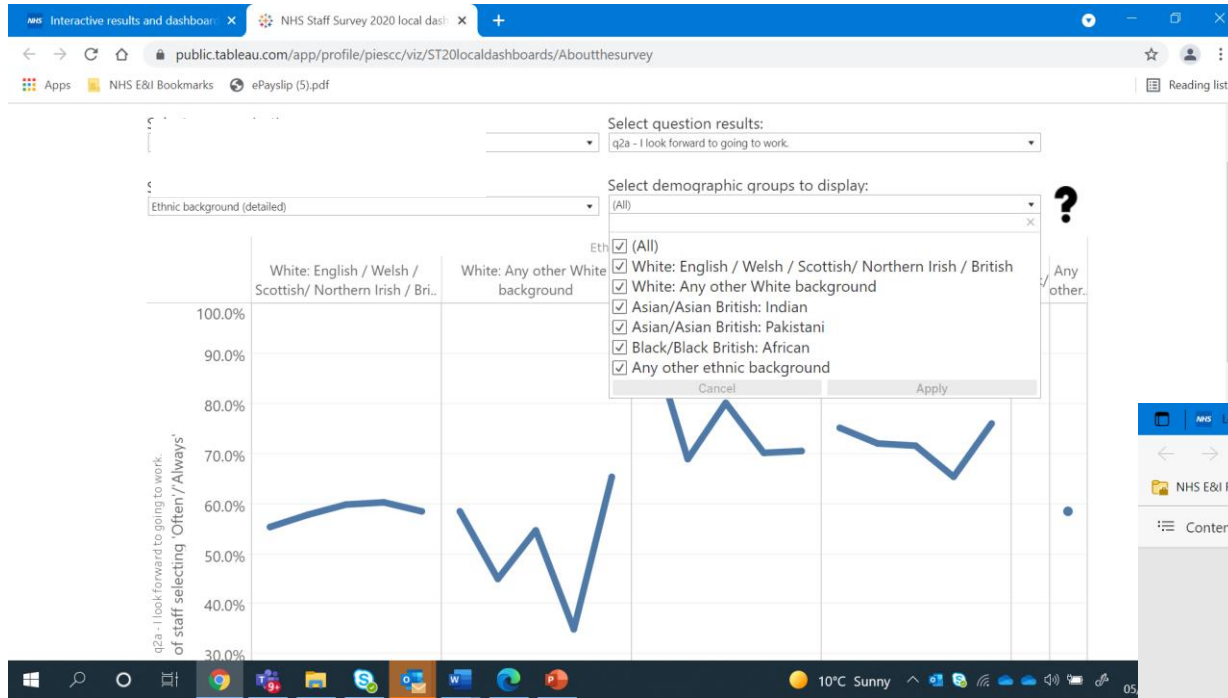
Staff survey results – question 5(H)

https://www.nhsstaffsurveys.com/

Staff survey results – analysis of 5(H)

Data capture and analysis tool

Workforce demographics

Populate the orange cells below with the number of employees according to the different demographic, role and protected characteristic categories. This will give you a clear picture of the spread of employees across your organisation/directorate in different groups.
Analysis tip: You can also choose to do further analysis of particular areas of interest e.g. spread of age groups or ethnic background within each Band or Role Type.

Workforce demographics	Number of employees (headcount)	Proportion of total workforce (%)	Female employees	Proportion of total (%)	Male employees	Proportion of total (%)	Employee prefer to describe
TOTAL WORKFORCE	0	100.00%	0	#DIV/0!	0	#DIV/0!	
Age 25 years or less (all)	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Age 26 - 45 years (all)	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Age 46 – 65 years (all)	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Age 66 years or more (all)	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 1	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 2	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 3	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 4	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 5	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 6	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 7	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 8a	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	
Band 8b	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	

https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/

Specialist speakers

Richard Watson
Analytical Manager
NHS England & NHS Improvement

Accessing ESR data

Richard Watson Assoc CIPD

Pronouns he/him

Workforce Analyst

People Directorate

NHS England and NHS Improvement

ESR (Electronic Staff Record)

- Human Resources and Payroll system.

- Recruitment, training, workforce planning and payroll etc.

- Hire to retire workforce management solution.

- ORACLE high performance and multi-level database.

- NHS-wide.

- National, regional, system and local provision.

- Business Intelligence Dashboards

ESR functionality
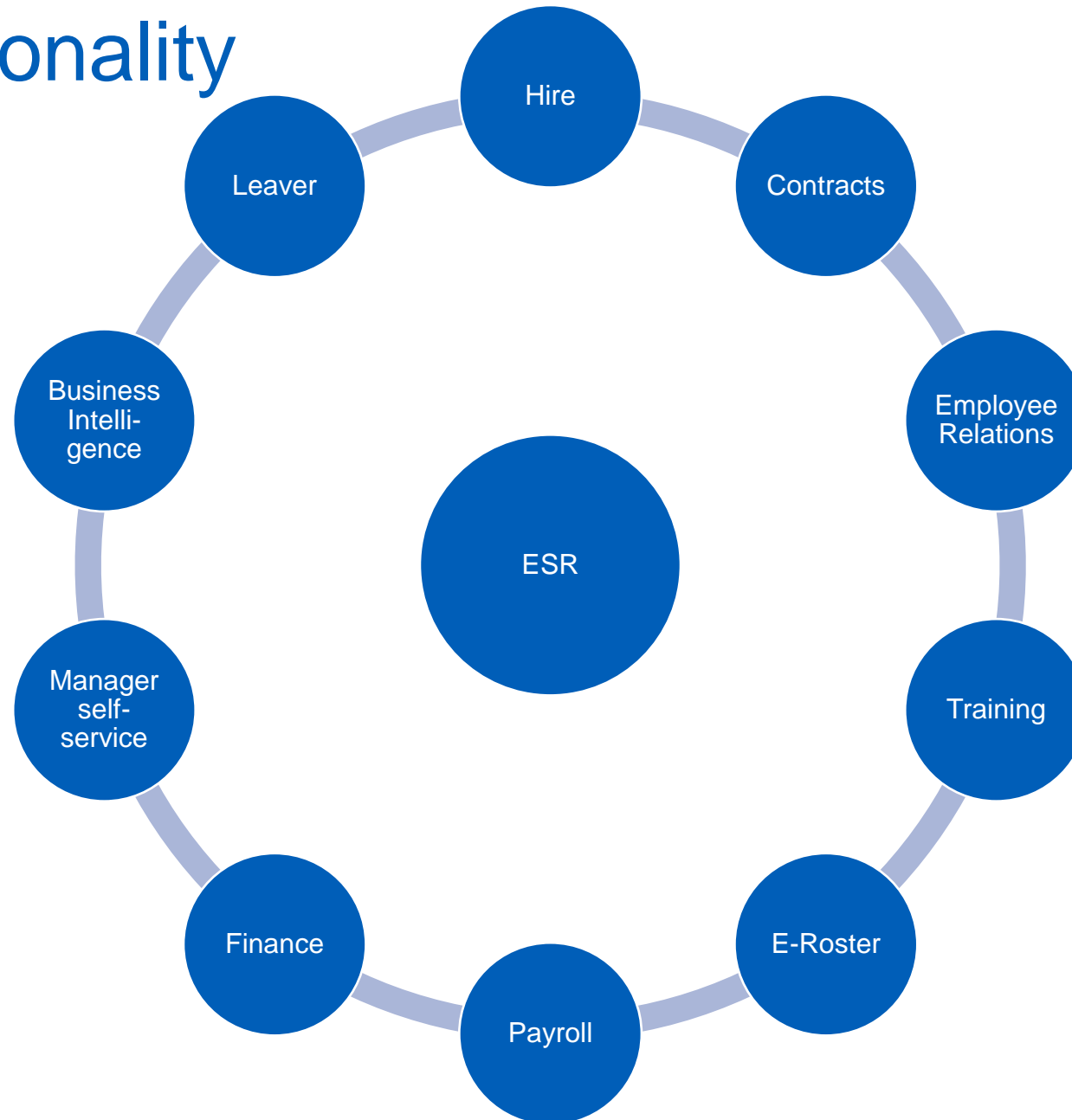
Trust workforce data sources

NHS

ESR
- ESR system managers (sometimes based in HR or Payroll)
- Workforce information team (usually based in HR)
- Starters, leavers and all other workforce related data
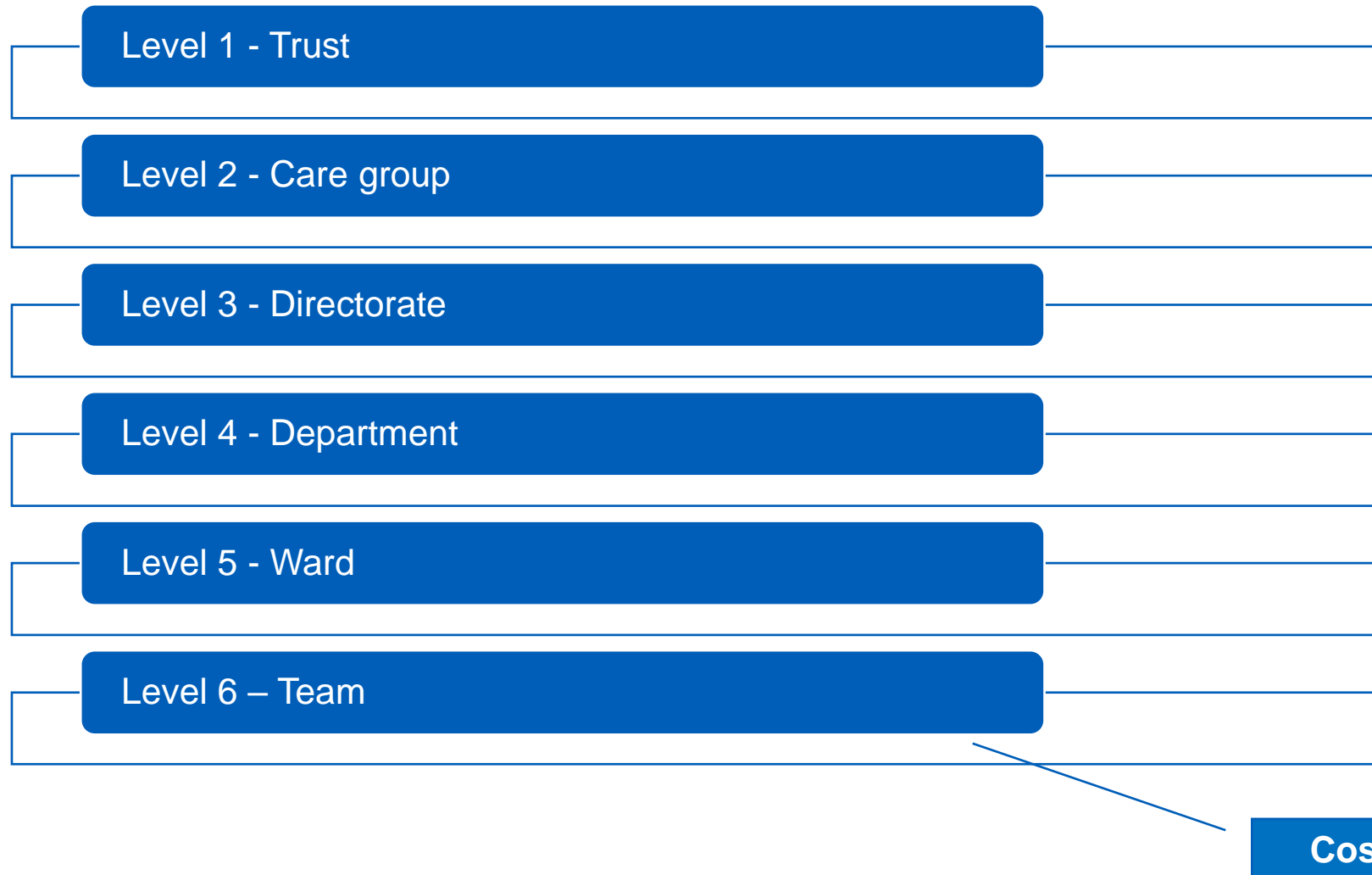
Payroll
- Pay bill costs
- Overtime, unsociable and additional hours
- Payroll send pay files to finance

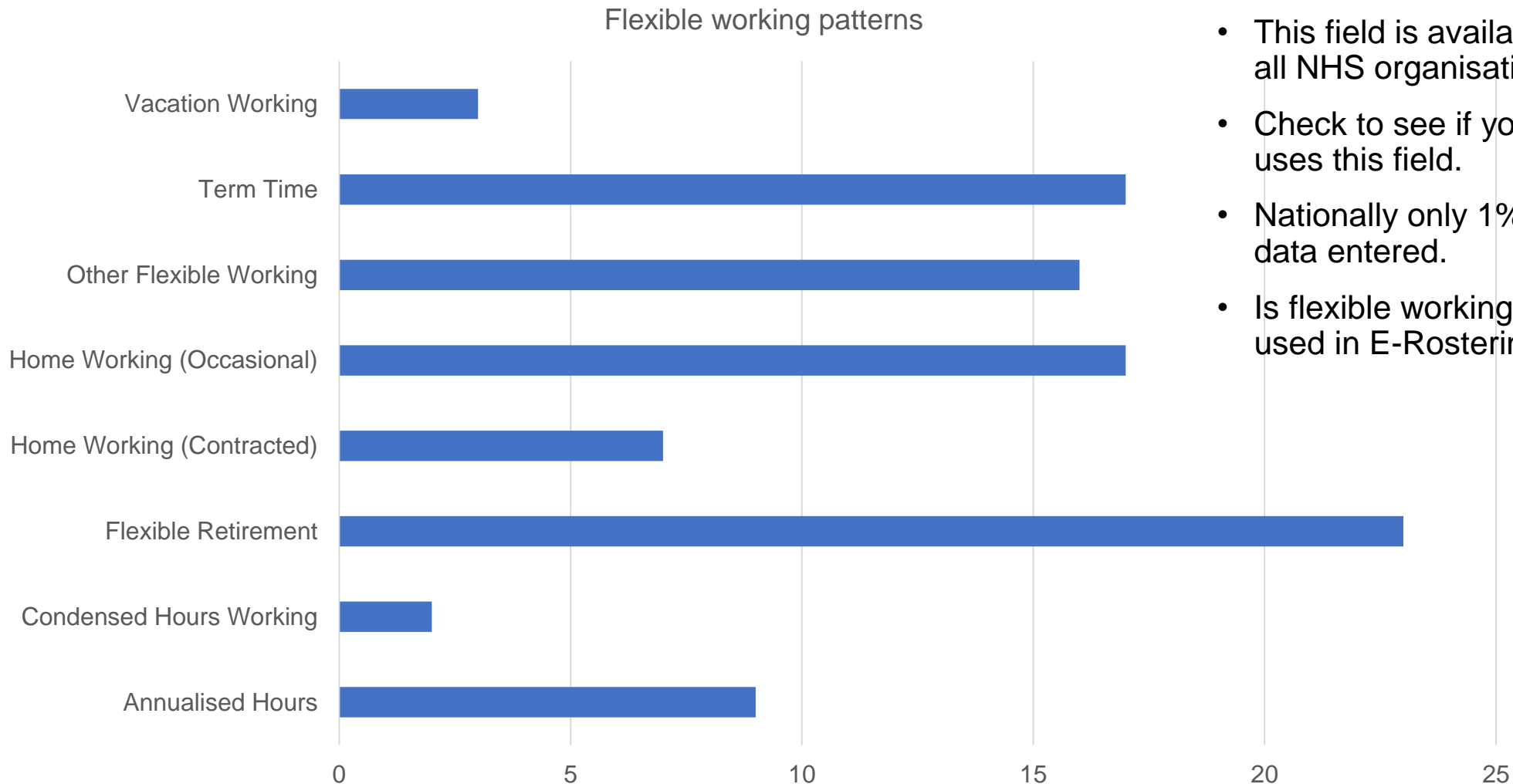## Finance
- Budgets
- Service areas
- Bank and Agency costs

ESR systems
example organisation structure

Level 1 - Trust

Level 2 - Care group

Level 3 - Directorate

Level 4 - Department

Level 5 - Ward

Level 6 – Team

Cost Codes

Flexible working patterns

Flexible working patterns

(Bar chart showing categories from bottom to top: Annualised Hours ≈ 9, Condensed Hours Working ≈ 2, Flexible Retirement ≈ 23, Home Working (Contracted) ≈ 7, Home Working (Occasional) ≈ 17, Other Flexible Working ≈ 16, Term Time ≈ 17, Vacation Working ≈ 3. X-axis: 0 to 25.)

- This field is available in ESR for all NHS organisations.
- Check to see if your organisation uses this field.
- Nationally only 1% of staff have data entered.
- Is flexible working pattern data used in E-Rostering systems?

Information requests

- Speak to workforce information colleagues, usually found in Human Resources.

- Give an overview of the programme context and what you wish to achieve.

- Share documents and templates with them.

- Explain how the data will be used and who it will be shared with.

- Ask for specifics such as:
  - Ask for aggregated non-identifiable data to reduce IG issues.
  - Time periods - at what point(s) in time should the data relate to?
  - Headcounts and/or whole time equivalents (WTE)?
  - Organisation level, Staff groups, job roles etc.
  - Tabular and/or charts (try to give examples)
  - Deadline - when do you need the data by? (try to give plenty of notice)

Specialist speakers

David Sayers
Head of Analytical Operations
NHS England & NHS Improvement

Model Hospital

For more information visit
model.nhs.uk

Q&A

Additional Q&A session on data capture & analysis

Please submit your questions to your clinic facilitators no later than 12 November so they can be included

The session will be recorded for our resource library & uploaded by 19 November

BREAK

Collecting & analysing qualitative data

Focus groups

- To engage stakeholders, spark interest & start to shift mindsets

- To understand day to day experience

- To identify possibilities for change and improvement

- To identify potential barriers and operational constraints

- To generate honest and open conversation and opinion

Who will you invite…
- Employees?
- Leaders and/or Managers?
- Key work groups – by role, band, division?
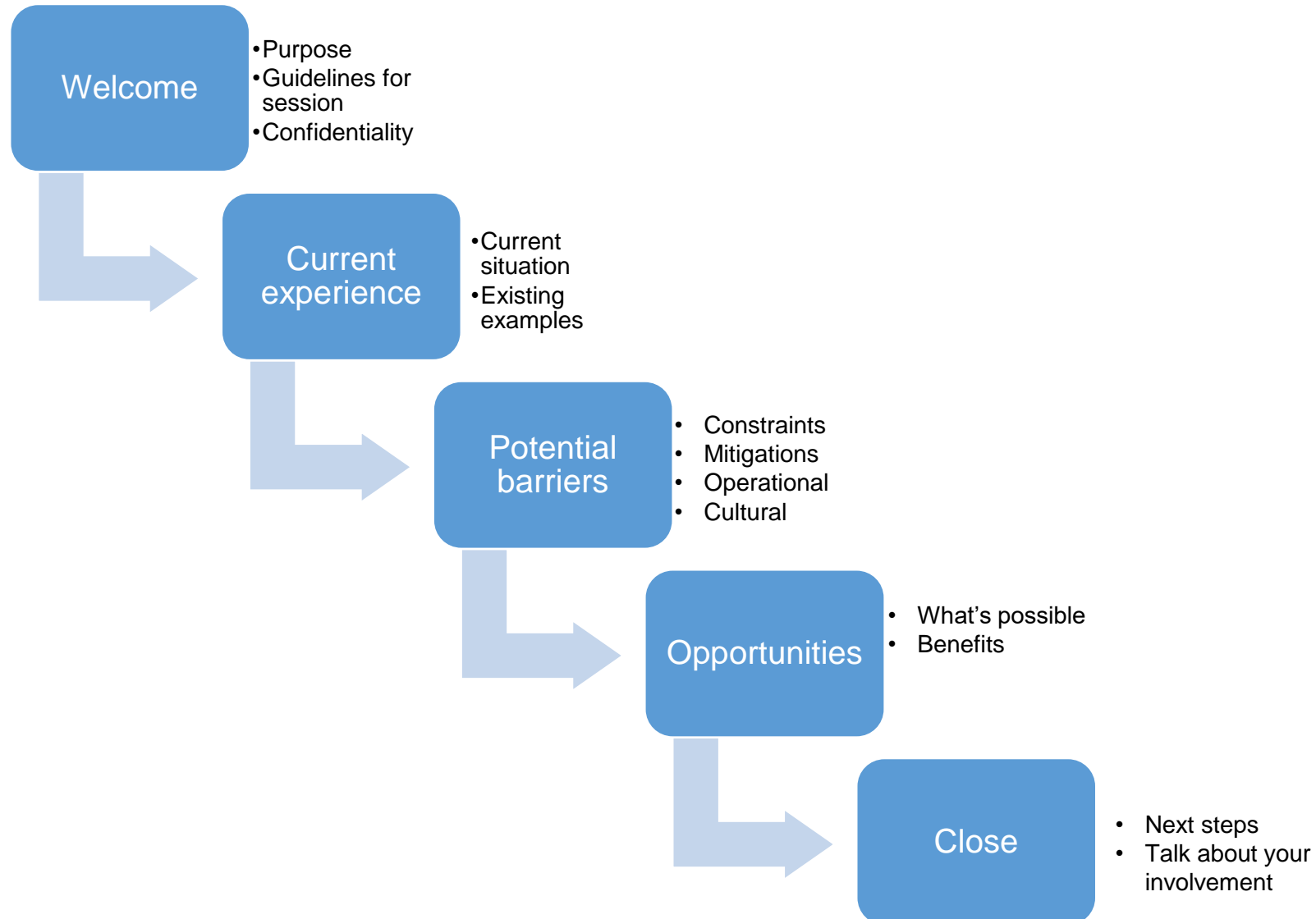- Experience of working flexibly and/or managing flexible teams?

Running focus groups

- Clarity of purpose, invitees, confidentiality, use of data

- Creating a safe environment

- Selection of sample

- Practicalities – virtual / in person, length of session

- Capturing notes / recording

- Use of scores / ratings

- Interactive apps like mentimeter / slido to help gather and consolidate views

Running focus groups

Welcome
- Purpose
- Guidelines for session
- Confidentiality

Current experience
- Current situation
- Existing examples

Potential barriers
- Constraints
- Mitigations
- Operational
- Cultural

Opportunities
- What's possible
- Benefits

Close
- Next steps
- Talk about your involvement
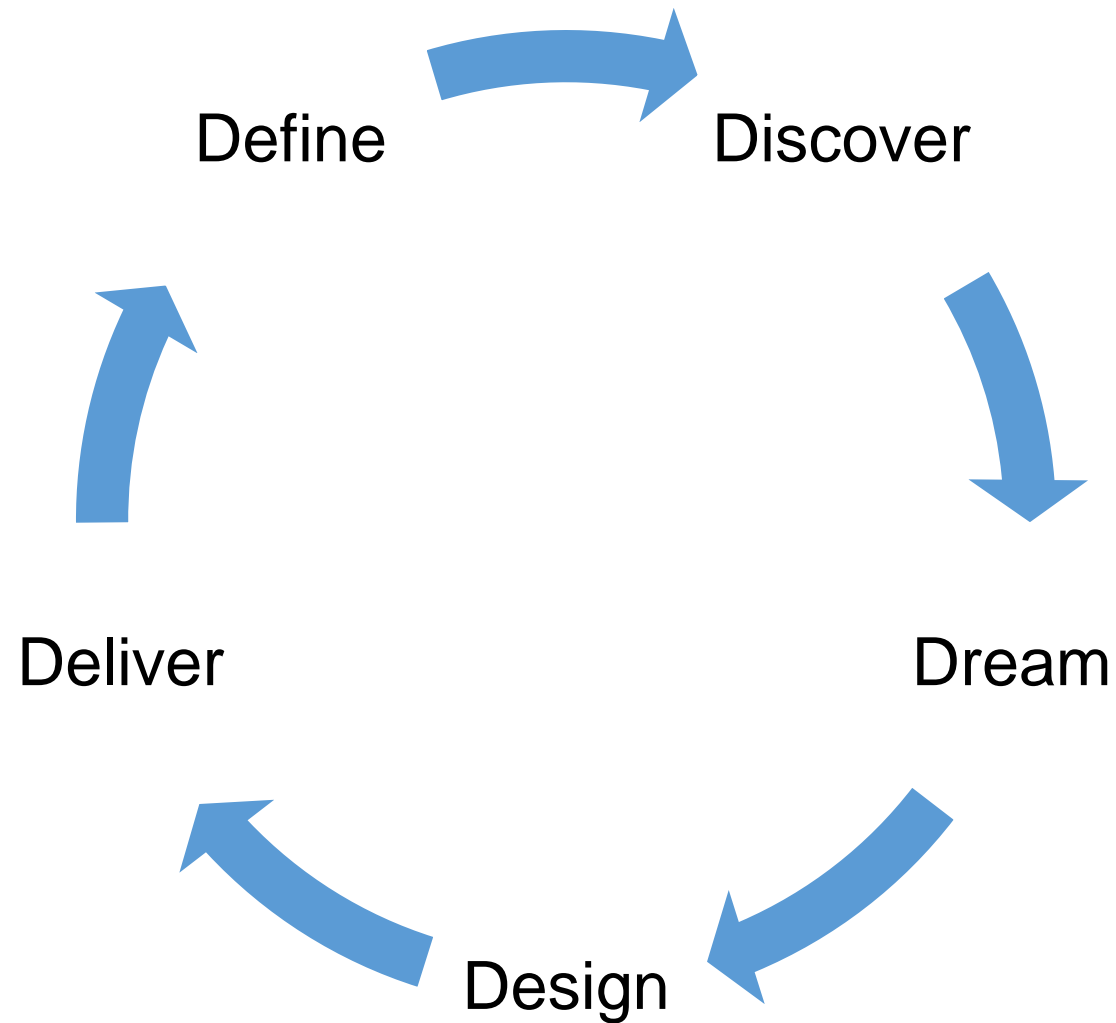
Appreciative Inquiry

Case Study: Appreciative Inquiry Flex project

Alison Ward
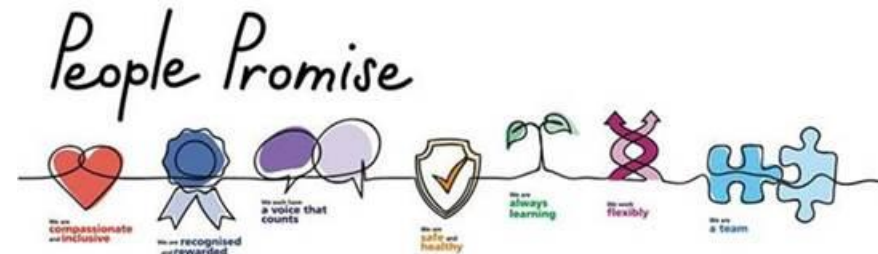Assistant Director of Nursing

Charlene Pressley
Retention Lead

Improving flexible working: In Action Research

NHS

Aim: To improve flexible working practices across 51 adult inpatient wards and community services.

Background: At the time of the research commencing in April 2018 there were circa 40,000 nurse vacancies in England with nurses reported to be leaving the register in greater numbers than were joining (NMC, 2017). Nationally **80%** of nurses were leaving under the age of 54, and perhaps more worryingly **50%** of all nurses leaving were under the age of 40 years.

28% of nursing staff left the professional nursing register in 2017 due to a change in personal circumstances such as caring responsibility, suggesting that nurses could be supported better to balance work with life outside of work (NMC, 2017).

Nurses are demanding better work lifestyle fits and will not in many cases work for employers that are not supporting of this.

Within the last decade temporary working such as for an agency has become increasingly popular; **64%** of nurses chose to work for an agency due to childcare reasons and **21%** of nurses chose to work for an agency due to caring responsibilities or elderly relatives.

Improving flexible working: In Action Research

What flexible working requirements do nurses have? We collected survey data from student nurses and later career nurses.

- 100% of adult nurses stated if they had the choice of flexible hours, they would be more likely to work at the Trust (UOH 3rd Year Student Nurses 2017)
- Later career nurses over the age of 53 years were looking for:
  - 36% short days
  - 13% long days
  - 8% nights
  - 15% no nights
  - 28% to work a rotation of shifts

A scoping conversation with ten nursing **Matrons** identified there was initial resistance to implementing flexible working practices

<p style="color:red; text-align:center; font-weight:bold;">"it's a nightmare"</p>

<p style="color:red; text-align:center; font-weight:bold;">"we are still picking up the pieces from when we implemented flexible working years ago"</p>

Of the 51 adult inpatient wards and community services **only 4** areas had established formal flexible working practices in place, however most had informal processes.

Improving flexible working: In Action Research

We needed to change behaviours and attitudes to enable us to overcome resistance from line mangers to supporting flexible working.

Methods: An in-action research design was adopted incorporating an appreciative inquiry methodology.

- Action research identifies practical solutions to pressing concerns through the combination of action and reflection with the participation of practitioners and researchers.

- Appreciative inquiry is a strength based positive change management approach.

Improving flexible working: In Action Research

Action: Appreciative Inquiry Workshops
Check in: How do you feel about flexible working?

Strengths

"If we look after staff, they will mature and grow"

Weaknesses

"Flexible working is **difficult** to manage"

"Flexible working is **difficult** to juggle"

"Staff think they can have what they want – flexible working is a **challenge**"

Opportunities

"We don't take the advantages we can, supporting staff to work flexibly"

Threats

"**Hard** to rota and can **upset staff**"

"Staff use flexible working as a **weapon**"

"Staff think FW is given to favourites"

Improving flexible working: In Action Research

NHS

We asked 'What makes your area great?'

- Staff stated the desire to **improve**

- **Communication**

- They want to do a **good job**

- **Caring** for patients

- **Teamworking** - staff work extra shifts to cover their service

- Staff **accept** change under challenging situations

- **Flexibility** to change at short notice

- Staff are **patient focused** and are **dedicated** and **committed**

- Professional **respect**

- **Hardworking**

- Staff **support** one another

- **Dedicated** staff
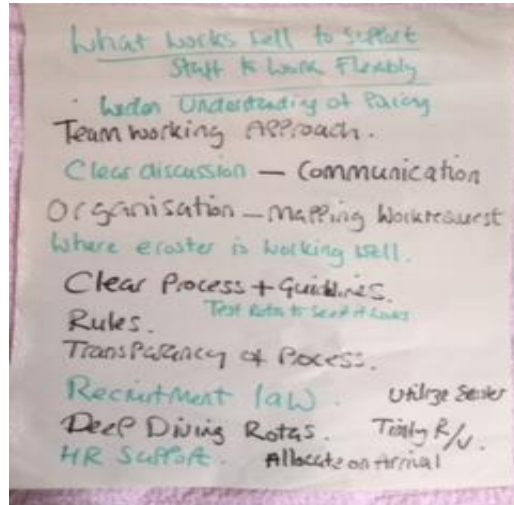
Improving flexible working: In Action Research

Define: What do you want to take away from attending this workshop?

How to operationalise

Support

HR

Policy and Guidance

Improving flexible working: In Action Research

Discover: What works well to support staff to work flexibly?

- Taking a team working approach
- Widening understanding of policy
- HR support
- Processes to manage acute changes in staffing needs
- Understanding of policy, process and guidelines
- Have examples of where E-Roster is working well
- Having transparent processes.

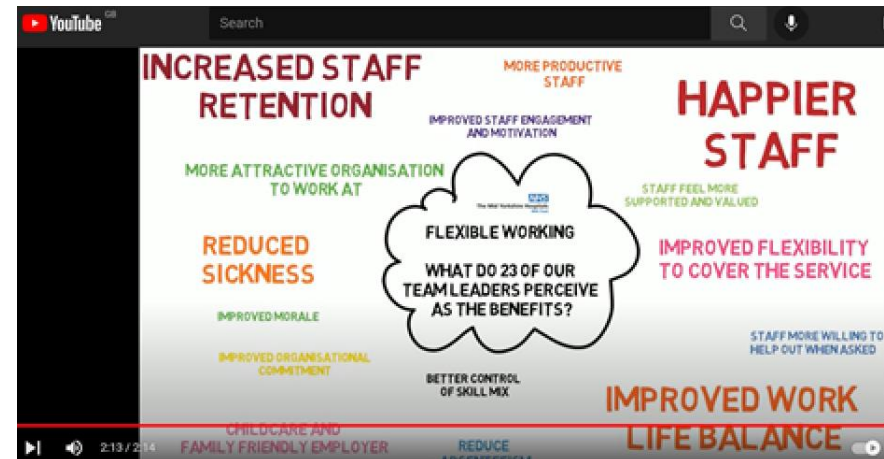Triangulates with what managers wanted from the workshop
- To know how to operationalise Flexible working
- HR support
- Policy and guidance

Further discovery
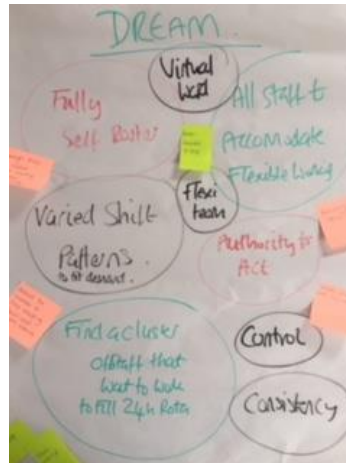Prior to the workshop **23 managers** were asked the same question ⟶

Here is a link to the full survey
https://www.youtube.com/watch?v=0amnqMVxLZY

Improving flexible working: In Action Research

Dream: Staff were asked what would an ideal world look like?

Meeting service need
- Varied shift patterns to fit demand
- Fully self-rostering, for a virtual ward
- Flexi teams, staff willing to move areas to accommodate flexible working
- To be able to find a cluster of staff that want to fill 24 hour rota

Act within the policy rules, fairness and equity
- To meet KPIs when accommodating flexible working
- Authority to act and control over decision making
- Consistency in practices
- Increased communication
- HR, E-Roster and OH all to 'sing from same hymn sheet'
- Non- flexible staff to have fair opportunity
- Staff to understand the difficulties around flexible working

Improved outcomes
- Better retention of staff & reduced exits from the organisation stating the reason as work life balance.
- Reduce number of staff swapping shifts
- Appreciation of each other's roles and personal circumstances
- Increased work life balance results on staff survey
- Two way flexibility

Improving flexible working: In Action Research

Design: What leaders wanted flexible working to look like in their area

- **EQUITY** Transparent, sustainable, fair processes
- **PERMISSIONS** New components to be added to E-Roster to be able to meet KPI's
- **FUNCTIONALITY** in E-rostering to be able to rota part shifts
- To explore the option of a virtual ward where staff can offer hours they are able to work and for staff to be able to state if they can work part of a shift
- **ENGAGEMENT** Staff to be engaged with the process
- **INSIGHT** and appreciation of the benefits of flexible working
- **OPENNESS** Leaders would be flexible, and all staff would understand why flexibility works

Deliver: How will you take this project forward in your area?

- Seek to understand the flexible working practices for individual areas
- To review all patterns and formalise processes
- To consult staff in individual areas
- Review/ refresh policy
- Conversations with staff that are exiting the organisation/ retiring
- Marketing – clarification of flexible shift options at recruitment
- Matrons to work with teams to look at flexibility
- Deep dive staff rotas -
- Agree timescales for flexible working reviews
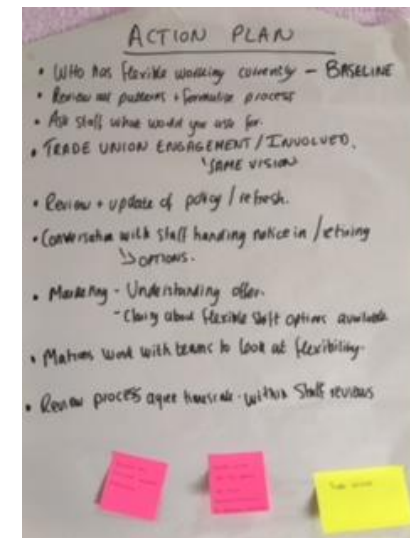
Improving flexible working: In Action Research

Managers could now see the strengths and opportunities of supporting Flexible Working and strengths and opportunities now outweighed weaknesses and threats

Strengths	Weakness
Opportunity	Threat

Improving flexible working: In Action Research

NHS

Summary of findings: Improving flexible working by overcoming the challenge of line management resistance: In Action Research applying Appreciative Inquiry methodology

Concerns around the fixed mind-sets of staff from the pre workshop scoping review was confirmed when staff checked into the workshop. Staff verbalised concerns that supporting flexible working practices was difficult was mostly negative.

Resistance appeared to be due to a fear of working outside of guidelines, a nervousness about upsetting staff and worry over not being able to roster staffing.

Leaders wanted knowledge, support and permission/ authority to act in order to; 1) know how to operationalise Flexible Working, 2) have clarification of HR processes, practices and policy around flexible working 3) and confirmation that HR would advise and support.

The workshops enabled managers to come up with clear plans to take forward into their areas.

On check out staff were asked to consider how they now felt about flexible working and a visible positive shift in mind-set and language was noted. Nurses self-reported they were more open to changing processes to support staff to work flexibly.

Next steps …

Improving flexible working: In Action Research

Deliver:

Operationalising the plan following the action learning - Implications for Nursing Management

- Findings influenced the content on taught leadership programmes within the Trust
  - RCN Clinical Leadership Programme
  - Band 6 Leadership programme

- Learning influenced the decisions of senior leaders in their Ward in supporting and promoting flexible working to improve nurse recruitment and retention.

- Suits You Recruitment.

- Learning acted as a catalyst for discussions at annual staffing reviews - explore flexible working approaches and update flexible working agreements.

- Learning provided a platform for discussions at career coaching conversations at career cafes

Case Study: Focus Groups Older Workers

Emma Stewart
Co-Founder
Timewise

Q&A

Your resource library for further support

https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/

Visit here for all materials relating to the programme including:

- Booklet for each workshop containing key content and links for further information and reading
- Tools that we refer to during the workshops
- Copies of the workshop recordings and slides

These will all be uploaded each month following the workshop

https://www.england.nhs.uk/looking-after-our-people/the-programme-and-resources/we-work-flexibly/

Model Hospital: https://model.nhs.uk

Staff survey: www.nhsstaffsurveys.com

@Timewise_UK

Recap our aims for today

- Be able to collate and analyse key organisational workforce and demographic data as it relates to flexible working

- Understand how to analyse your current organisational baseline

- Have heard from others who have gathered and used flexible data

- Be able to decide if and how to gain input for qualitative analysis for your project

Reflection time

NHS

We work **flexibly**

Personal reflection

What have I learnt?

What key action will make a difference to my organisation right now?

If happy to share, type in Chat now

timewise
TALENT THROUGH FLEXIBILITY

Next steps

Everyone:

❑ Tell us what you thought of today using the post-workshop feedback survey

❑ Access the resource library to review materials and share with any team members unable to attend live today: **https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/**

❑ Attend your next internal change team meeting and agree how you will contribute to flex data collection and analysis for your organisation

Next steps

Change team leaders:

❑ Update your Senior Responsible Officer

❑ If you have not already done so, please submit your baseline programme data (using survey monkey link by 29 October)

❑ Attend second Group Clinic for your region

❑ Share any questions you have on data capture and analysis – by 12 November, so we can include them in Q&A recording

❑ Hold project team meeting to discuss and agree what data you are going to collect and analyse, and make a start!

NHS Flex for the Future

Launch Webinar

Virtual Workshop 1
Project Kick-off

Virtual Workshop 2
Where are you now?

Virtual Workshop 3
What works to drive change?

Virtual Workshop 4
Action Planning

Virtual Workshop 5
Designing flexible jobs

Virtual Workshop 6
Sharing our success

Group Clinics for Change Team Leaders

Group Clinics for Change Team Leaders

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Group Clinics for Change Team Leaders

Group Clinics for Change Team Leaders

Access to online resources via Resource Library

Completing Programme Activity

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