

Flex for the Future Programme

Workshop 6

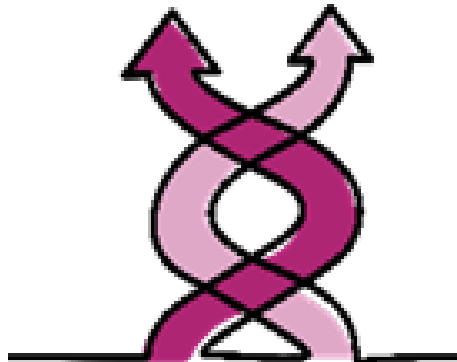
Sharing our success

WELCOME BACK!

CHECK YOUR TECH AND INTRODUCE YOURSELF

NHS England and NHS Improvement





We work
flexibly

NHS Flex for the Future

Workshop 6 – Sharing our success

Amy Butterworth, Consulting Director, Timewise

Melissa Buntine, Principal Consultant, Timewise

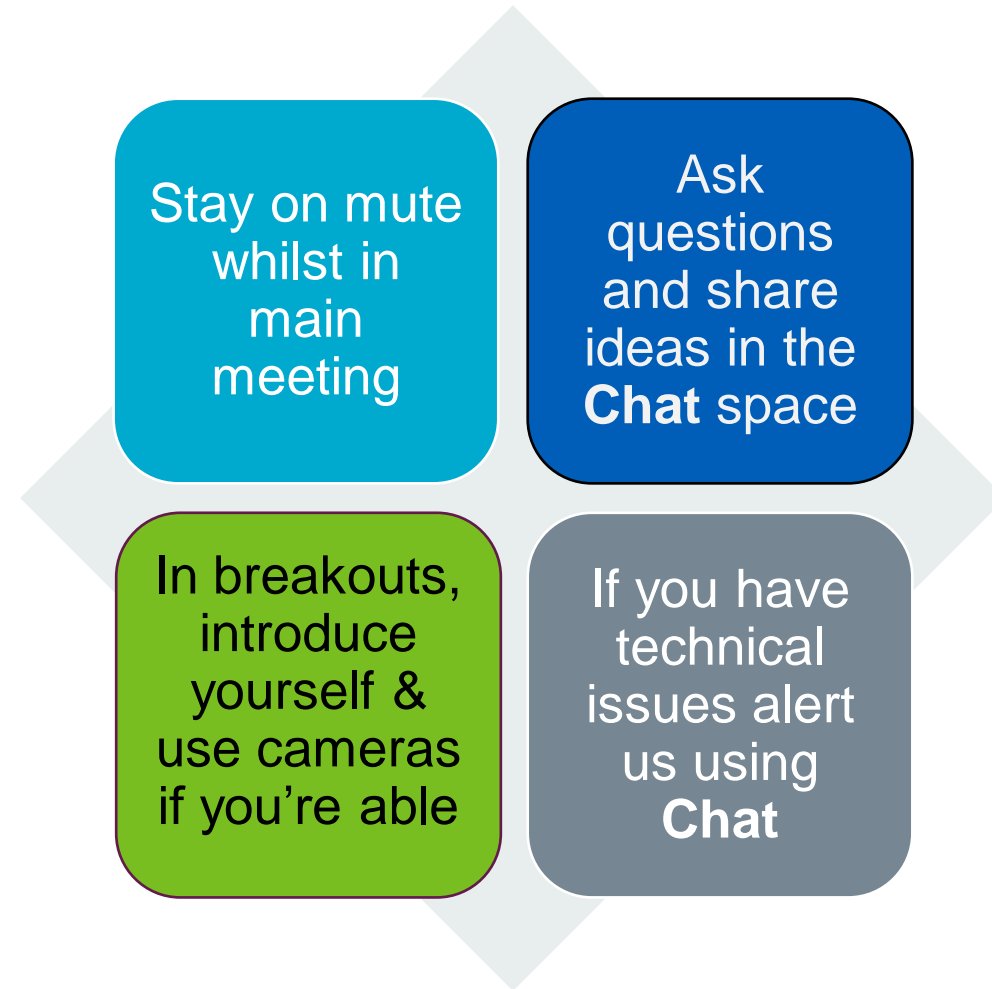
Jane Galloway, Head of Flexible Working, NHS England and NHS Improvement

Sue Nunn, Flexible Lead, NHS England and NHS Improvement

NHS England and NHS Improvement



Creating the right environment





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

Group Clinics for Change Team Leaders

Group Clinics for Change Team Leaders

Group Clinics for Change Team Leaders

Access to online resources via Resource Library

Completing Programme Activity

Our aims for today

- Have reflected on and shared your learning so far, and the experiences /discussions the programme has driven in your Trust
- Know how to keep your action plan implementation on-track and put in place regular review and evaluation points
- Have considered how to build an effective trial/pilot for different working practices
- Have shared in celebrating successes and achievements made by the group



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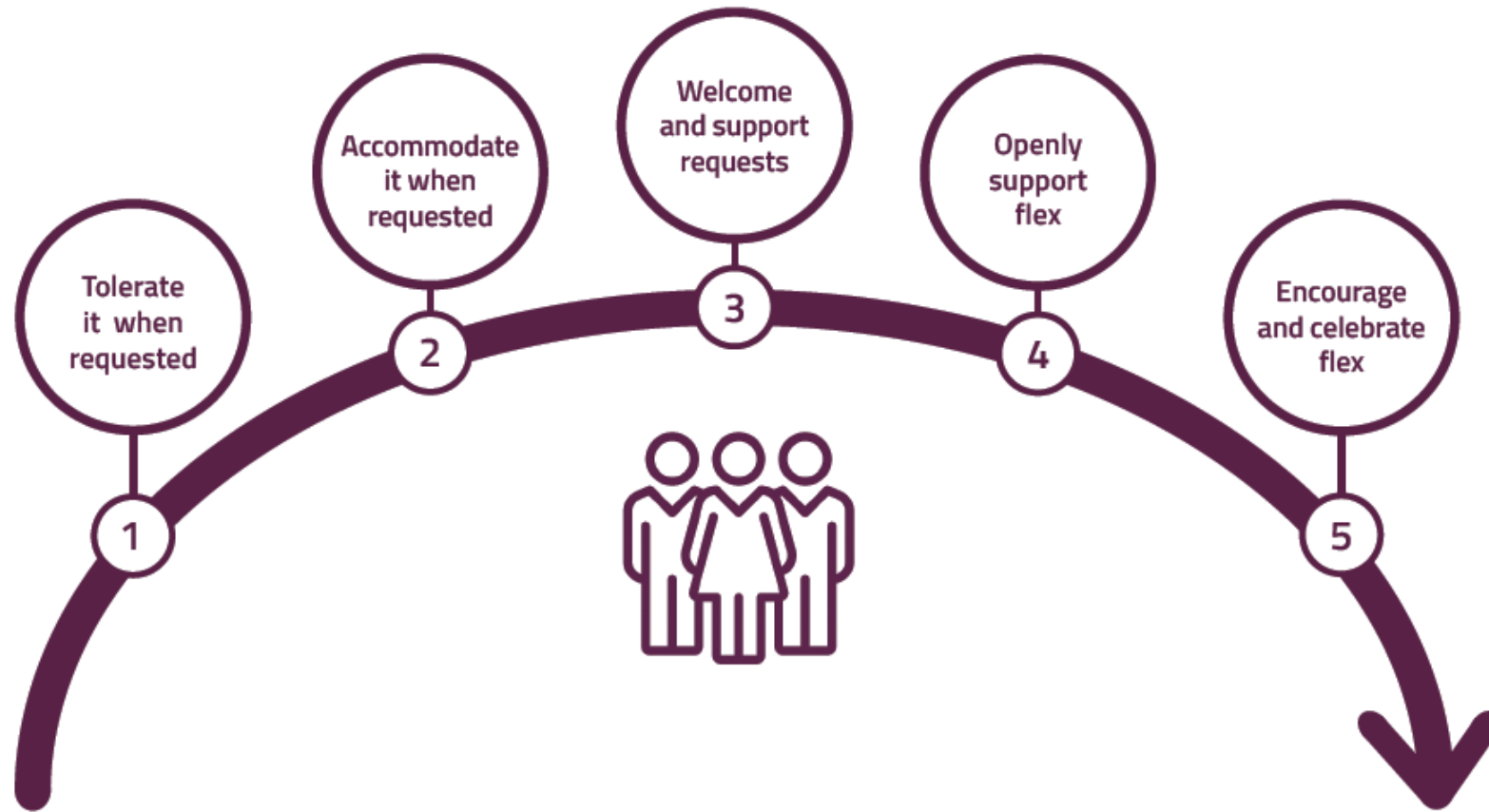
Agenda

- Highlights & learning
- Keeping your implementation on track
- Taking action – supporting managers
- Taking action – new working practices
- Evaluation
- Celebrating successes
- Personal reflection & the future

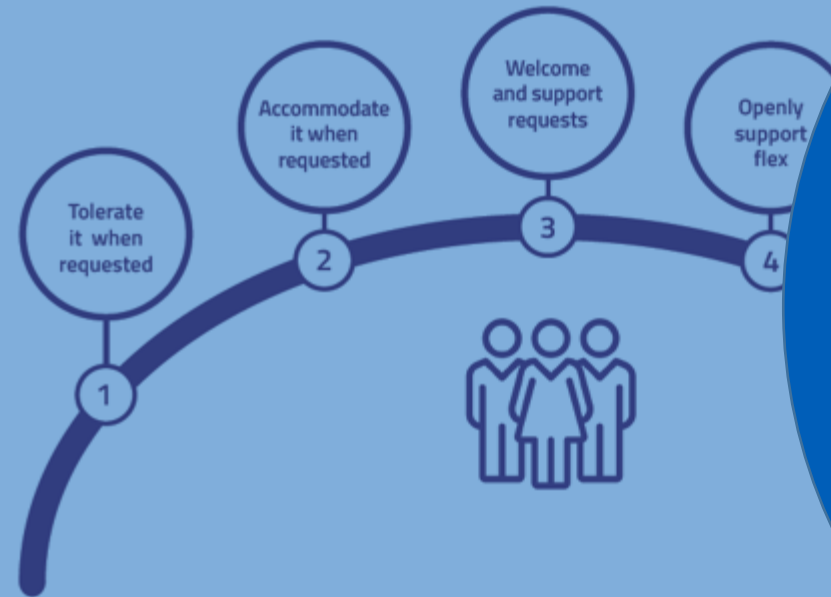


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The Timewise flexibility maturity curve



Poll – Share your ideas



Where is your organisation currently?

Have you moved since September?



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Highlights & Learning



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NHS Flex for the Future – Programme Activity & Resource Library

Launch Webinar

Virtual Workshop 1 Project Kick-off

- WORKSHOP SLIDES
- KICK-OFF – BOOKLET
- POLL QUESTION RESPONSES
- NHS DEFINITION & PRINCIPLES

View workshop recording

Virtual Workshop 2 Where are you now?

- WORKSHOP 2 SLIDES
- WORKSHOP 2 BOOKLET
- DATA CAPTURE & ANALYSIS TOOL
- MID YORKSHIRE NHS HOSPITALS 'SUITS YOU' CASE STUDY

View workshop 2

Overview documents

- WELCOME LETTER
- WELCOME VIDEO
- INFORMATION FOR CHANGE TEAM LEADERS
- BASELINE DATA COLLECTION FAQs

*Change Team Kick Off
meeting*

*Collect baseline
organisation data*

*Organisation flexibility
audit and analysis
incl. workforce input if
desired*

The art of the possible – workforce data

- Flexible working patterns has a field in ESR. Nationally only 1% of staff have data entered!
- The ESR module has been updated - watch this masterclass on flexible working & ESR: <https://future.nhs.uk/NationalFlexibleWorking/view?objectID=33654768>

Richard Watson, Workforce Analyst



- Model hospital has a wealth of information for benchmarking and identifying opportunities for improvement

David Sayers, Head of Analytical Operations

Capturing & analysing data & building a business case



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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				
Age 25 years or less (all)	0	#DIV/0!	0				
Age 26 - 45 years (all)	0	#DIV/0!	0				
Age 46 - 65 years (all)	0	#DIV/0!	0				
Age 66 years or more (all)	0	#DIV/0!	0				
Band 1	0	#DIV/0!	0				
Band 2	0	#DIV/0!	0				
Band 3	0	#DIV/0!	0				
Band 4	0	#DIV/0!	0				
Band 5	0	#DIV/0!	0				
Band 6	0	#DIV/0!	0				
Band 7	0	#DIV/0!	0				
Band 8a	0	#DIV/0!	0				
Band 8b	0	#DIV/0!	0				

Potential Cost Savings from improvement to retention due to flexible working or other initiatives

Background

We have created a simple Cost Calculator to help organisations identify potential cost savings from improving access to Flexible working.

Access to flexible working by default from day 1 is a key commitment in the People Plan. Flexible working is an increasingly important aspect of any organisation's retention strategy, a recent report by the Behavioural Insights Team found that access to flexible working was one of the top three benefits that retained staff within the NHS. Access to high-quality flexible working can therefore increase an organisation's ability to attract and retain diverse talent.

The cost calculator can be used as part of data gathering to support flexible working implementation, to help make the case for change.

The calculator has sheets for different staff groups. You will need workforce data and to identify a target estimate for improving staff turnover for each staff group, potential savings will then be generated with all information feeding into an organisational summary.

A blank sheet is also included, for organisations to use to calculate potential cost savings from different retention initiatives. It contains the same formula but does not link into the summary.

Data required

As well as headcount and turnover rates for each staff group, the sheet asks for an average bank and agency cost and for the average budget available (additional costs will then be calculated for average bank and agency spend which exceeds the budget). The calculator uses an estimate of a 12 week period for a replacement to be recruited and start and a two week period for their induction. As bank and agency costs vary they will need to be inserted at a local level for each staff group.

The sheet also asks for any additional non-cash releasing costs to administer each leaver and starter.

Project costs associated with flexible working retention work are also taken into account, giving overall potential target savings after the investment in these costs.

A step by step guide to what to insert into each cell is given on the next page.

Info Guide Summary V2 Medical & Dental Admin & Estates Nursing, Midwifery & Health V3 Scientific, Therapeutic & Techn Healthcare Assistant & Others 2 Healthcare Science Others Specific Retention Initiative

Getting creative - using Appreciative Inquiry focus groups to develop Suits You

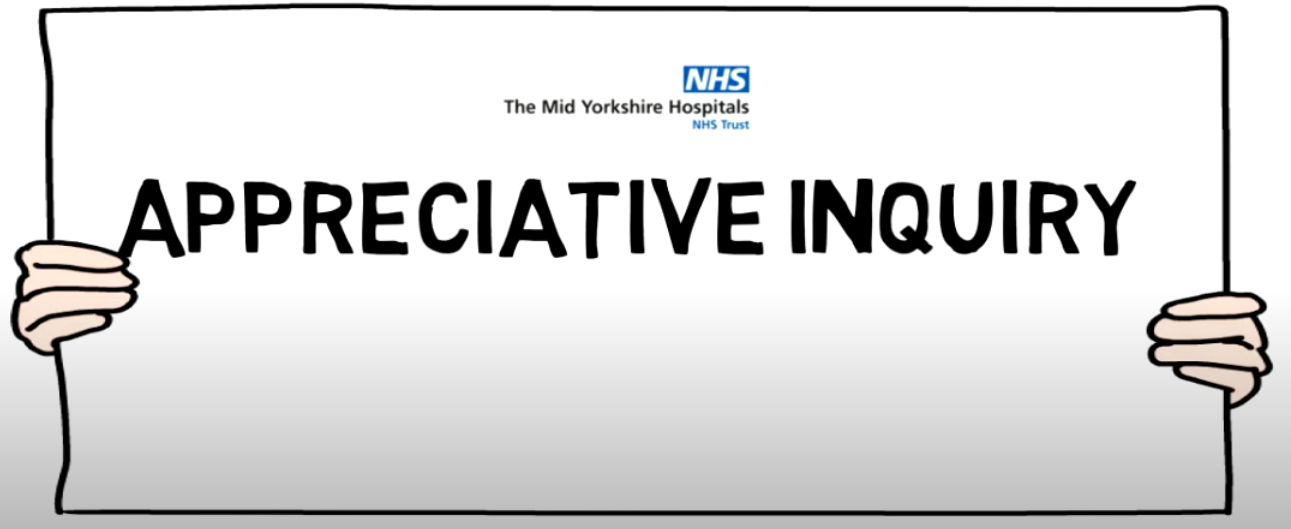


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Registered Nurse - Suits You Shifts ⋮
Mid Yorkshire Hospitals NHS Trust 3.2 ★
Wakefield

£25,655 - £31,534 a year

- Whatever your availability, whether it is for certain shifts or set days . we offer employment, full time or part time, to suit your needs.



Alison Ward, Asst. Director of Nursing & Charlene Pressley, Retention lead



NHS Flex for the Future – Programme Activity & Resource Library

Virtual Workshop 3 What works to drive change?

- WORKSHOP 3 SLIDES
- WORKSHOP 3 BOOKLET
- THE CASE FOR CHANGE TEMPLATE TOOL
- TEMPLATE SLIDES FOR LEADER MANAGER ENGAGEMENT SESSION
- COST CALCULATOR 2021
- PROGRAMME COHORT BASELINE DATA

View workshop 3

*Change Team action
planning session 1*
Identify areas for focus

Virtual Workshop 4 Action Planning

- WORKSHOP 4 SLIDES
- WORKSHOP 4 BOOKLET
- LINE MANAGER GUIDE
- INDIVIDUAL GUIDE
- IDEAS FOR ACTION PLANS

View Workshop 4

*Change team action
planning session 2*
*Develop and refine
actions for plan and
measures*

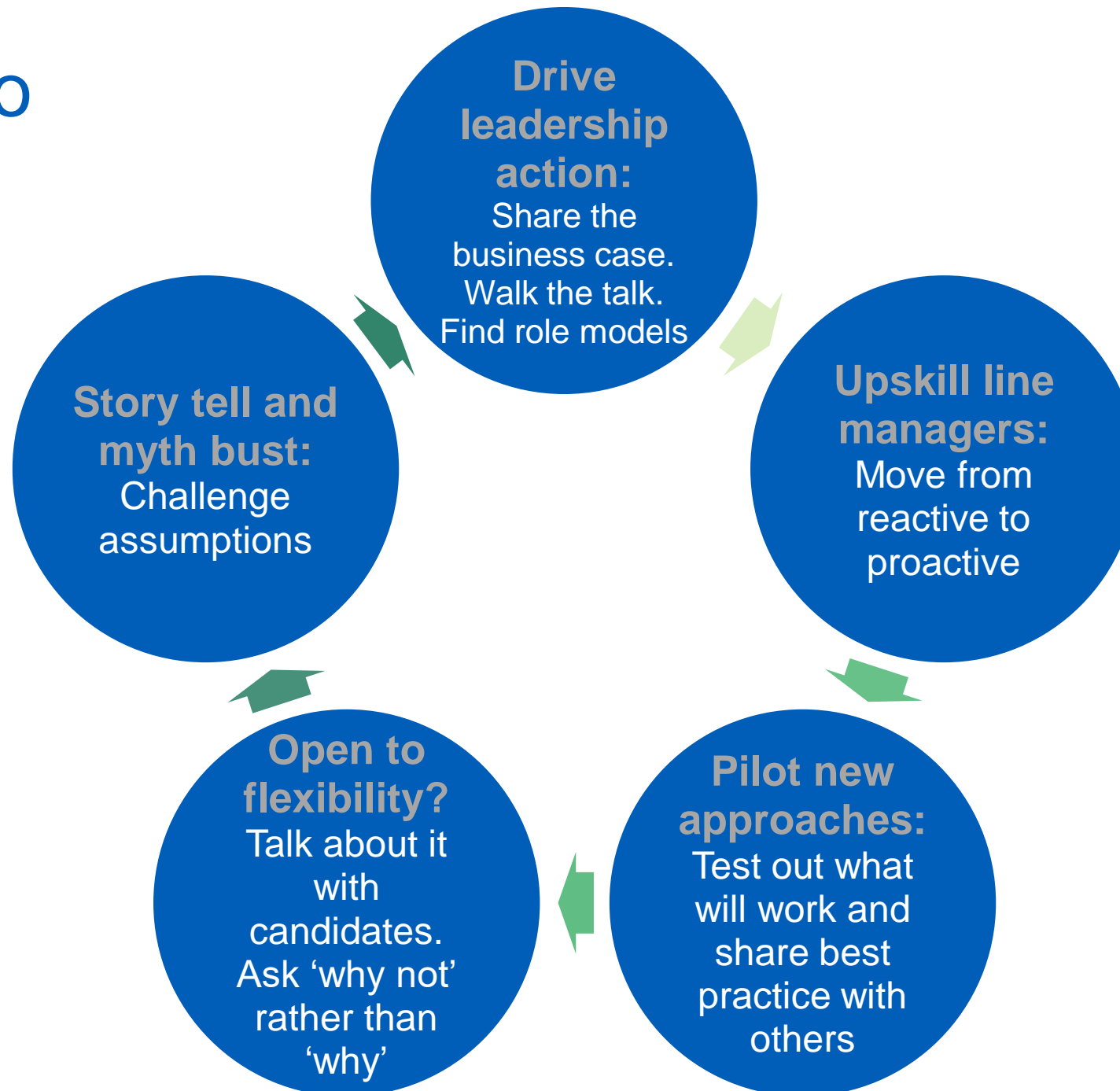
Virtual Workshop 5 Flexible Job Design

- WORKSHOP 3 SLIDES
- WORKSHOP 3 BOOKLET
- THE CASE FOR CHANGE TEMPLATE TOOL
- TEMPLATE SLIDES FOR LEADER MANAGER ENGAGEMENT SESSION
- COST CALCULATOR 2021
- PROGRAMME COHORT BASELINE DATA

View workshop 3

*Leadership engagement
session*
*Agree/sign off action
plan and start to
implement*

What works to drive change



Insights from our speakers



“Senior leaders, both male & female, are really important in dispelling the myths.”

“A flexible working strategy that relies only on formal solutions can really hinder the development of a flexible working culture. Dialogue and informal arrangements are key in making flexible working part of everyday management & teams. Constant and ongoing conversation about flexible working.”

Beccy Baird, Senior Fellow in Health Policy, The Kings Fund



Where to focus – action planning



We work flexibly



3. Deciding where to focus



Consider each area of the Programme Model (with any relevant data) and use the Table below to rank where you think your organisation sits in terms of its level of maturity for each of the elements within the NHS Flex for the Future programme model. 1 is low and 5 is high, with a definition at each end to explain the indicators of maturity. The scores will help you to reflect on your priorities for action – you may decide to do more in areas where you are already strong, or focus on areas where you assess the current level of maturity as lower.

Leadership & Culture of Trust	1	2	3	4	5	
Flexibility is mostly regarded as a cost; it is limited to a minority of the workforce, so that services can be maintained.						The majority of senior leaders really champion flexible working and set direction, and challenge those who do not embrace flexibility. Flexibility is seen as a key part of the organisation's culture.
Flexible working policy & process	1	2	3	4	5	
Full-time is the default for jobs. Flexible working is 'accommodated' but is often regarded as difficult, or unfair to colleagues. Lack of clear policy or guidance, organisation position on flex is hard to find. Policy may not align with NHS People Plan.						Proactive, well developed set of flexible working options that meet the needs of the organisation and its people. Set out in a clear and up to date policy with corresponding guidance and examples. Policy is informed by staff input and organisational data.
Manager capability & support	1	2	3	4	5	
Managers get by and do what is necessary. Flexibility is regarded as something that they pay lip-service to and as a cost; it is limited to a minority of the workforce, so that services can be maintained. Managers lack understanding and capability to manage different requests with service demands.						Managers understand job design and flexible options, believe in the value of flex and have proper training and good understanding of how to lead flexible teams. Flexible working is understood as an enabler of health and wellbeing and features in regular, effective wellbeing conversations between managers and team members.

Which areas have you prioritised for action?

- Leadership & Culture of Trust
- Flexible working policy & process
- Manager capability & support
- Employer brand & talent acquisition
- Inclusive career paths & progression
- Social responsibility & advocacy

Completing your Action Plans






Action Plan for

1. Your Aspirations

Please use this section to briefly summarise (these sample questions may help you):

- What you hope to achieve in the next 3-6 months? And the following 6?
- How does this fit with your broader strategic objectives?
- What impact do you hope to achieve on attraction and retention through better use of flexible working?
- What are the priority actions you are going to take towards achieving this?

2. Dashboard – Year One outcomes, activities and indicators

<i>NHS Flex for the Future Framework</i>	Main activities	Expected outcomes	Success indicators
Leadership and culture of trust			
Flexible working policy and process			
Manager capability and support			
Employer brand and talent acquisition			
Inclusive career paths and progression			
Social responsibility and advocacy			

5

Booklet 4 contains a template Action Plan for you to use & adapt, including recommended outcomes to achieve, or we know some of you have used your own PMO templates



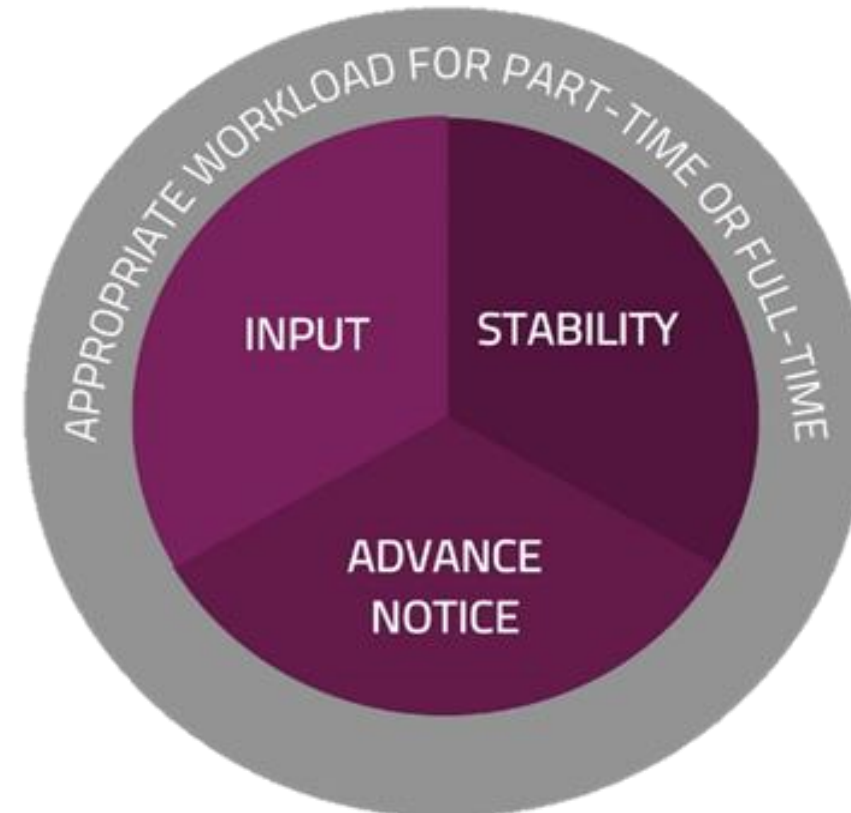
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Thinking about flexible job design

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



Insight from our speakers



“Flexibility for the most part – all people want is 5%. They recognise we’re running a 24-7 operation, it’s the margins that matter, that make the difference to people when they’re under pressure”.

“One thing that we really do encourage is risk taking. If people have got ideas about what might work for the team... just try them. As long as everyone understands what’s at the heart of what you’re trying to do – why wouldn’t you try?”

Professor Joe Harrison, Chief Executive



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Insight from our speakers



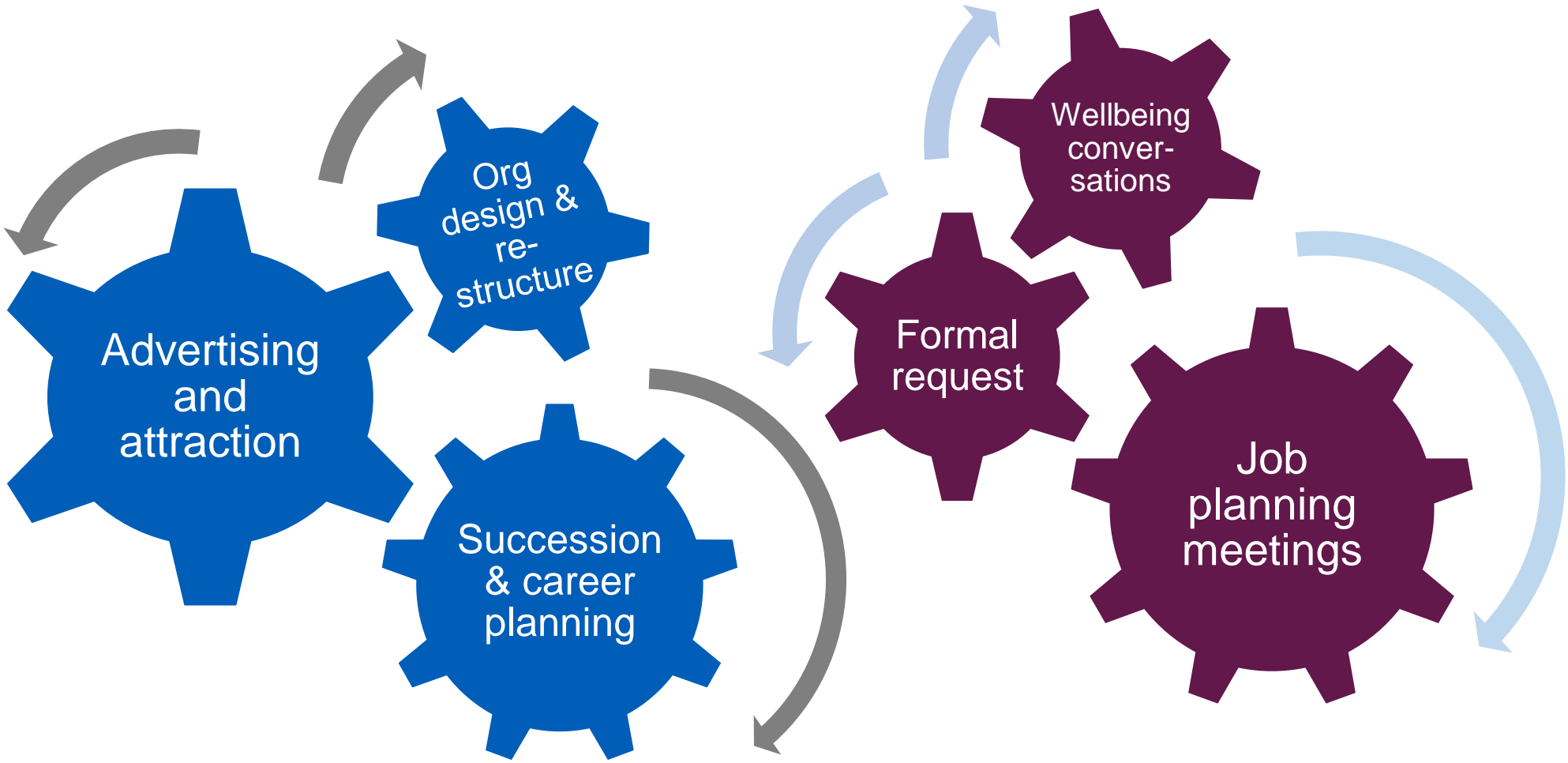
“When we talk about flexible working patterns, we encourage requests from individuals, from pairs or people looking to crew up in a particular pattern. But we also work with teams – to approach their manager as a group and request a different shift arrangement”

Lucy MacKraken, Head Of HR, West Midlands Ambulance Service



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Opportunities for flex job design



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Keeping your implementation on track



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Keeping your implementation 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



Insight from our speakers



“Don’t feel pressurised to achieve overnight. Have a well articulated plan with key milestones & share it... then each time you reach a milestone celebrate those successes & let the organisation know: ‘we are doing something about flexible working’ ”

Sandeep Pabla, Divisional Head of Workforce

Keeping your action plan alive



Michelle Hickson, Head of Employee Experience

Breakout

Action Planning ...



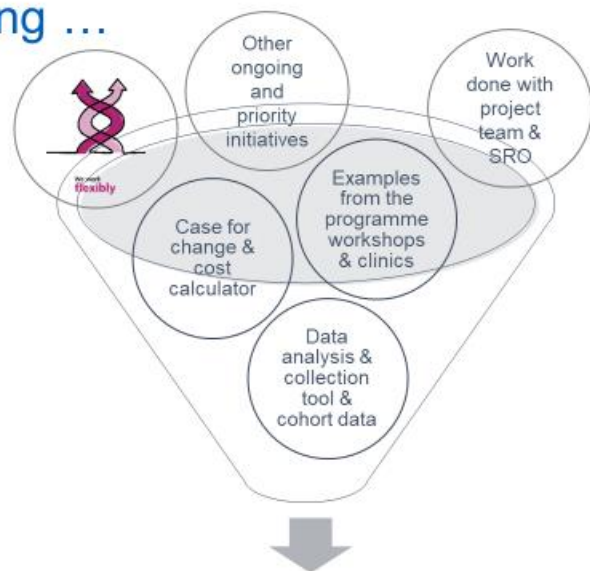
- What are you going to do to implement the actions you've identified and keep your Flex Project alive?

(Nominate someone to facilitate and someone to feedback for your group)



Share your ideas

Action Planning ...



Your Flex Action Plan



What are you going to do to implement the actions you've identified and keep your Flex Project alive?

FEEDBACK



Taking action – supporting managers



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Template slides to engage leaders/managers



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Template slide deck for leadership/management engagement

NHS Flex for the Future programme
These slides are designed for you to use to engage leaders and managers within your organisation with the project and the need for action on flexible working
Please edit and adapt to fit your own needs

Why are we doing this?

- 63% of full-time workers already work flexibly

75% of workers don't want organisations to return to "business as usual" following lockdown*
to make changes the Covid-19 workforce will engagement after y lifted – a 45% **

*** Research conducted by Pure Profile (2020)

Your role in leading the change

Lead by example

- Be open about your

Show trust

- Trust people to do their jobs

Reward & recognise

- Set clear, outcomes-based objectives
- Consciously reward and recognise people for the outcomes they are achieving - not the additional hours or always being present

Line Manager's Guide – team conversations & job design considerations



Flexing the WHEN: finding a match

Flexing the WHERE: making remote working work

Flexing the HOW: making it work across all roles

NHS You can help individuals balance their work and personal needs by clearly defining your expectations and any fixed commitments for each role.

These are some of the points to consider:

- What are the expectations of your patients/service users in terms of response time?
- Are there core times when people need to attend key meetings or see patients?
- Are there any important deadlines to be met?
- Are there key meetings during the week that should be attended?
- Can anyone else provide cover if the individual is unavailable at certain times?
- Can you use technology to support flexible working in different ways, and to keep people involved and informed?

Right approach to remote working:

- Expect by way of presence? (eg they don't need to be in the same room?)
- Measure of performance and how to measure it?
- Are there any key meetings that require presence in a physical location?

Splitting shifts between two workers.

Creating a '10-2' shift, to provide cover during the busiest period on a ward, while also being an attractive shift for someone who wants to work part-time.

Supporting your team to work flexibly
A line manager's guide

THE NHS STAFF COUNCIL
WORKING IN PARTNERSHIP

timewise
TALENT THROUGH FLEXIBILITY

We are compassionate and inclusive
We are recognised and rewarded
We all have a voice that counts
We are safe and healthy
We are always learning
We work flexibly
We are a team

Detailed job design tool - for use with specific roles / vacancies



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3. Flexible Working – Job Design

Guidance notes for completing flexible working analysis by role

This job design tool is designed to help you identify what types of flexibility are likely to be possible in the different roles across the organisation, and what operational changes may need to be made to the design of the roles to enable flexible working arrangements to be successful.

Please use this tool to identify the types of flexible working options that are possible for a role type, and the job design changes or other considerations that are needed to enable these. There are three steps to analysing flexible working for a role:

- Step 1 – Review the role**
- Step 2 – Identify where there is flexibility about how the role is done**
- Step 3 – Summarise your ideas about which flexible working options could be applied to this role**

This tool will help you to analyse the role, and you can then capture the outcomes of your analysis on the 'Job Design Flexible Options by role' section (Step 3). You will be able to use this as a starting point for conversations about flexibility, and individual arrangements and share as appropriate with HR/Flex Change teams.

You may want to use this tool to help you respond to an individual's request for flexibility, or proactively think about what types of flexibility could be offered e.g. when advertising a vacancy, or talking to the team about ways of working.

Major activities of the role (Choose the top 5 / those which make up at least 75% of the role)				Fixed or variable?	% time required (hours per week or month)	Is this predictable / unpredictable activity?	Is there a set time / day that this activity needs to take place?	Is there a fixed location where this activity needs to happen?	Does this activity involve other people? Who?	What are the possibilities for stopping / delegating / reducing this activity e.g. is there another role who could take on these responsibilities?

What speed of response is required?	Could another role substitute in interactions with this stakeholder when the role holder isn't there?

Other resources to support managers on the We Work Flexibly site

- ['Understanding multigenerational teams' webinar](#)
- ['Supporting your team to work flexibly' webinar](#)
- <https://www.england.nhs.uk/looking-after-our-people/the-programme-and-resources/we-work-flexibly/>



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Evaluation

Thank you
for your
support
helping us to
evaluate
the
programme



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External Evaluation – UCL Consultants

Phase 1 Report due end of March 2022:

Questionnaire and Interviews – closed on 1st March

Thank you for all your responses

Phase 2 Report due end of October 2022

Questionnaire and interviews with 15 case studies

Volunteering for interviews and case studies – July 2022

Survey - Sept 2022



Please complete the questionnaire & put a 😊 in the chat when you've finished



Taking action – new working practices



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Piloting/implementing new working practices



What to think about when designing a solution

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

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

Insights from our speakers

“We knew proof of concept was important. We chose areas where we knew we had leadership buy in and a chance of success”

“Although we gave guidance we tried not to be too detailed because it’s about what works for that team, at a team level – one size doesn’t fit all.”

“The pilots haven’t all been straight forward - listening & responding has been really important - we put clinics in place which allowed people to come and have conversations about what’s not been working, that way we could address it quickly”



*Denise Drieu, Head of
OD & Learning*

Government of Jersey

Evaluate impact

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

Celebrating success



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Examples from the group

Discovery phase with 9 early adopter teams taking a storytelling approach

Suzie Cro
Gloucestershire Hospitals
NHS Trust

Using MS forms to gather snapshots of current practice & understanding of flex, has helped hone in on three focus areas

Liz Mathers
George Elliott Hospital

Uncovering pockets of good practice to learn from – including team based self rostering amongst a nursing team which has reduced turnover and all but stopped the previous noise about rotas

Zecci Carter
Hampshire Hospitals

Involving clinical & medical colleagues in the change team has led to focus on 3 areas:

- Leadership walking the talk;
 - Changing the conversation from No & Why to Yes & How;
- Putting in guidance to equip managers.

Rob Fordham
East Kent Hospital
University Trust

Insights from clinics

Doing what you can:
putting focus groups with
clinical teams on hold, &
in meantime designing
manager guidance on
responding to formal
requests

Identifying teams to pilot
new ways of working
with, when the time is
right (ranging from
community midwives to
wards)

Developing training on
flexible working to
include in new manager
development programme

Focusing on fixing the
basics – e.g. reviewing
and updating flexible
policy including how it's
shared

Running focus groups to
feed into the case for
change

Taking the case for
change to the Board for
approval

Scheduling regional group
meetings every six weeks
to share ideas & progress
and support each other.
Other ideas include a
regional Teams channel.



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Celebrating success

- Ashford & St Peter's Hospitals NHS FT
- East & North Herts NHS Trust
- East Kent Hospitals University NHS Trust
- Sandwell & West Birmingham NHS Trust
- University Hospitals of Leicester NHS Trust



Personal reflection and the future



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Reflection time

Personal reflection

Share a flex action which you're proud of since we started the programme

Type in chat now



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Re-cap our aims for today

- Have reflected on and shared your learning so far, and the experiences /discussions the programme has driven in your Trust
- Know how to keep your action plan implementation on-track and put in place regular review & evaluation points
- Have considered how to build an effective trial/pilot for different working practices
- Have shared in celebrating successes and achievements made by the group



Next steps for all

- Resource library: Visit here for all materials relating to the programme: <https://timewise.co.uk/nhs-flex-for-the-future-programme-resource-library/>
- NHS Futures site for Flexible Working: <https://future.nhs.uk/NationalFlexibleWorking/grouphome>
- Programme alumni workshop to network & share progress: **13th Sept 09:30**
- Make sure you're signed up to the NHS England & Improvement Flexible Working Network: email weworkflexibly@nhs.net



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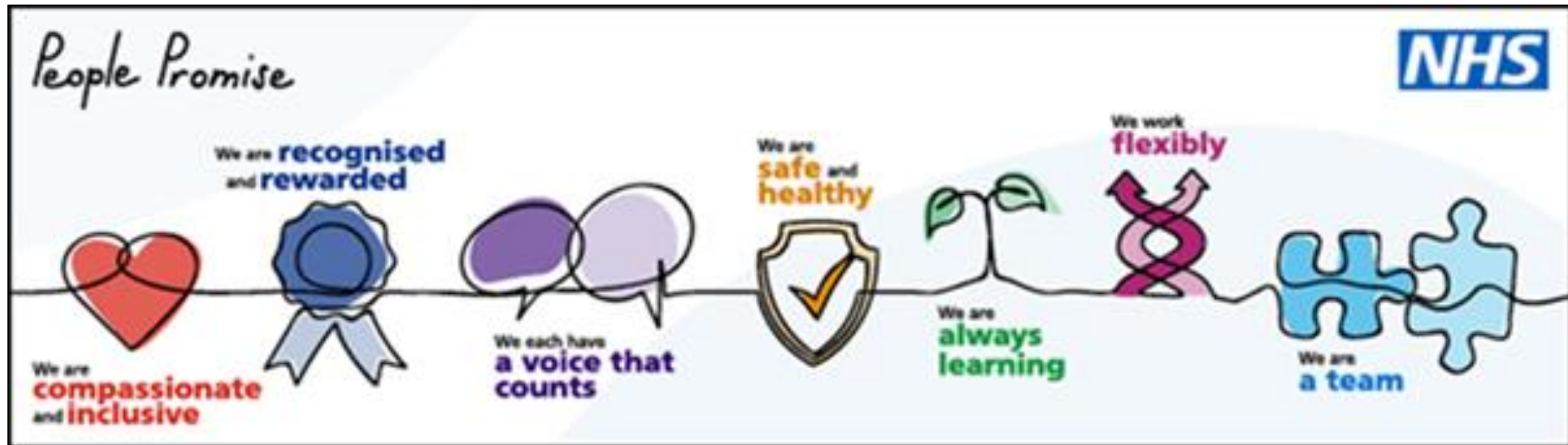
Next steps for change team leaders

- **Workforce data collection** – repeat survey will be issued after the workshop to enable us to compare data with what was submitted in October. Please use data as at 28th Feb 2022, and your 2021 staff survey results
- Data will continue to be collated periodically by the NHSE Flex team after the programme to monitor long term impact
- **Share your action plans** if you haven't already done so – with your clinic lead or weworkflexibly@nhs.net



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And now ...



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Thank you

Melissa.buntine@timewise.co.uk

weworkflexibly@nhs.net



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