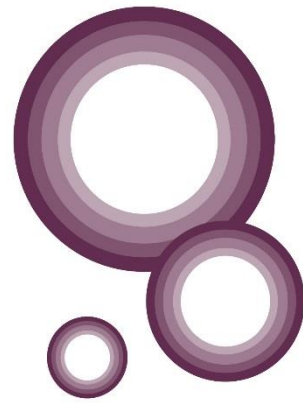


Flexible working at Kent and Medway: Making flexible working work for your service

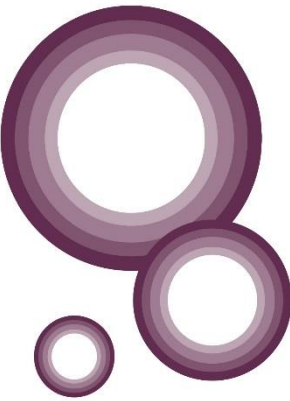
A Timewise Masterclass
for Line Managers
March 2023

Melissa Buntine, Principal Consultant
Katherine Rowe, Associate Consultant



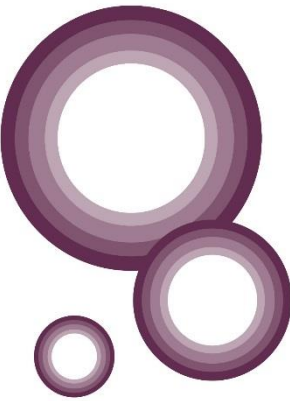
MASTERCLASS AIMS

- Build your understanding of different types and forms of flexible working
- Equip you to deliver on the People Promise regarding flexibility for your teams
- Showcase good practice and inspiring examples from within the ICS & elsewhere



BY ATTENDING TODAY, YOU WILL...

- Understand what we mean by flexibility including flex in 'hard to flex' roles and the value this has for employees, patients and service
- Build knowledge of the different elements of flexible and hybrid job design and how to apply them
- Hear examples of different forms of flexibility relating to time, place and how people work, including solutions relating to rostering & organizing work
- Consider the end-to-end process from attraction to onboarding, and identify the opportunities within your role to enable flexible hiring
- Consider how to build more flexibility into your own team & approach to vacancies



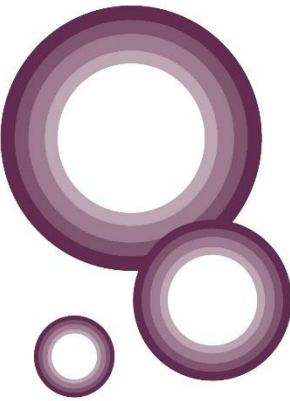
ABOUT US



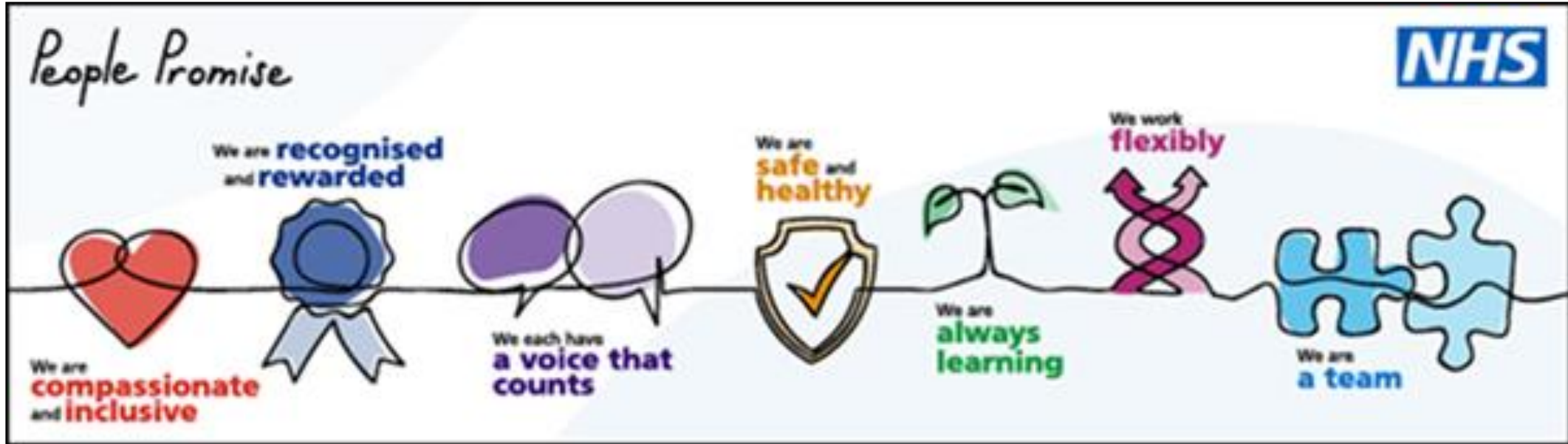
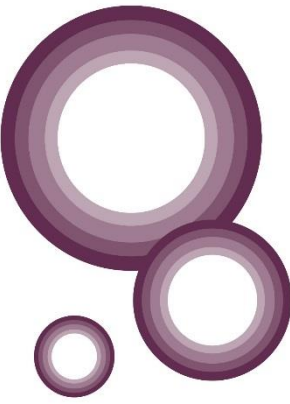
SOCIAL CONSULTANCY

We are the UK's leading Flexible Working experts and a social enterprise.

Our clients, individuals and our society all benefit from the social purpose underpinning our work. It's not just win-win-win. It's a virtuous circle.



PEOPLE PLAN PROMISES

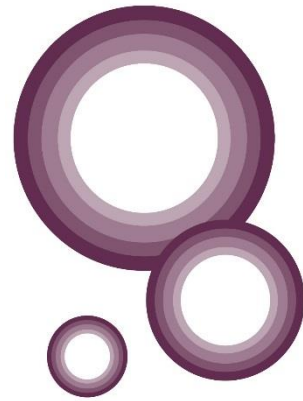


WHERE ARE YOU NOW?

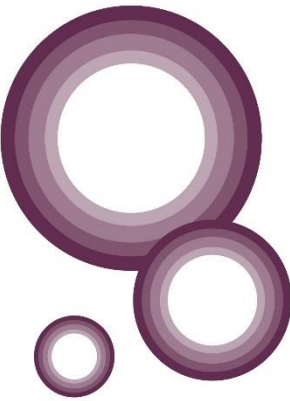
https://www.surveymonkey.co.uk/r/_premasterclasssurvey_KM



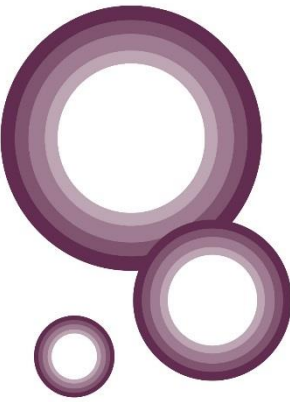
We work
flexibly



WHAT IS FLEXIBLE WORKING & FLEXIBLE HIRING?



DEFINING FLEXIBLE WORKING – NHS DEFINITION



‘An arrangement which supports an individual to have greater choice in when, where and how they work’

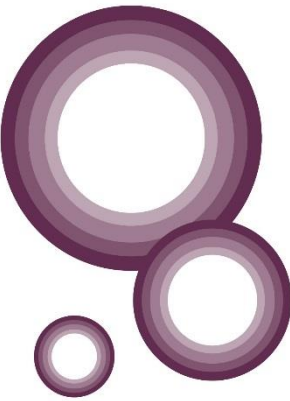
WHAT DO WE MEAN BY A FLEXIBLE JOB?



WHERE Remote working; home; mobile; other offices

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

HOW Team based rostering; project-based work; contract; bank; permanent night shifts

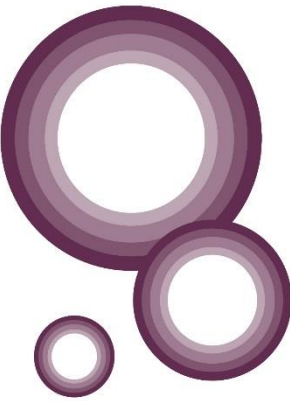


WHAT CAN MAKE WORK 'HARDER TO FLEX'?



PLACE-BASED
SHIFT-BASED
PATIENT-FACING

24-7



THE IMPERATIVE TO GET THIS RIGHT

EMPLOYMENT

500 nurses and midwives are quitting every week

New figures also reveal the NHS's increasing reliance on nurses and midwives trained overseas.

One Way Out of the Cost-of-Living Crisis? Retire Early

NHS doctors are opting for early retirement in part to take advantage of inflation-protected pensions.

Covid, burnout and low pay: the global crisis in nursing

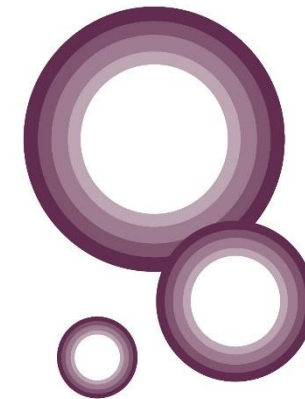


'Inflexible rotas, mounting pressure from record waiting lists and overstretched resources are forcing many talented colleagues out'

Paramedics are 'leaving in droves' as ambulance callouts almost double

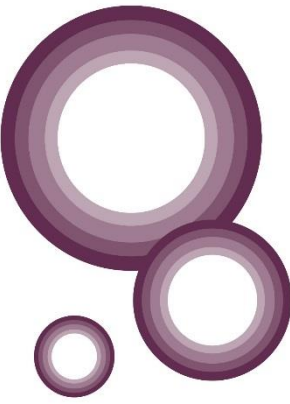
Frontline NHS workers are under pressure as the number of emergency calls in England rises 10 times faster than the number of staff

THE IMPERATIVE FOR KENT AND MEDWAY TO GET THIS RIGHT



NSS Question	2022 K&M	2021 K&M
We work flexibly	6.2/10	6.1/10
Q4d – opportunities for flex working patterns	55.6%	54.7%
Q6b - My organisation is committed to helping me balance my work and home life	47.3%	45.30%
Q6c - I achieve a good balance between my work life and my home life	52.9%	51.6%
Q6d - I can approach my immediate manager to talk openly about flexible working	69.1%	67.0%

Leavers citing work life balance as the reason



12m rolling as of Dec 2022	K&M	National Value
RN	22.6%	15.7%
AHP	18.7%	16.4%
Support to Nursing	24.9%	15.8%
Support to AHP	17.5%	13.2%
Admin & Clerical	13.9%	10.3%
Medical & Dental	3.1%	0.3%

WHY FOCUS ON FLEXIBILITY?



Talent attraction



Retention & progression



Employee well-being



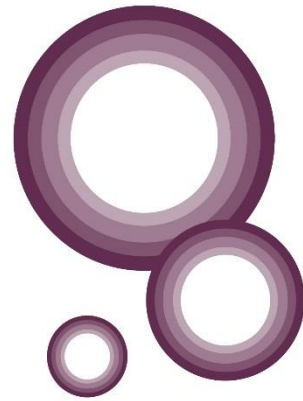
Gender pay gap



Inclusion & diversity



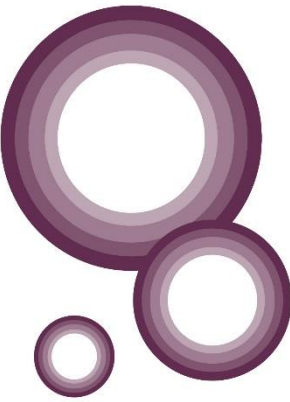
Productivity



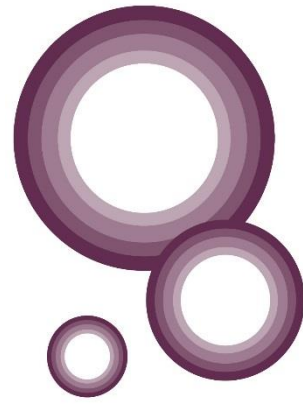
WHAT, THEN, IS FLEXIBLE HIRING?



Simply, advertising a role with flexible working available from day one



FLEXIBLE HIRING HELPS YOU STAND OUT – AS DEMAND FOR FLEX JOBS OUTSTRIPS SUPPLY



9 IN 10 PEOPLE
WANT FLEX



5 IN 10 PEOPLE
WORK FLEX

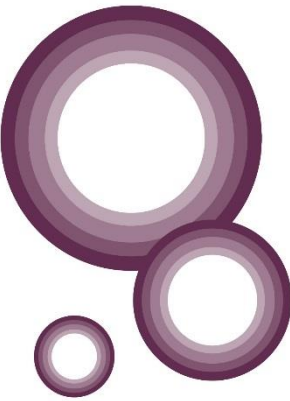


3 IN 10 JOBS
OFFER FLEX

* The Timewise Flexible Jobs Index 2022



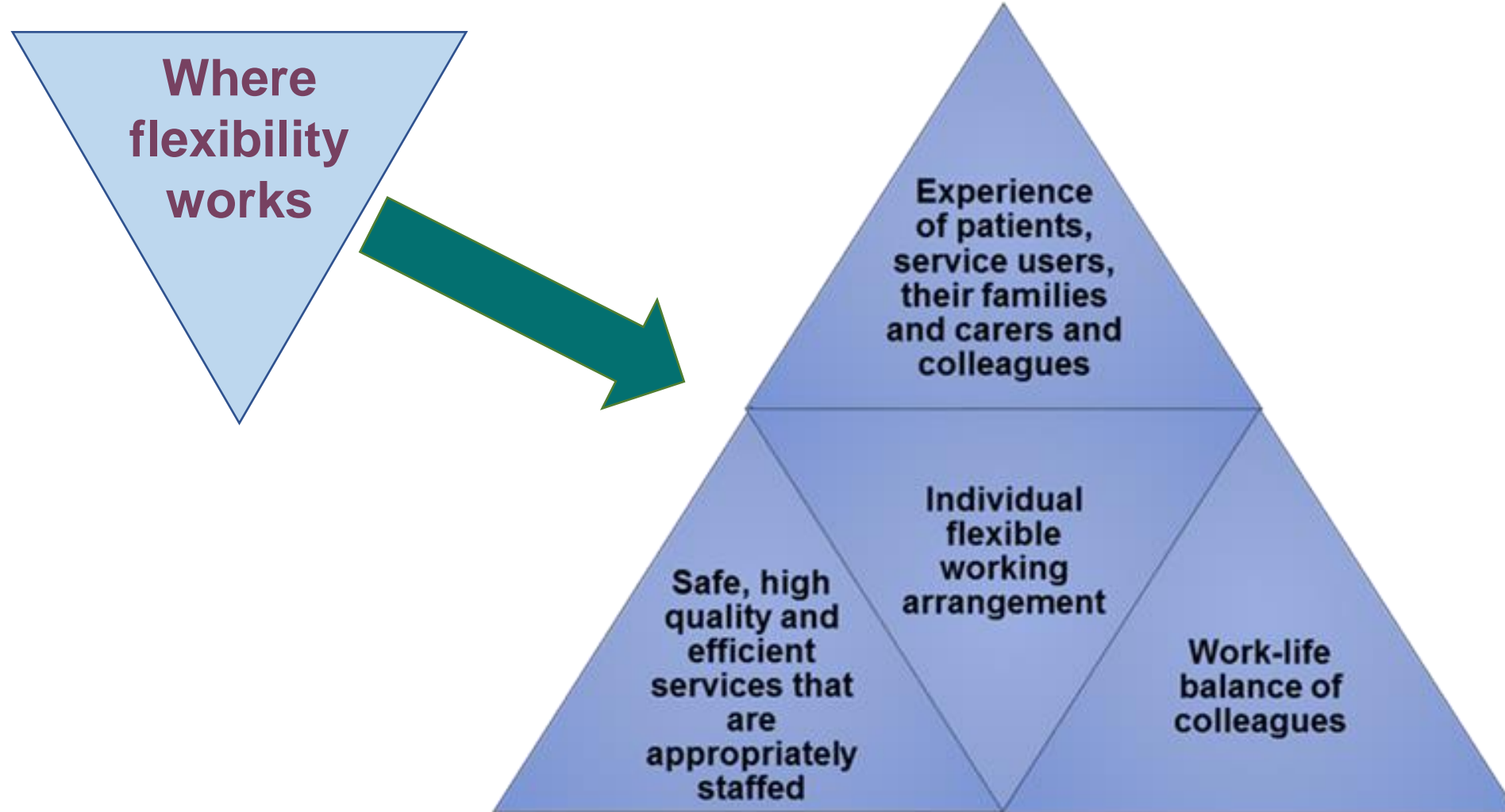
DESIGNING FLEXIBLE JOBS THAT WORK





Key principles for designing flexible work

JOB DESIGN IDENTIFIES FLEXIBLE ARRANGEMENTS THAT WORK

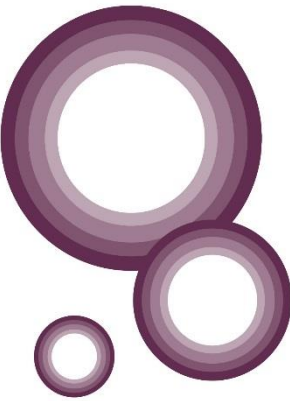


DESIGNING FLEXIBLE JOBS

Flexible job design:
Looking at the current parameters of a role and (re)designing it to build in flexibility

This will involve exploring...

- Objectives of the role & outputs to achieve them
- Where & when work needs to take place
- Impact on patients, team, direct reports
- Balance of different types of work in a role e.g., managerial / patient facing / research



CHALLENGES AND BARRIERS WE HEARD

“Flexi working should be offered at the beginning, but it is part of the agreement when you take on the role, we may not be able to chop and change it later on”.

“Some managers may perceive this as being too tricky or want to avoid this, and this may put them off promoting flexible working”

“There needs to be increased trust in employees, that if they are working from home, they are still working”.

“Some managers view remote working as not working, and still feel that everyone should be in the office, which drives a certain culture”.

“...concerned that there would be no give and take...and that whilst the employer may be flexible, employees may not be flexible back... it's now about finding the balance”

“... it's alright for you as you can work from home”.

THE IMPACT OF A FLEX WORKING REQUEST

FLEXIBLE WORKING ARRANGEMENT

“I was granted a flexible working arrangement after I was diagnosed with an underlying health condition. It has helped immensely with my work life balance and also my health and wellbeing. This enables me to have a day’s rest in the week to overcome the fatigue and balance out my ability to deliver 100 per cent in my job role”.

**Amanda Weightman, Clinical Nurse Specialist,
Maidstone and Tunbridge Wells NHS Trust**

COMPRESSED HOURS

“Undertaking compressed hours has still allowed me to perform my role effectively but also allows me to prioritise my health and wellbeing, letting me rest adequately and share valuable time with my family”.

**Keeley Ward, Head of Nursing Workforce and
Education, Medway NHS Foundation Trust**

JOB SPLIT

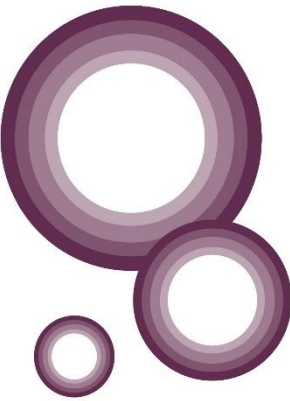
We have a split role, half in management and half as a clinical lead, which works incredibly well. We both work full time across a 4 day week, and have the flexibility to adjust as required to cover for each other. This arrangement works for both of us and our department”.

**Eileen Brookson and Jo Watts, Joint Head of Nutrition
and Dietetics, Dartford and Gravesham NHS Trust**

HYBRID WORKING

“For me, the hybrid style that we utilise within estates works very well for us as a team. I believe that it demonstrates a high level of trust within the organisation that teams can work just as well without daily supervision and allows teams and individuals to manage their workloads as is appropriate.”

**Daniel Richards, Head of Estates and Facilities, Medway
Community Healthcare**



Share on the chat:
Your experiences of
the benefits &
challenges of flex in
your teams

HOW TO ESTABLISH GOOD PRACTICES

Have regular conversations

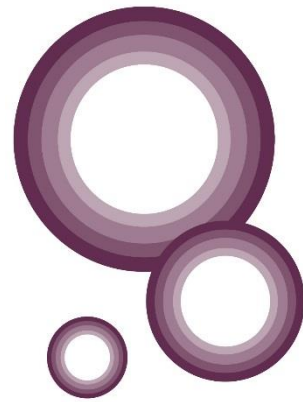
- Discuss flex as part of wellbeing / work life balance conversations
- Agree & review ways of working as a team incl. knowledge sharing

Make it inclusive

- Who is excluded & why?
- Hybrid/site
- Bands
- Systems/tech access
- Mindset

Be clear on service need

- What work needs to be delivered?
- Where?
- When?
- Who by?



How well do you currently do on these?

WHAT TO THINK ABOUT

WHERE – e.g. homeworking, virtual consultations, working in community

- Where is activity best completed?
- What work needs to happen synchronously and what can be done asynchronously?
- How important is it that team members are visible?
- How can we build connection & cohesion within the team & support those who need it (new joiners, apprentices, early career)?

WHEN – e.g. flexi time, reduced hours, shorter shifts

- Who can substitute when a team member is off?
- What are the service hours we must cover?
- Can we use flex to extend or improve these?
- When is a day too long?
- Where will the work go if a team member reduces their hours?
- What's the minimum number of shifts someone needs to do to keep their practice current?

HOW – e.g. team based rostering, Bank staff, weekend coverage

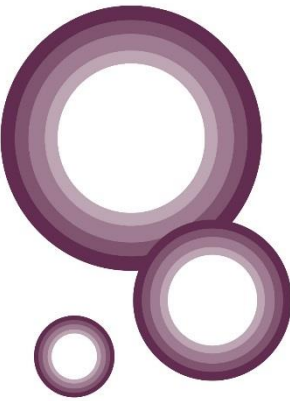
- How can technology enable agile working? Can it support visibility and accessibility?
- What unnecessary rules are we putting in place around shift times & length?
- How can I build more input & advance notice into the way we roster?
- Can I use systems to help?

TYPES OF FLEX AT KENT AND MEDWAY

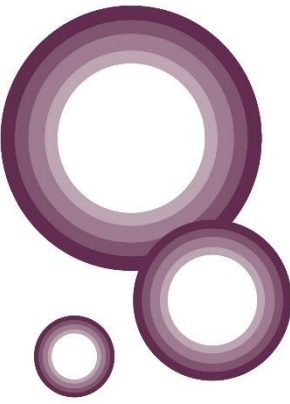
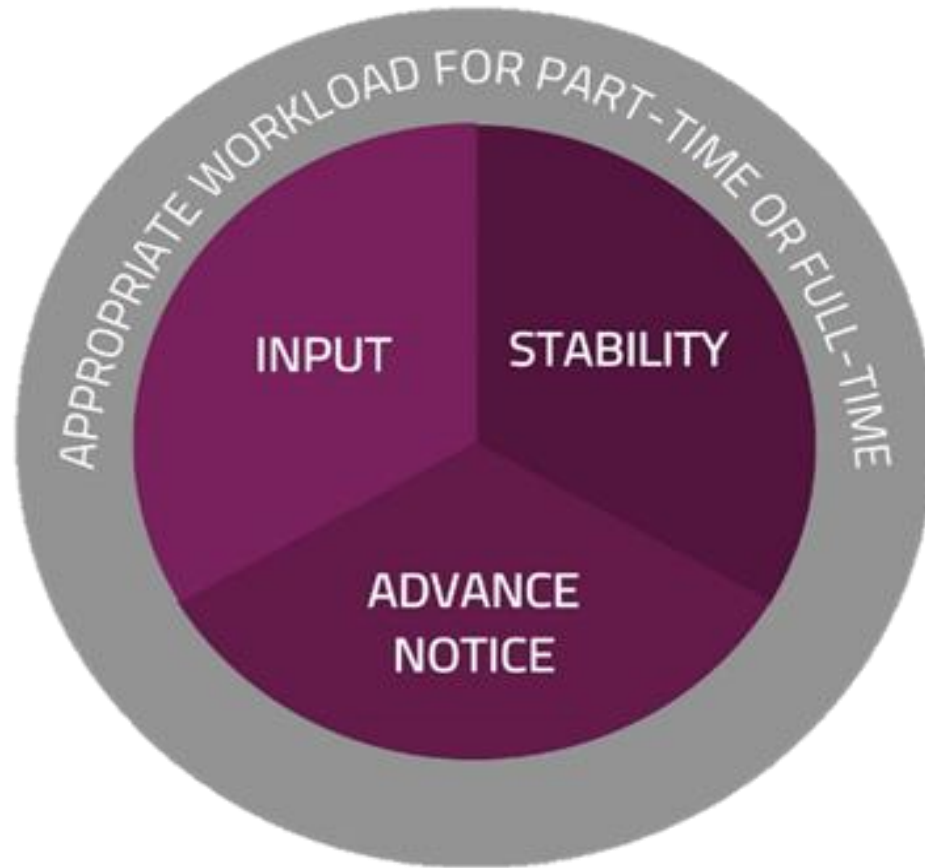
Our Flexible Working Commitment – Principles and guidance

“Members of our teams may have different working patterns as we move away from a nine to- five culture. This will depend on the needs of the team or service delivered”.

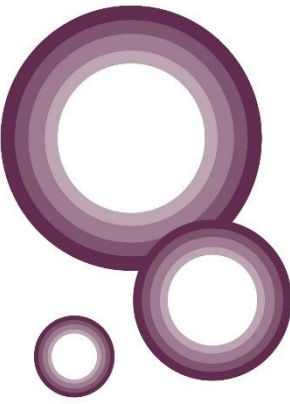
- Annualised hours
- Part-time working
- Compressed hours
- Job sharing
- Flexitime
- Home working
- Secondments/ redeployment
- Self-rostering
- Team-based rostering
- Temporary reduced working hours
- Hybrid / Agile working



WHAT INFLUENCES THE EXPERIENCE OF 'FLEXIBILITY' IN SHIFT BASED ROLES?



ENABLING FLEXIBILITY IN YOUR TEAM



Supporting your team to work flexibly

A line manager's guide



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

THE NHS STAFF COUNCIL | timewise
WORKING IN PARTNERSHIP



Flexible working in the NHS

A toolkit for individuals

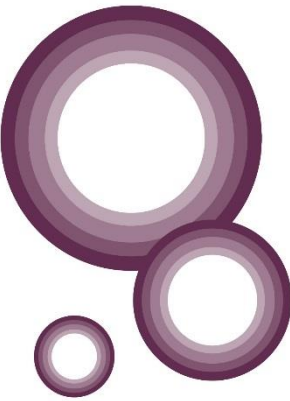


We are compassionate and inclusive
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THE NHS STAFF COUNCIL | timewise
WORKING IN PARTNERSHIP

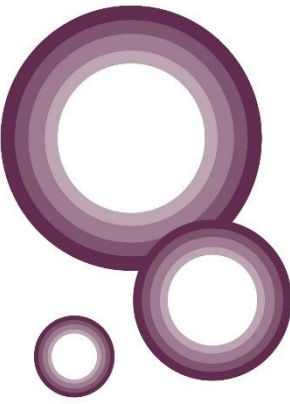


YOUR VIEWS - POLL



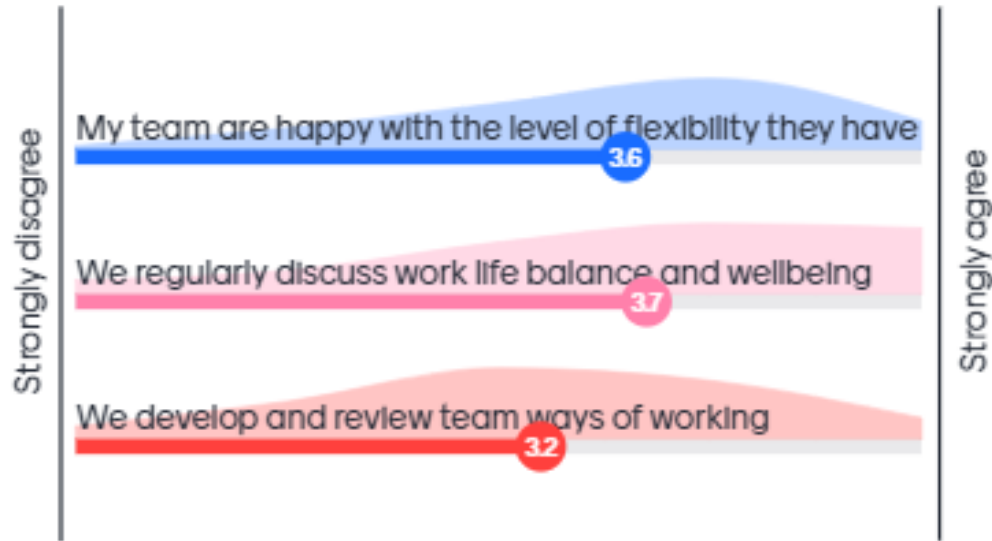
Think about your
own team

Go to www.menti.com and use the code 3128 3277



How far do these statements apply to your team?

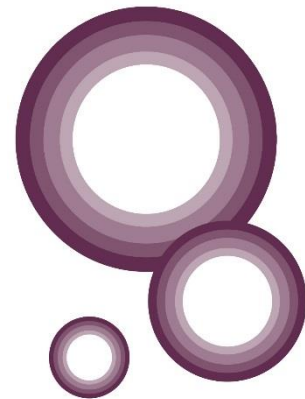
Mentimeter



BREAK



BRINGING IT TO LIFE - EXAMPLES



EXAMPLES OF FLEX FROM HEALTH & SOCIAL CARE

Ashford & St Peter's Hospital Mixed Orthopaedic Ward

Enhancing **stability, input & advance notice** through rostering practices

- Set shift patterns on a four week roster period
- Rotas published well in advance
- Ability to request up to 6-8 shift changes per roster period via RotaGeek
- Shift swaps for last minute needs where possible

Birmingham Children's Hospital

Team based rostering gathering **long term roster preferences**

- Team members complete a form of working preferences – restrictions, set days off, clubs they attend
- Information is recorded within the roster rules on the system so that they can be accommodated where possible in an automated way
- Forms are reviewed & updated as needs change

Southport & Formby Primary Care Network

Flexibility in General Practice

- Process mapping exercises to understand the skills mixes needed
- GP partners, senior physicians, health visitor staff can choose to compress their hours working 4 slightly longer days
- Rotating day off enables cover and longer days enable longer service hours for patients
- Long weekend every 5 weeks

“Team based rostering has allowed us to look at shift patterns differently and break the ‘rules’. It’s sometimes helped us fill outstanding shifts. Also, happier staff means fewer shift swaps”

“The days off move each week, and they were designed that way, It was organised fairly, and this gives us that extra flexibility... give people what they want”

A REMINDER OF WHAT TO THINK ABOUT

WHERE

- Where is activity best completed?
- Visibility
- Connection / cohesion
- Synchronous / asynchronous work

WHEN

- Substitutability
- Service core / key hours
- 'Cover' if required
- Length of day
- Appropriately sized workload
- Minimum time to do role

HOW

- Shift length / times
- Rostering process
- Use of systems to work differently
- Incorporating employee preferences

A WORKED EXAMPLE

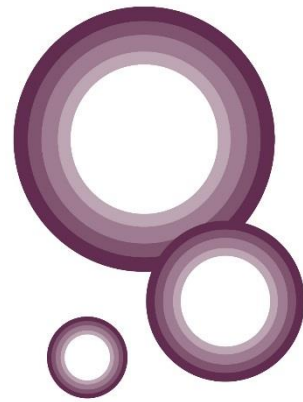
General Porter, Band 2 role within hospital

What types of flexibility could be considered?

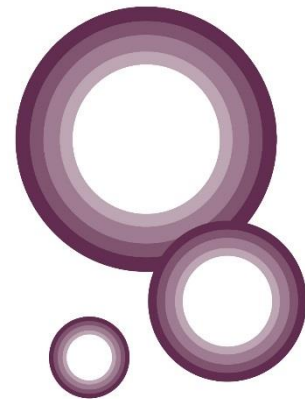
WHERE – very limited opportunities for flexibility about place. Potentially very occasional work from home to complete training activities if technology is available & it fits with agile working guidance

WHEN – match shift patterns to peaks & troughs in demand or fixed tasks in the day that need to be covered e.g. early, late, night and twilight patterns, which provide flex around start and finish times. Consider fewer shifts for part time work.

HOW – team based or self rostering, on call arrangement for absence cover, providing training for cross cover so other teams can help during times of high demand



TAKING ACTION IN YOUR TEAMS



PERSONAL REFLECTION ACTIVITY



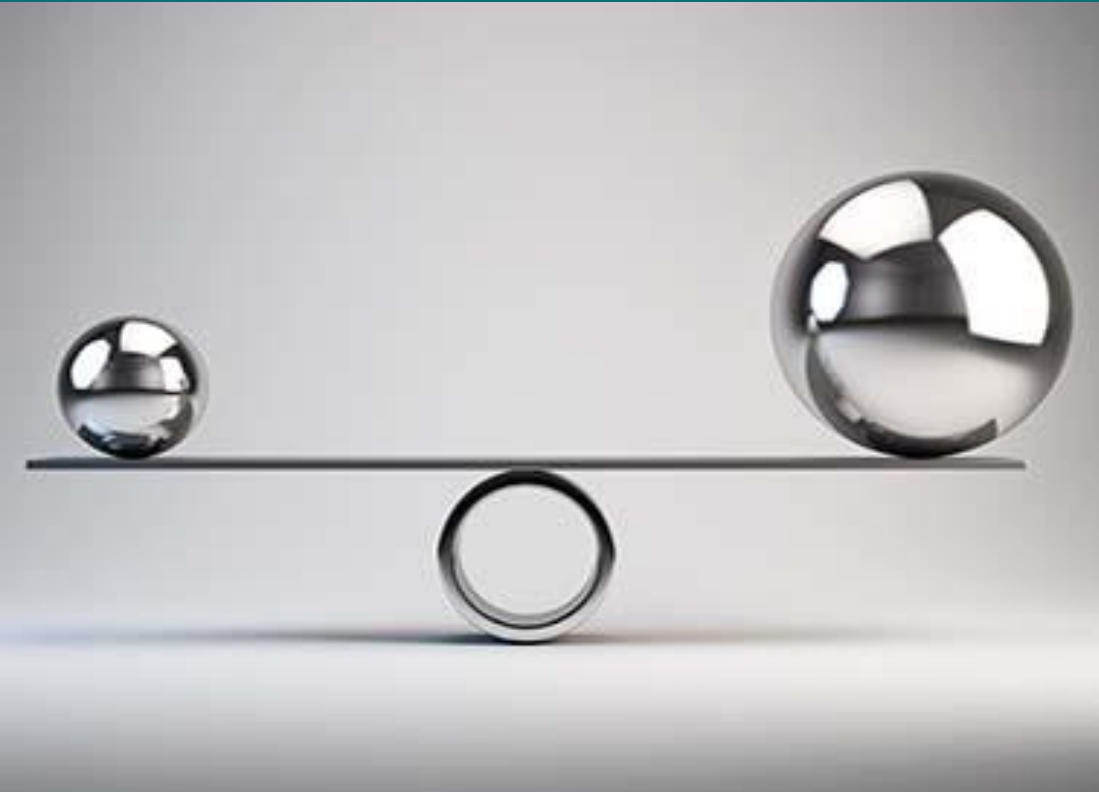
Choose a role in your team and make some notes about what flexibility you could enable for the team member(s) using When/Where/How

Try to choose a 'hard to flex' role!

Pages 9, 10 & 11 in line manager guide provide questions to assist you



A CALCULATED INVESTMENT

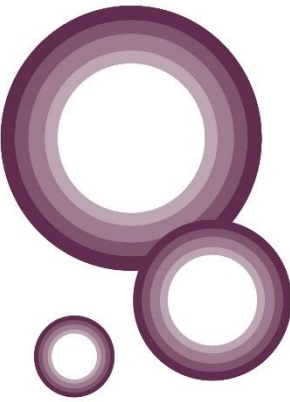


A flex programme for 306 nurses across 9 wards would break even in 3 years through a reduction in sickness absence of just 0.8 days per person per year

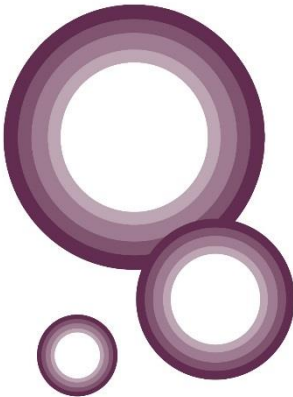
[Source: Timewise, Reaching a positive financial return on investment in flexible working, 2022](#)



FOCUS ON FLEXIBLE HIRING



THE GAP BETWEEN SUPPLY AND DEMAND FOR FLEXIBLE JOBS



9 IN 10 PEOPLE
WANT FLEX



5 IN 10 PEOPLE
WORK FLEX



3 IN 10 JOBS
OFFER FLEX

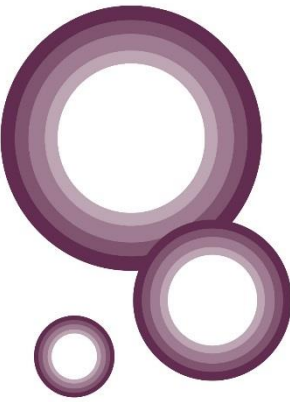
* The Timewise Flexible Jobs Index 2022



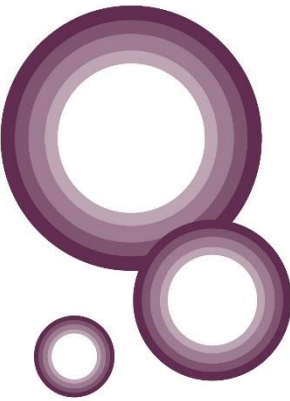
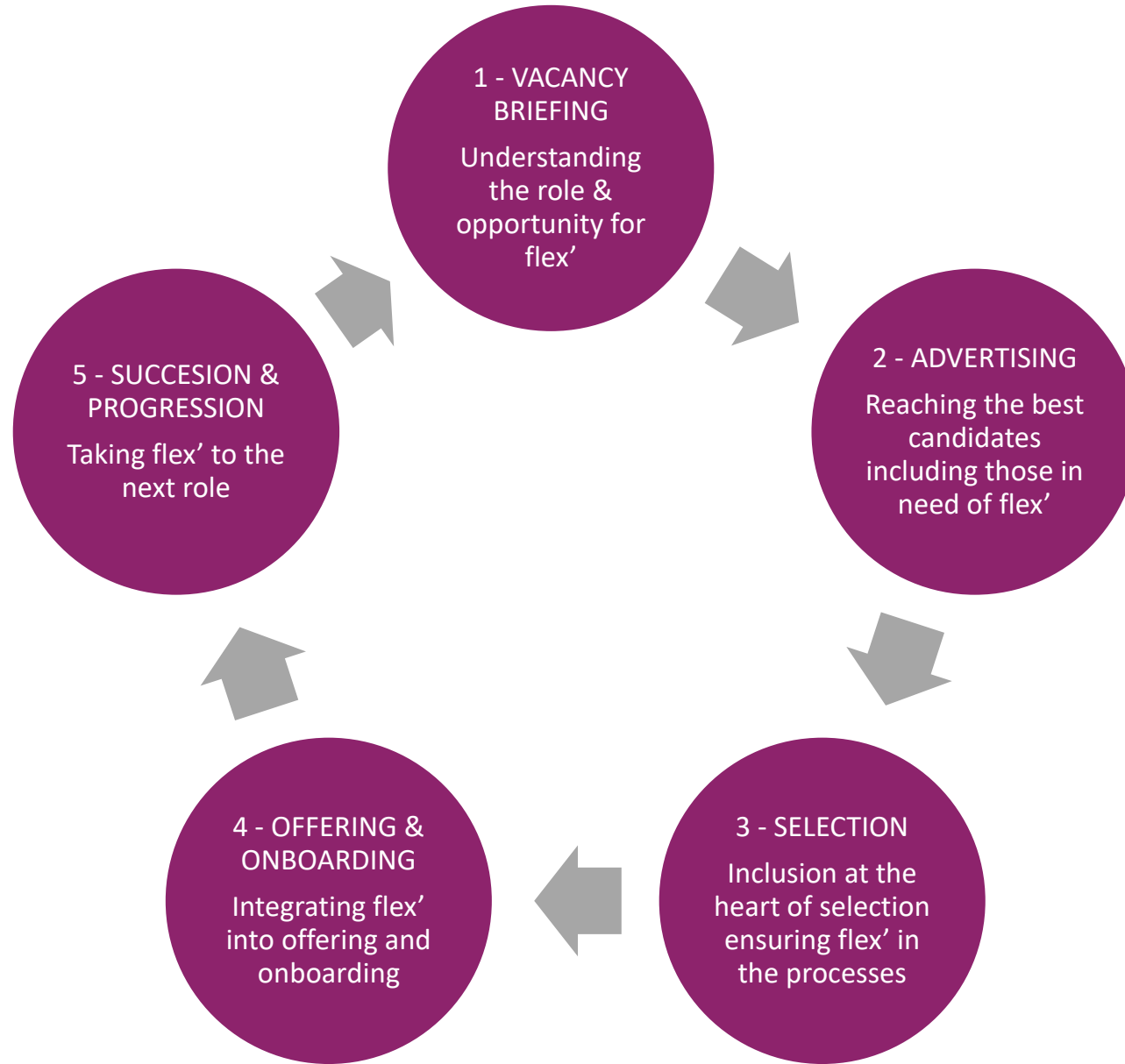
DEMAND OUTSTRIPS SUPPLY



**TALENT BOTTLENECK CAUSED
BY LACK OF FLEXIBLE JOBS**



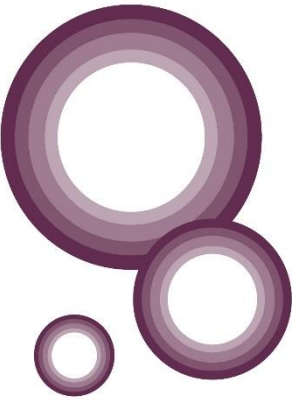
STEPS TO SUCCESS



STEPS TO SUCCESS

1 - VACANCY BRIEFING

Understanding
the role &
opportunity for
flex'

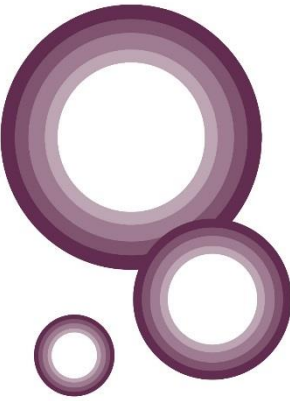


WHAT STOPS YOU ADVERTISING ROLES WITH FLEXIBLE WORKING?

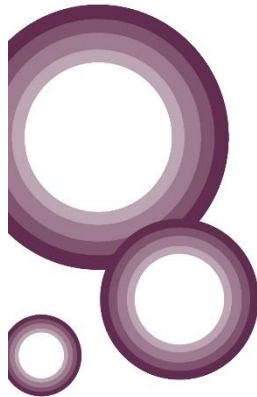
www.menti.com

and type in code

3128 3277

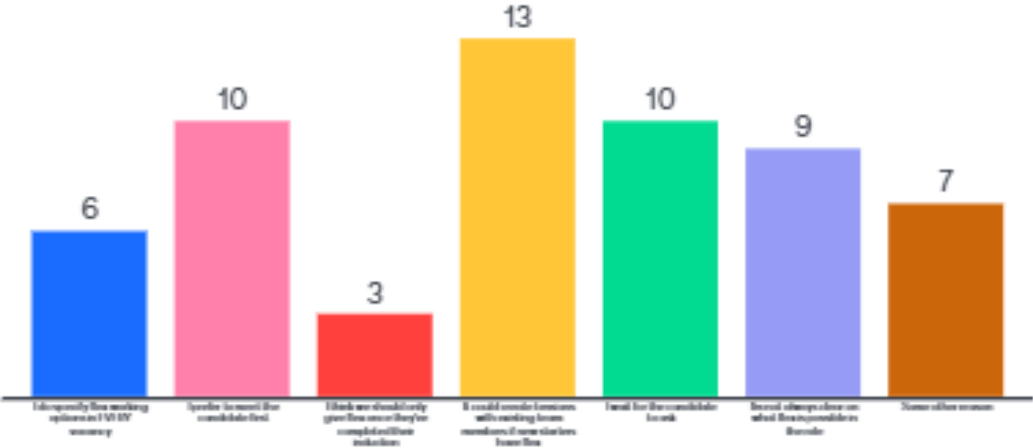


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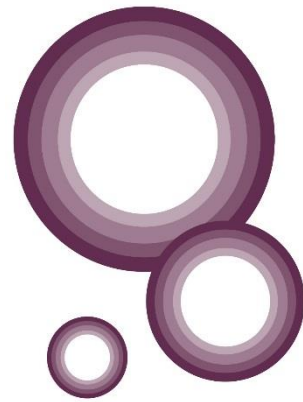
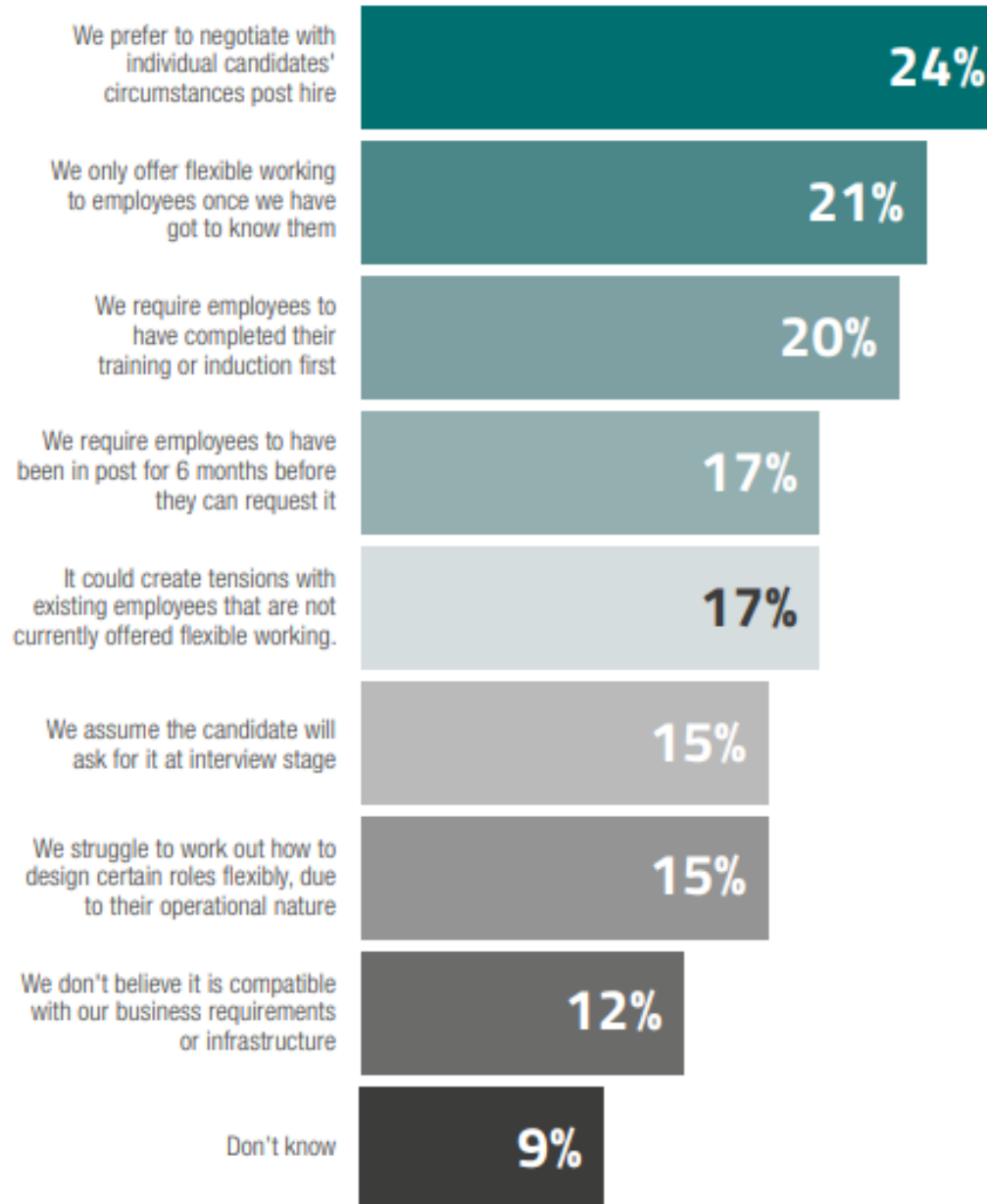


Why do you not consistently advertise working in job ads? (select all that apply)

Lost contact with audience
Press [Activate slide] to refresh connection. [Activate slide](#)

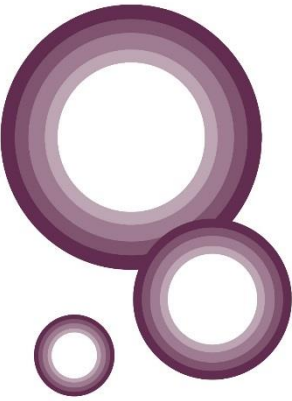


WHY ISN'T FLEX OFFERED MORE OFTEN AT POINT OF HIRE?



2 - ADVERTISING

Reaching the
best candidates
including those
in need of flex'



HOW YOU TALK ABOUT FLEX IS IMPORTANT

OK

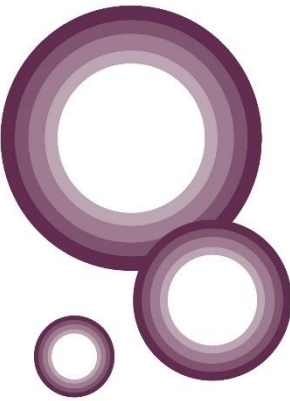
Include a statement at bottom of job adverts/careers page, so people know they can ask

Better

Include a statement at the top, welcoming applications from people who want to work flexibly

Best

Specify types of flex you can offer for a role – use drop down boxes in TRAC/NHS Jobs to do so





Registered Nurse - Suits You Shifts

NHS - National Health Service

Wakefield/Dewsbury, Yorkshire

Description

Permanent - Band 5 Flexible Working Nurse at Dewsbury & District Hospital or Pinderfields Hospital

Are you an Adult Registered Nurse who is looking for flexible working arrangements with a supportive, understanding employer? Come join our outstanding nursing team working at Dewsbury & District Hospital or Pinderfields General Hospitals.

At Mid Yorkshire NHS Hospitals, we realise that many Registered Nurses have busy and demanding commitments outside of their working life and are unable to commit to the traditional shift patterns. With this in mind, we are proud to be able to offer a variety of flexible working options working as a 'Suits You Nurse' at Dewsbury & District Hospital or Pinderfields General Hospital.

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



The Mid Yorkshire Hospitals
NHS Trust

**ROYAL FREE TO
BE YOUR BEST**

NHS
Royal Free London
NHS Foundation Trust

[Our trust](#)

[Your career](#)

[Jobs](#)

[Overseas applicants](#)

[Our hospitals](#)

[START YOUR CAREER](#)

FREE TO BE YOU

We're an employer that prides itself on inclusivity and the diversity of its workforce.

FREE TO BE BOLD

We believe in empowering people to take responsibility, take the initiative and break new boundaries.

FREE TO CARE

We prioritise our people and patient care above performance figures and targets.

FREE TO GROW

We're committed to helping you fulfil your potential and take your skills in new directions.

FREE TO BE FLEXIBLE

We'll work around your lifestyle with flexible hours and create roles with a real work/life balance.

FREE TO LEARN

We actively support and encourage your personal and professional development.

FREE TO INNOVATE

We value creativity, originality and the willingness to find new ways to excel.

FREE TO SHAPE THE FUTURE

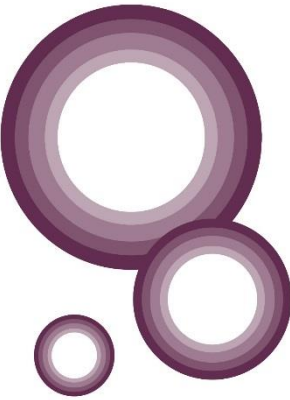
We value your contribution and actively encourage you to get involved in the future of the trust.

FREE TO BE PROUD

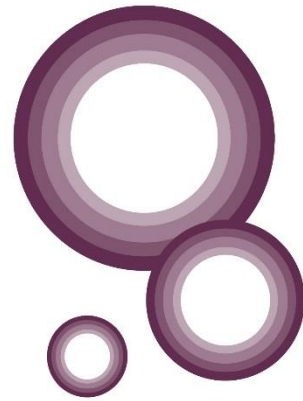
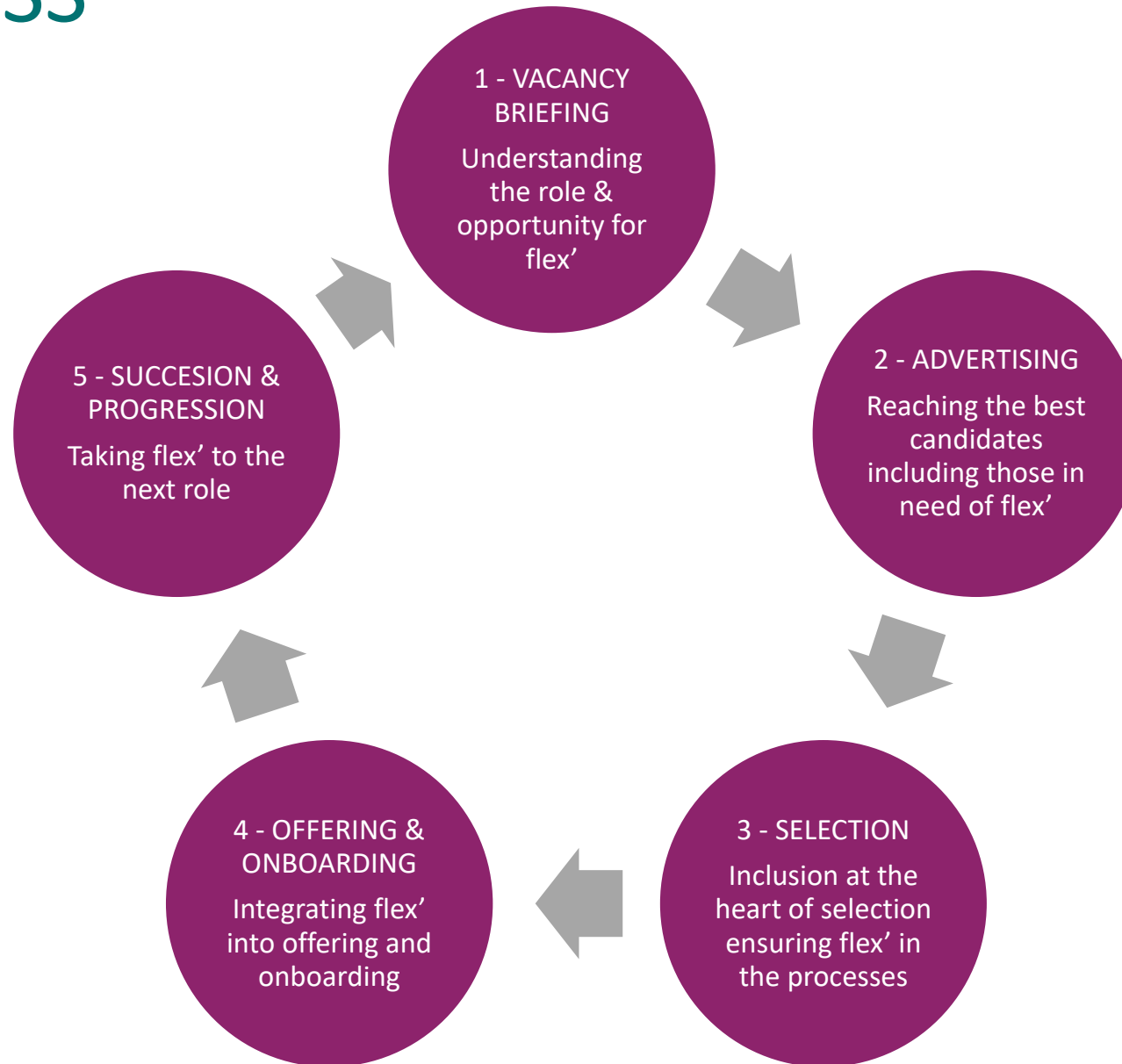
We're proud to be a world-leader and prouder still of our ambitious, talented team, driven to make a difference.

FREE TO SHARE

We'll help you collaborate, connect and share best practice to enhance your knowledge.



STEPS TO SUCCESS

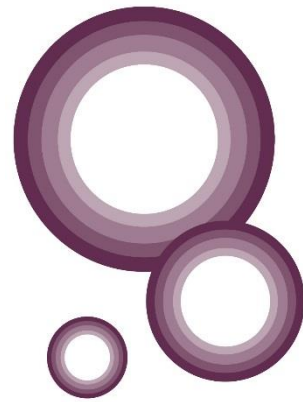


FLEXIBLE HIRING: 5 QUESTIONS TO GET YOUR MESSAGE CLEAR

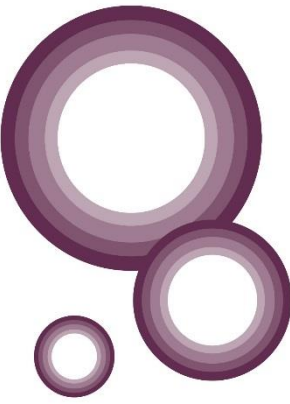
Make notes under each question below, and then use these to summarise a message for applicants about your approach to flex hiring

Q: How does flexibility support or improve my team/service?	Q: What types of flexibility work best within my team/service? (think about examples)	Q: What choice can I offer candidates / team members about how they work?	Q: How do I and other managers in the team role model flexible working?	Q: At what stage will I raise flexible working / working patterns in the recruitment process?

What I want applicants to know about flexible hiring and flexible working in my team:



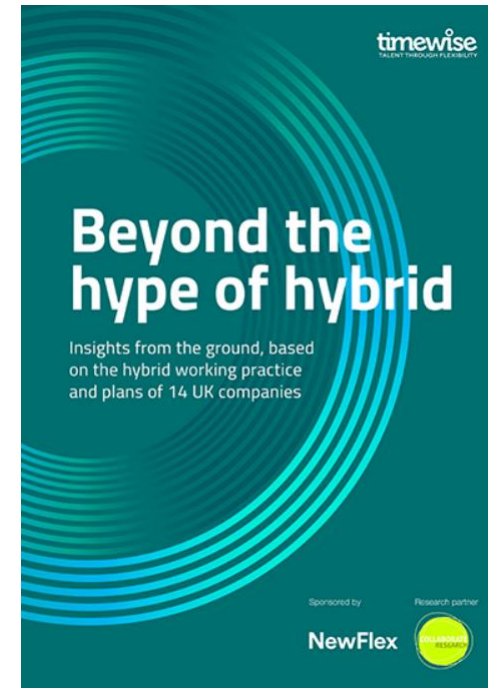
YOUR COMMITMENT



FURTHER INFORMATION

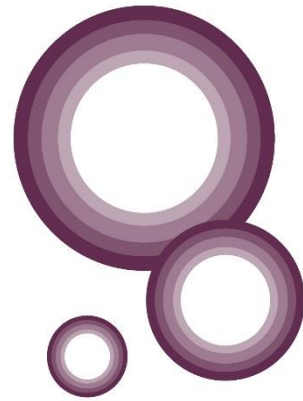
Your very own microsite full of resources:

<https://timewise.co.uk/nhs-kmpt-resource-library/>



Feedback survey:

https://www.surveymonkey.co.uk/r/_postmasterclasssurvey_KM



THANK YOU!

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