

NHS Flex for the Future Programme

Workshop 6: Sharing our success



In conjunction with



NHS England and NHS Improvement





INTRODUCTION

Thank you for taking part in the **NHS Flex for the Future programme** and being a member of the Flexible Working Change Team for your organisation.

Each of the six workshops in the NHS Flex for the Future programme has an accompanying booklet like this one, containing reference material and tools to support you to learn more and take action in your organisation.

Welcome to the sixth and final Booklet supporting the NHS Flex for the Future programme. Inside this booklet you'll find a summary of the workshop content, plus additional guidance, information, tools and places to look to find out more.

The workshop slides and recording of the live workshop are also available in the [Resource Library](#) together with all the tools and resources developed and used through the programme. This booklet offers a shortcut to some of the key concepts, resources, tools and links shared throughout the programme. We have enjoyed working with you and wish you every success as you continue on your flex journey.

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If you have questions about the programme please get in touch:
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1. Workshop summary and key concepts

This Workshop helps you to consolidate your learning and move forwards to implementing your Action Plans and bringing about change in your organisations. We review progress, consider some highlights of the programme and how to keep flex change alive and moving forward in your NHS organisations. We also focus on some key elements which are likely to be part of your action plan: supporting managers, and trialling new working arrangements.

2. Implementing / piloting new working practices

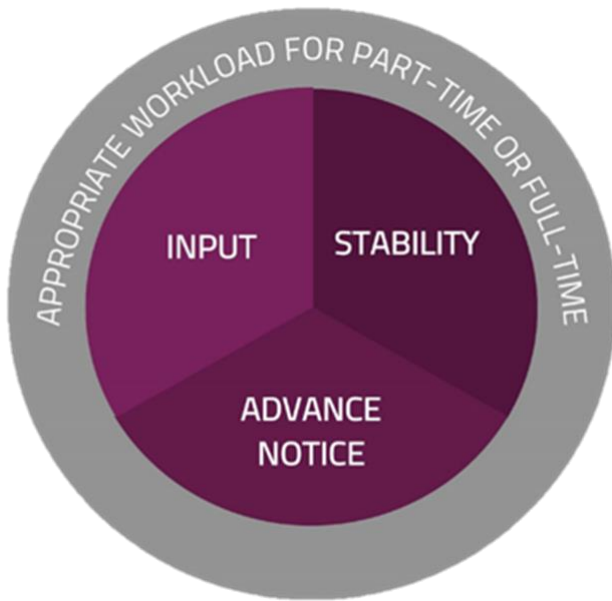
The principles and commitments in the People Plan make it clear that flexible working is an aspiration for all NHS role types, and that not all roles are suitable for all types of flexibility, all of the time.

The Where / When / How framework shown on the right provides a consistent way to identify different flexible working options, so that they can be considered against employee, service and colleague needs as outlined in Figure 1 above.

WHERE Remote working; home; mobile; other offices

WHEN Flexible start/finish times; annualised; compressed; shift choice; part-time

HOW Job-sharing; job-splitting; project-based; contract; bank



The key considerations for flexibility differ between shift based and non-shift-based roles because what flexibility means for these different role types can be very different. As introduced Timewise's [Shift-Life Balance model](#) (right) illustrates three critical elements when considering flexibility at work for rostered job roles. These are: input, stability and advance notice, and are specific to shift based teams. Flexible working options can be brought about through self-rostering and team based rostering processes which aim to enhance these elements.

The NHS Line Managers Guide to Supporting your team to work flexibly (available in the Resource Library) explores these areas in more depth and gives many useful hints and tips for line managers.

In addition, the Flexible Job Design tool will help you undertake detailed analysis of a role or group of roles to identify which flexible working options are appropriate.



For some new working arrangements you may wish to undertake a trial or pilot. We know that many of you have included these within your action plans.

When designing trials of new working arrangements:

- i) *Be clear about the parameters for flexibility:*
 - Give the team input into what types of flexibility they would most value & focus on accommodating these rather than trying to offer everything
 - Consider how much different flex options will contribute to your success measures and how easy they are to implement, to help you pin down your design
 - Use the opportunity to challenge some 'unwritten' (or even written!) rules



- Explain the impact on existing procedures - e.g. Working Time Regulations, rostering policy & procedures, flexible working requests

ii) *Be clear about the status of the project:*

- Pilot (i.e. a genuine trial, no change to T&Cs) – it may need tweaking/changing!
- Set clear measures of success & make sure you collect baseline data before the pilot starts in order to measure impact

Follow the four stages below and consider how you will evaluate:

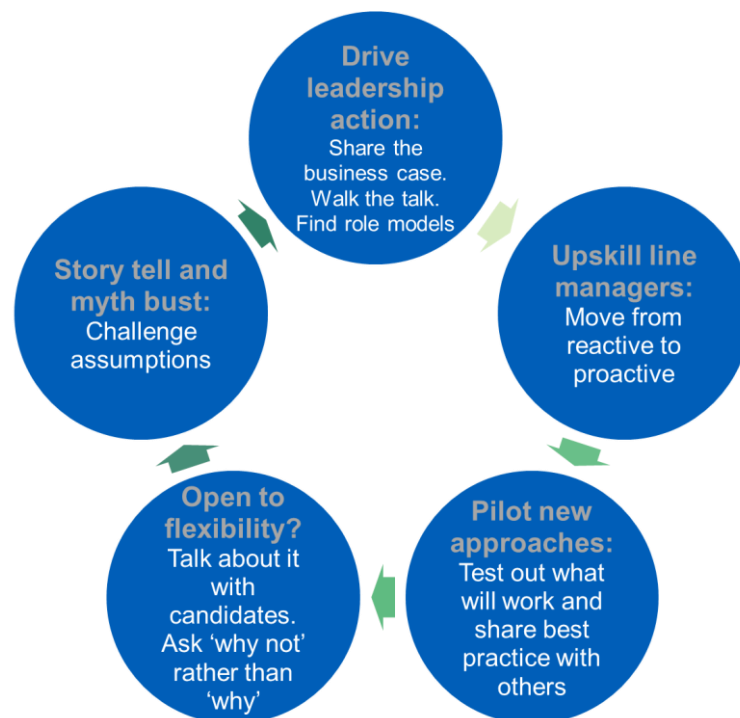


Useful questions	How & what to measure
What worked well during the pilot, and what positive changes did you see?	Employee satisfaction with flex Shift-life balance scores Wellbeing
If you implemented this again tomorrow, what would you do differently?	Pre- and post- surveys 1-2-1s or focus groups
What extra support would you need to further improve flexible working for this team/group?	Project timelines Patient metrics Cost/budget indicators

3. Driving change & keeping your implementation on track

What actions will bring about change?

We have summarised below five different types of activities which will help you bring about change in your organisation. You'll remember these from previous workshops and these will continue to be critical as you implement your action plan. In the workshop we also heard from the Royal Free London NHS Trust about how they managed their action plan and have successfully adapted and adjusted it as organisational priorities and context changed.



Top tips for staying on track:

- Treat the action plan as a living, breathing document
- Invest in ongoing leadership engagement & engagement with wider stakeholders
- Be clear about resources needed at each stage & rework the plan if you don't get these
- Regularly review progress vs plan
- Be clear about the scope of different actions / interventions

4. Internal change team – meeting agenda

<p>Introduction</p>	<p>Aim of the session: Following the final workshop session, an opportunity for the internal change team to come together, reflect on the programme and agree how they will collectively bring about flex change for the organisation, using their action plan</p>
<p>Agenda</p>	<p>1. Review of actions from last meeting</p> <p>Change team Leader and others update on actions following on from action planning session last time. Have you presented your action plan to leadership and/or has it been signed off? What is still to be done to finalise e.g. timings / resources to enable you to implement your plan? Review your action log, if you are keeping one.</p> <p>2. Workshop Six</p> <p>Consider and share key learnings / take aways from this workshop. Discuss what you found interesting and useful, and implications for your own change project.</p> <p>If you have actions on your plan relating to supporting managers, or to running pilots, take a look at the workshop materials that focussed on these areas. Is there anything you want to build in or consider based on what was covered in the workshop?</p> <p>Look at the measures you have included in your action plan. How are you going to evaluate the impact of the actions outlined in your plan? What learning from the workshop can you incorporate here?</p>

	<p>3. Next steps: Agree how you will collect and collate the workforce data for submission to the NHS Flex for the Future team. Is there additional data that you can submit this time that you didn't previously collate in September, but are now?</p> <p>Note who is doing what in relation to data collection and submission for your organisation.</p> <p>Are there any other actions you are taking away from the workshop that you want to capture / discuss within your team?</p> <p>Agree how you will continue to work together now that the structured programme has ended. How will you internally celebrate your completion of the programme and creation of your action plan? Who do you need to inform / showcase this work with?</p> <p>4. AOB</p> <p>Any other business relating to the project raised by attendees.</p>
<p>Wrap up and close</p>	<p>Capture actions arising and circulate these after the meeting.</p> <p>Agree how and when you will next meet as a change team.</p>

5. Further tools and references

Below is a list of references which we have used and referred to throughout the programme. You may find these useful as you continue your organisational change journey enhancing flexibility:

- **Resource library for the programme:** <https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>
- **Future NHS forum** on flexible working including recorded webinars
<https://future.nhs.uk/connect.ti/NationalFlexibleWorking/view?objectID=30630256>
- **We are the NHS People Plan** in particular pages 19-21
- **NHS Terms and Conditions of Service Handbook**
- **We work flexibly** for more resources, examples and case studies
- Flexible working in the NHS: [the case for action](#)
- **Timewise Knowledge Hub** for general organisational resources
- **Kingsfund:** <https://www.kingsfund.org.uk/topics/workforce-skills>
- **Wellbeing conversations** https://people.nhs.uk/projectm_old_v1/wellbeing-conversations/
- **Quick guide on how to use Model Hospital:** <https://www.youtube.com/watch?v=CJ3RhKBpppw>
- **Model hospital twitter feed with 'how to' information:** <https://twitter.com/modelnhs>
- **ESR Flexible Working masterclass:**
<https://future.nhs.uk/NationalFlexibleWorking/view?objectID=33654768>
- **NHS Case Studies**
 - For case study examples of an NHS organisation who have developed an action plan for flexibility, read [here](#) about the Christie NHS Foundation Trust in Manchester, to give you a sense of how they approached their project and the actions they prioritised.
 - To read about The Royal Free, who were the first NHS Trust to work with Timewise to develop and implement a flexibility action plan, and who presented in Workshop 6, take a look [here](#)
- **Appreciative Inquiry** for more information on AI and the work presented in Workshop 2 watch [here](#)
- **Older Workers:** The full report for the Centre for Ageing Better work which Emma Stewart talked about in Workshop 3 is [here](#)
- **Analysis resources:** <https://model.nhs.uk/> and <https://www.nhsstaffsurveys.com/>
- **Job Design**
 - **Timewise article:** <https://timewise.co.uk/article/taylor-review-response-flexible-job-design/>
 - For more information about our Shift Life Balance model and how it came about read [here](#)
 - **People Management article:** <https://www.peoplemanagement.co.uk/experts/legal/need-new-approach-flexible-working#gref>



- **NHS Employers guidance:** https://www.nhsemployers.org/sites/default/files/media/How-to-embed-flexible-working-for-nurses_0.pdf (Section 5 is on Job Design as an enabler of flexibility for nurses)

- **Additional resources for e-rostering:**
 - [Royal Free London - electronic self-rostering.pdf](#) (improvement.nhs.uk)
 - [LeicesterPartnershipTrustImplementingERrosteringForAllMedicalTrainees.pdf](#) (nhsemployers.org)
 - [WMAS flexible working using annualised rosters for shifts and leave - NHS Employers](#)
 - **Meaningful Use Standards:** [NHS England » Workforce deployment systems](#)

Contact:

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