

Our NHS, your HFMA

# Brighter Together

Workforce Forum  
20 June 2018



Our workforce conference explores the challenges, opportunities and progress to improve workforce efficiency and value in the NHS. The NHS has ambitious plans to deliver its Five Year Forward View that are underpinned by a sustainable workforce. Bringing together best practice from across the NHS this practical event features interactive workshops, case study presentations and networking opportunities. Attendees will develop a greater understanding of the workforce issues facing the NHS and how to work with clinical colleagues to deliver excellent clinical and financial outcomes.

As well as plenary and Q&A sessions, the day will also include opportunities for more detailed discussion on current topics. It aims to provide both a strategic overview and the opportunity for technical discussion.

## Provisional Programme

**08.30**    **Registration, exhibition and networking**

**09.30**    **Workshops**

**10.30**    **Coffee and networking**

**11.00**    **Chair's welcome and housekeeping**  
*Nicky Ingham, Executive Director, HPMA*

**11.05**    **The NHS at 70: becoming a modern model employer**  
*Professor Ian Cumming OBE, Chief Executive, Health Education England*

It is undeniable that a major shift in the NHS workforce strategy is needed to meet the growing strains that the NHS is under. Ian will join us to give early insight into the contents of 'Facing the Facts, Shaping the Future', the new health and social care workforce strategy, due to be published in July.

In his session Ian will:

- summarise the current state of the NHS & social care workforce, and tackle some of the common myths
- touch upon the expected impact of Brexit and the opportunities of the apprentice levy
- share details of HEE drive on international recruitment, including 'earn, learn and return'
- consider the importance of workforce to operational productivity (GIRFT) and the work on agency spend

- describe how we modernise medical and multi-disciplinary education and training
- challenge us to think about how we create the shift needed to become a modern model employer.

Finally, Ian will give his personal thoughts on the key role of the partnership between finance and HR professionals, and how it can help shape the future success of the health and care workforce.

**11.40 Treasuring the NHS's greatest asset – retaining our workforce**  
*Professor Mark Radford, Director of Nursing, NHS Improvement*

A strong workforce is an essential component in delivering modernised health and social care, as set out in the Five Year Forward View. Mark will explore the current challenges faced by organisations trying to attract and retain staff, and crucially what can be done to address the issues.

In addition, with numbers of nurses leaving rising, Mark will also discuss the specific challenges of retaining nurses and highlight strategies that have been used effectively to reverse these trends.

**12.10 Panel Q&A**

Ian and Mark will answer any questions delegates may have in this joint Q&A session.

**12.30 Lunch**

**13.30 Creating conditions for success: how do we make the NHS a competitive employer?**

*Danny Mortimer, Chief Executive, NHS Employers*

The publication of HEE's National Workforce strategy in July, will bring about both immediate and long-term recommendations for all NHS organisations in order to create the workforce of the future. Danny will focus on what we can do now to start dealing with the issues such, such as cuts in CPD funding, a lack of flexibility surrounding the apprenticeship levy and the changing immigration policy for recruiting staff from overseas.

With low levels of unemployment, the NHS is being faced with the task of becoming a competitive employer within a global and highly competitive job market. Danny will touch upon this as well as touching upon attracting and recruiting future generations; ensuring that the NHS reaches 100 with a varied and committed workforce.

**14.15 Coffee and networking**

**14:45 Workshops**

**15.45 Workshops**

**16.45 Forum close**

*Workshop programme overleaf*

## Workshops 09.30 – 10.30

### (1A) Tackling the temporary workforce challenge together – how some trusts are driving down medical agency costs through ground-breaking collaboration and benchmarking

*Ian Child, Procurement and Performance Director, Liaison*

Working closely with NHS Improvement, Liaison have been improving STP regions understanding of agency spend as part of the national programme. Pilots are currently being run with NHS South East/Central and North West London to allow 'up to the minute' regional, STP and Trust comparisons on spend. These pilots are using data to allow organisations to challenge both staff and agencies on bookings. Liaison is also providing regional gap analysis and trends for Health Education England to consider.

In this session delegates will draw on the findings of Liaison's Booking Rate Index, highlighting current temporary staff booking rates and demonstrating how some trusts are collaborating to drive down temporary staffing costs.

### (1B) Upskilling workforce to overcome supply issues: a case study from East Lancashire

*Jonathan Wood, Deputy Chief Executive & Director of Finance, Kevin Moynes, Director of HR and OD and Alistair Gray, Clinical Services Lead Pharmacist, East Lancashire NHS Trust*

In an effort to overcome workforce supply issues, East Lancashire NHS Trust sought to consider the various options available to bring different skillsets to their organisation that compliment those already present. Focusing on one area of the issue, the trust started to invest heavily in ward-based pharmacists and gave them the training and skills to undertake roles and responsibilities that previously only doctors could do. The reduction in pharmacy spend alone from this scheme paid for the investment made and the trust were then able and equipped to use similar processes to develop the skills and training of associate nurses.

Jonathan and Kevin will share with delegates the process and benefits of the scheme and share how the trust has benefitted both from a quality of care and financial perspective. As a passionate advocate of the scheme and pharmacist, Alistair will then share with delegates his personal experience and the career development he has experienced at East Lancs.

### (1C) Earn, learn and return

*TBC, Health Education England*

In 2017, Harrogate began the first trust to pilot 'earn, learn and return' initiative established by Health Education England (HEE). Approximately 500 nurses from India were brought over to the UK to work for a fixed period whilst gaining postgraduate experience in a specific area. The scheme ensures that the nurses who come to the UK meet the requirements set by the Nursing and Midwife Council and aims to combat the nursing staff shortage that currently effects the NHS.

HEE is now talking about introducing similar schemes in partnership with the Philippines and aims to bring around 5,500 into the country on the 'earn, learn and return' scheme. HEE will join us to share details about how the scheme has progressed and any benefits, the trust has encountered as one of the first wave of pilots. To conclude, delegates will have the opportunity to put any questions to regarding the scheme.

## Workshops 14.45 – 15.45

### (2A) Next steps in reducing NHS agency staff expenditure

**Danielle Petch**, Associate Director of HR, The Rotherham NHS Foundation Trust, **Dominic Raymont**, Deputy Director of Agency Intelligence and **Martin Innes**, Senior Operational Agency Data and Intelligence lead, NHS Improvement

Over the past three years, the team at NHS Improvement have been working closely with trusts and NHSI regions to reduce the NHS's agency bill by a third, but temporary staffing costs still account for around 10% of the total pay bill in the NHS. Although great strides have been made by both the team at NHS Improvement and trusts in this area, there is still much more work to do.

Dominic and Martin will share with delegates:

- the opportunities and potential savings to be had within trusts from NHSI's agency programme
- ways of identifying staffing overcharges in trusts
- how organisations can shift to a more rounded, flexible resourcing structure

Danielle will join Martin and Dominic to offer a case study from The Rotherham NHS FT.

### (2B) One Trust's experience of engaging with their staff and the positive impacts

**Ashi Williams**, Director of People and **Michael Hiron**, Trust Staff Engagement Lead and Freedom to Speak Up Guardian Dudley and Walsall Mental Health Partnership NHS Trust

In March of this year, Dudley and Walsall were rated the second best specialist Mental Health & Learning Disability Trust in the country for overall staff engagement. The trust also received an overall staff satisfaction score of 3.94 out of 5

Dudley and Walsall has worked tirelessly over the last three years to improve overall staff engagement and working conditions, address issues around bullying and harassment. A combination of steps were taken to improve staff satisfaction, including appointing a staff engagement officer, launching new Trust values and accompanying behavioural framework, appointing work place advisors, staff engagement champions and a health and wellbeing plan which was introduced for members of staff. The trust also shifted their focus to recruitment and retention, ensuring that they maintained their current workforce whilst also focusing on new ways to grow it.

Ashi and Michael will join us to share with delegates the improvements made during the last three years and to explore the lessons learnt throughout the process.

### (2C) The impact of Brexit on the NHS workforce

**Caroline Waterfield**, Assistant Director, Employment Services NHS Employers

The UK's decision to leave the European Union in 2016 has caused significant uncertainty amongst the NHS workforce. With a large amount of the NHS's workforce being from EU countries, it is uncertain the effect Brexit is going to have and as many as 41% of staff currently believe the referendum will have a negative effect on their organisations.

NHS Employers have been working on the behalf of the NHS workforce to influence the UK government's negotiations and will join us in this session to give delegates an update on the most recent position.

## Workshops 15.45 – 16.45

### (3A) **How to dramatically reduce agency spend - learnings and practical advice for Trusts**

**Melissa Morris**, Chief Executive and founder, Lantum and **Bev Evans**, Partner, Carnall Farrar

Lantum and Carnall Farrar have been working together to deliver significant savings in agency spend quickly and effectively to NHS organisations throughout the country. The state of the art software 'Lantum,' built specifically for NHS providers to build and manage staff banks through a direct engagement model. Over 100 large providers across the NHS are using the software to build banks, share staff with neighbouring trusts and radically reduce agency spend.

Carnall Farrar has been working closely with individual NHS Trusts as well as across whole health systems, to identify root causes of agency demand, as well as supporting Trusts to deliver significant and rapid savings by operationally holding firm to hourly rate caps for agency staff.

In this workshop, delegate will hear:

- A 5-step approach to reducing agency spend within their trusts
- An STP case study focusing on how working together can break the cycle of competition between trusts
- A look at the different models of a collaborative bank and their pros and cons

### (3B) **Buurtzorg: the Dutch model of neighbourhood care**

**Robert Stevens**, HR Business Partner, Guy's & St Thomas' NHS Foundation Trust

Originating in the Netherlands, the Buurtzorg model enables and supports patients with care needs to live independently with less formal care in their communities. The model aims for resources to be allocated in the most efficient areas to improve overall productivity and reduce the time patients spend in hospital. The model is showing evidence of patients becoming more independent and taking ownership of their own care plans.

As the first trust to trial the Buurtzorg approach in the UK, Robert will join us to share Guy's and St Thomas experiences; discussing both the benefits and difficulties that they have encountered since its adoption in 2016. Robert will also share how the model has potential costs savings of up to 40% and has become increasingly popular with community nursing staff as it frees up time which is then directed towards more acute in hospital care.

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