

Ideas for actions to incorporate into your flexible working action plan

(from workshop meeting chat):

- Set up a database on examples where flexible working has worked.
- Changed focus of exit questionnaires to learning from leavers
- Policy review; focus groups - find out what managers need; pilots; case studies; internal comms; Stay & Thrive meetings
- Training for managers on rostering - how to run a good roster that includes flex patterns
- Menu of flex options for managers/staff
- "Suits you" recruitment trial like the example shared earlier in the programme
- Manager toolkits are essential to implementing the change
- Objectives for 3-6 months: Thorough data collection; Trust definition of what is flexible working to inform dashboards; action planning thereafter to pick up cultural hot (not) spots
- Training for managers on promoting and encouraging flexible working
- Share success/good news stories
- Publicise the flexible working policy
- Identify support for line managers
- Main discussion was about manager training / development and roster functionality and lead time
- HR and Exec bought in, but nervous empowering some managers/supervisor to self service
- Focus on job design and maximisation of health roster potential
- Looking at pilots for self-rostering, presentation to Senior Management Teams to offer different thinking about agile and flex working, looking at flexibility in terms of people taking leave
- Video to showcase how flexible working works well and examples of how to help managers understand and spark innovation
- Flexible Working factsheet

- One idea was about collecting data and having a flexible working amnesty just asking managers to send information on all their flexible working arrangements even if they are informal and no paperwork has been done.
- A short promotional video featuring vignettes of how people work flexibly and how it works for them and their teams. We particularly liked a John Lewis approach where family are involved, with little ones sharing 'I love flexible working because my dad can drop me at breakfast club'.
- Create a People Promise Delivery Framework, which accredits services on performance against this.
- Consistency between clinical and corporate staff around agile working.
- Recording and reporting of flexible working data.
- Using flexible working to attract a wider demographic.
- Being realistic about what can be done at this challenging time
- Good chat and reassuring that others face same challenges, desire for this to work and lots of pockets of good work happening maybe just not recorded or advertised widely
- Annualised hours contracts are often in place for medical staff, is this an option to adopt for other staff groups. Also, perhaps specific timed shift patterns rather than 'flexible working' in job ads might attract more
- Executive/Senior leadership support is vital and also working with staff and teams individually rather than a blanket approach
- Fixed mindset around handovers face to face i.e. fixed start times
- We discussed how clinical areas can be more flexible with the traditional requests vs individual requests via healthroster
- The importance of case study examples where flexible working works in areas that may have been historically deemed as challenging.
- Using MS Forms to be able to access views from all staff - by team and Trust- wide
- Updating policies
- Consultation engagement with staff
- Homeworking charter
- Questionnaires on employment about flex working
- Using data and focus groups

- Ensuring adverts are reflective of the reality of flexible working on offer and manager training
- Dashboard for Flexible Working
- Terminology on flexible working
- We talked a lot about the need for a cultural shift, about harvesting people's views around the organisation. Determining what good looks like, and methods for harvesting views such as MS Forms. We talked about the need for a cultural focus on outputs rather than presenteeism.
- Our group discussed what data we had looked at, about ESR being the approval process, starting with admin rather than clinical staff, team based rostering
- Open discussion on offsetting financial overheads against cost of agency staffing
- Improving self rostering, particularly in challenging areas like Pathology or Porterage - but some limitations to the software (Allocate)
- Equality - office v ward/community, how do we work with this and not drive a bigger gap
- Particularly difficult in clinical / nursing areas - culture change needs to come from bottom up
- Understanding what staff want and not assuming or thinking one size fits all.
- Look at what is in the art of possible
- Treat substantive staff fairly giving same flexibility as agency to help retain.
- Maximising the potential of health Rostering and exploring/maximising its capability
- Still perception that part time vs full time is more expensive but would be good to collate data on how the Bank/Agency spend and sickness absence and recruitment etc offsets these costs
- Empowering staff to work flexibly and giving them autonomy
- Focus on retention hotspot areas (i.e. ED) as often people leave and come back on the Bank for greater flexibility
- Drop in sessions facilitated by HR Reps via MT to allow staff and managers to learn more about the new approach and time for Q&A

- Really interesting discussion about corporate and clinical areas in respect of 'flexible' working - how this may actually work in reality.. the additional task of updated flex hours via rostering. Self-rostering processes - reporting functions
- Online questionnaire / focus groups helpful for data collection
- Electronic FWR form to enable data capture,
- Change the language on exit interviews/questionnaire to "learning from leavers"
- Case studies to help create mindset shift with team managers
- Focus on the IT support needed to deliver flexible workforce

And ideas for how to engage leadership and get buy in to your plan:

- Making it part of Trust retention strategy
- Share voices from interviews with people about what Flex working means to me and the impact on patient care and staff wellbeing.
- I am going to use the Presentation you gave us first to remind our Leaders of why we are doing it then will share the plan with them
- Standing agenda item at People Board