

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

14 March 2024

Welcome

Becky Wilson

Senior Programme Officer

NHS Employers

SUPPORTING OUR NHS PEOPLE WITH THE RISING COST OF LIVING

GROUP'S AIMS

- Today's ambition:
- IDEAS & APPROACHES TO SUPPORT STAFF WITH THE RISING COST OF LIVING
 - CREATE A SUPPORTIVE COMMUNITY OF PEOPLE



EXPLORE & LOOK AT LONGER TERM STRATEGIC IMPACTS & THEIR SUSTAINABILITY
JEN GARDNER

PROVOCATION OF THOUGHT & HOW WE MAXIMISE PARTNERSHIPS

FORCE FOR LOBBING CHANGE

FROM ISSUES TO SOLUTIONS

BE STRATEGIC

- ### Long term
- IN WORK PROGRESSION
 - FINANCIAL EDUCATION / WELLBEING
 - TACKLING THE STIGMA AROUND MONEY
 - SUSTAINABLE REWARD OFFERS
 - EMBED A CULTURE OF FLEXIBLE WORKING
 - GETTING THE BASICS OF WELLBEING RIGHT
 - WORK IN PARTNERSHIP AT SYSTEM LEVEL

change in mindset

- ### Short term
- FREEBIES, DISCOUNTS & VOUCHERS
 - SHORT TERM FINANCIAL SOLUTIONS
 - SUBSIDISED FOOD

what we've tried since the last session...

- ADOPTION OF REAL LIVING WAGE
- MEAL DEALS
- STAFF HARDSHIP FUND
- EXCEPTIONAL SUPPORT FUND FOR STUDENTS
- FOCUS ON PARTNERSHIPS

RUTH LOWE

- BE BOTH RESPONSIVE & PROACTIVE - FUTUREPROOF
- EDUCATE MANAGERS ON WHAT'S AVAILABLE
- HOW DO WE HELP STAFF HELP THEMSELVES?

COST OF LIVING HUB

- NUMBER ON PROGRESSION
- CONSIDER THE COSTS OF LIVING
- WHAT SERVICES ARE ASKED?
- HOW CAN WE HELP?
- MANAGERIAL SUPPORT
- EMBED A CULTURE OF FLEXIBLE WORKING
- SUSTAINABLE STRATEGIC APPROACH

KATE JARMAN

- HELP PEOPLE MANAGE COSTS
- AFFORDABLE & ACCESSIBLE CHILDCARE
- ANY HOURS - WAY OF WORKING
- FLEXIBLE WORKING

BE BRAVE

- FOCUS ON BASIC WORKING CONDITIONS

ALI WEBSTER

- HOW DO YOU OFFER DIFFERENT THINGS?
- MANAGES STRESS
- LISTENS & ENGAGES
- OPEN UP OUR APPROACH
- LEAD THE WAY
- DATA DRIVEN APPROACH TO REWARD

- ### THEMES WE'VE HEARD...
- DECISIONS BASED ON STAFF FEEDBACK
 - OUR WORK IS CHANGING SO ROLES NEED TO TOO
 - CARERS RESPIRE & BACK UP CARE



PARITY

SOME WHO ARE SPENDING MORE MONEY THAN OTHERS

PLAY FOR THE FUTURE

CHILD CARE COSTS & FLEXIBLE WORKING

TEST & LEARN MODEL

IN WORK PROGRESSION

UTILISING APPRENTICESHIP LEVY

MAKE JOB DESCRIPTION & PERSON SPECIFICATION EASY TO UNDERSTAND

PROVIDE IN-HOUSE TRAINING

STUDENTS & APPRENTICES

WELFARE MEETINGS

HEALTHY WELLBEING CHAMPIONS

MEMBER TO DAMAGE... SUPPORT TRIPS DAMAGE

USE LEARNING APP

EMBEDDED SUCH TIME

TRAINING TIME

STIGMA & FINANCIAL WELLBEING

EMOTIONAL, PHYSICAL, SOCIAL, FINANCIAL

HEALTH NEED ASSESSMENTS FOR MEALS

IT'S OKAY TO NOT BE OKAY

BORED LEVEL CHAMPIONS FOR WELLBEING

BE FLUENT IN HAVING FINANCIAL WELLBEING CONVERSATIONS WITH STAFF

DIFFICULT CONVERSATIONS TRAINING

REFLECTIONS

THEY'RE NOT WE DON'T KNOW ABOUT

FOUND PROJECT PLANNING HELPFUL... WE DON'T NEED TO OVER COMPlicate

- ### enablers:
- EVALUATION & MEASURING IMPACT OF SUCCESS
 - COMMUNICATION & REACH (E.G. DIGITAL INCLUSION)
 - WORKING IN PARTNERSHIP
 - INVESTMENT & UPSKILLING LINE MANAGERS

NHS Employers

HAVE THE COURAGE TO CHANGE WHAT CAN BE CHANGED

visual by WEAREIUM.COM

Cost of living hub to support employers

LONG TERM:



- IN WORK PROGRESSION
- FINANCIAL EDUCATION & WELLBEING
- TACKLING THE STIGMA AROUND MONEY
- SUSTAINABLE REWARD OFFERS
- EMBED A CULTURE OF FLEXIBLE WORKING
- GETTING THE BASICS OF WELLBEING RIGHT

ENABLERS:



- TAKING A DATA DRIVEN APPROACH
- COMMUNICATION & REACH
↳ E.G. DIGITAL INCLUSION
- WORKING IN PARTNERSHIP AT A SYSTEM LEVEL
- BOARD BUY IN
- INVESTMENT & UPSKILLING LINE MANAGERS
- SUPPORT VULNERABLE GROUPS

SHORT TERM:



- FREEBIES, DISCOUNTS & VOUCHERS
- SHORT TERM FINANCIAL SOLUTIONS
- SUBSIDISED FOOD

Cost of living masterclasses

- Taking a data led approach and achieving board buy in (August 2023)
- Supporting our NHS workforce with the rising cost of living: the role of anchor institutions and systems working (November 2023)
- Tackling the stigma surrounding financial wellbeing conversations (January 2024)
- Enabling a culture of flexibility to support staff with the rising cost of living (March 2024)



Agenda

1. Welcome, introduction and context setting

Becky Wilson, Senior Programme Officer, NHS Employers

2. Flexible working from NHS Employers

Hannah Barton, Senior Programme Officer, Staff Experience

3. Lets talk about flex at LSCFT

Kelly Morrison, People Promise Manager, Lancashire & South Cumbria NHS Foundation Trust

4. Enabling a culture of flexibility

Kate Jarman, Director of Corporate Affairs, Milton Keynes University Hospital

5. Q&A session

Chance for you to ask our speakers their advice and hear their top tips on enabling a culture of flexibility

6. Next steps, evaluation and close

Hear about how you can stay involved in this important conversation

Hannah Barton

Senior Programme Officer
NHS Employers

Kelly Morrison

People Promise Manager

Lancashire & South Cumbria NHS Foundation Trust



We are Kind



We are Respectful



We are Always Learning



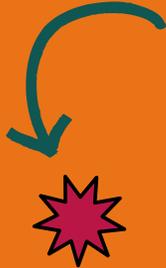
We are a Team

NHS

Lancashire &
South Cumbria
NHS Foundation Trust



LET'S TALK ABOUT FLEX AT LSCFT



Rob Cragg - Chief People Officer
Kelly Morrison - People Promise Manager





LSCFT AS AN EXEMPLAR SITE



- We support a population of 1.8million
- We have a 7000 strong workforce, spanning 400 different teams.
- The scheme is offering LSCft to have exciting and creative conversations about the People Promise and its direct relationship with retention.
- Provided LSCft with a dedicated post holder critically spanning Organisational development with clinical background and expertise.
- Direct access and support from the NHSE National Retention team has been integral to the successful delivery and shared learning with other exemplar (and non exemplar) Trusts.
- Exec buy in to the scheme remains consistent and has enabled board level reflection and focus on retention.
- ★ The Trust 1 year into this programme, now has a better balanced discussion in the organisation between recruitment and retention.



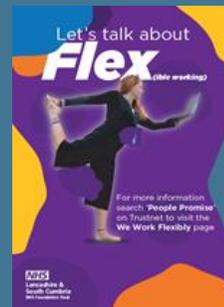
KEY SCHEMES IN 22/23

Please don't Leave us this way: Stay Conversations Already impacted across 2 networks significantly aiding the retention of Registered Nurses.



Welcome with Chris

A dedicated and warm conversation with new starters and our CEO Chris Oliver during their onboarding process. This provides opportunity to share experiences, ask questions and receive further signposting.



Realising Our Potential

A Collective Leadership Workshop for HCSWs. Including topics such as Civility and Respect, now being included in our internal HCSW Training week.

Lets Talk about Flex

LSCfts innovative campaign to improve Flexible Working.

Bringing the People Promise to life at LSCft...

in appraisals, 'we said, we did', team temperature checks and individual recognition certificates.



We have created People Promise Temperature Check Toolkits to celebrate what's going well for each of the domains and highlight key areas to improve.

We gave leaders permission to be creative in meeting our colleagues' needs.

RECOGNISING OUR COLLEAGUES AND REWARDING THEM WITH FLEXIBILITY

We encourage flexibility to work both ways

We understand that people's needs change, there is no limit on Flex requests

We revamped and relaunched our Long Service Award offer. Hoping that with improved Flexibility people choose to stay.

We created People Promise recognition and thank you certificates

LETS TALK ABOUT FLEX

VISION



To make Flexible Working accessible for all, improving staff experience, patient care and outcomes and to support retaining a highly skilled an experienced workforce.



MISSION



-
- Improve our leaders and aspiring leaders understanding of what Flexible Working is and isn't.
 - Encourage leaders to think outside of the box and move away from the 'way things have always been done'.



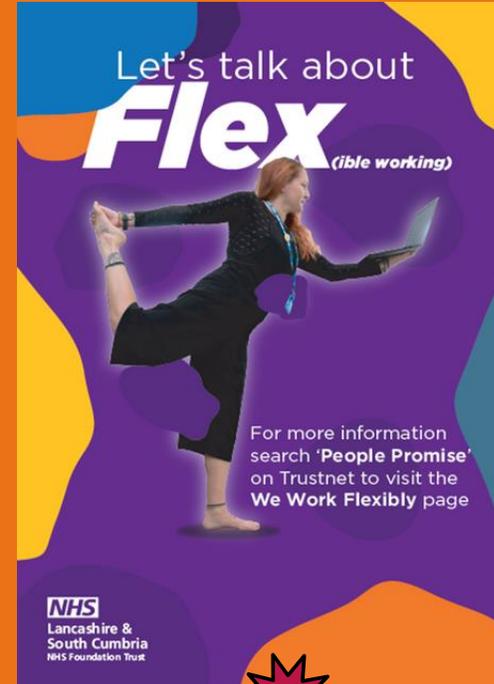
LETS TALK ABOUT FLEX LAUNCHED NOV 2022



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LSCft new Flexible Working Policy and application form launched May 22 which was further supported by 2 hour Lets Talk about Flex workshops, which explore:

- What Flexible Working is and isn't
- The Operational challenges of Flexible Working
- The benefits to the individual and the organisation
- Creative solutions to supporting Flexible Working
- The importance of conversations with staff members about Flexible Working (Compassionate Leadership)
- Within a safe space to ask safe questions



NHS Lancashire & South Cumbria NHS Foundation Trust

People Promise

We Work Flexibly

- We do not have to sacrifice our family, our friends or our interests for work.
- We have predictable and flexible working patterns – and, if we do need to take time off, we are supported to do so.

Together, WE make the NHS the best place to work.
We are the NHS.

What do we currently do well?	What could we do more of?
What do we need to start doing?	How will we know we're doing it?



APPLYING FOR FLEXIBLE WORKING AT LSCFT

HeRO
Flexible Working Request Form

Please use this form to make a formal Flexible Working Request to your line manager. Please read the Flexible Working Policy and have a discussion with your line manager before you submit your request.

Section 1 - Personal details

Section 2 - Current working pattern

Section 3 - Proposed working pattern

Section 4 - Employee confirmation



Close form



Submit form

Section 3 - Proposed working pattern

Describe the working pattern you would like to work (Please include which days of the week you want to work and the start and end time of each shift on each day):

How can the impact of this Flexible Working Request be accommodated in the service:

Is this request required for a reasonable adjustment in relation to a long term health condition or disability? Please Select...

Do you have a protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation) that you feel is relevant to your flexible working request? Please Select...

Is this a temporary request? Please Select...

***Please note that if your flexible working request results in a change of your contracted hours your line manager will be responsible for raising a contractual change form. This flexible working request WILL NOT be used to make contractual hours adjustments in ESR.

In Addition changes to patterns can also be completed by line managers within HealthRoster. Details on how this can be done can be found [here](#)***



Section 1 - Personal details

Please provide your employee number

Please confirm your line manager for this assignment.  

WHAT OUR FLEX DATA SHOWS US IS:



We have received over 1500
Flex Working requests

Line Managers approved
70% of these requests
without escalating



Where targeted support is
needed in our Trust

How many applications are
escalated and what those
outcomes are.

WHAT DOES THIS LOOK LIKE FOR OUR COLLEAGUES ON A MH WARD?



“Working condensed hours means I am more willing to pick up extra shifts when there are challenges”.



“The reduction in stress over childcare makes a massive difference to my own Mental Health”



70%

An RMN has every Tuesday off to attend her knitting club-she identifies this as helpful to her well being

A HCA doesn't work a Saturday as her husband works overtime each Saturday to financially support the family

LETS TALK ABOUT FLEX OUTCOMES

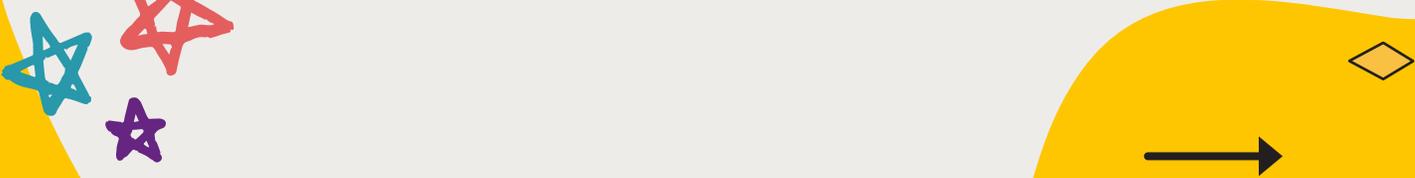


Learning from this scheme is ongoing, recognising that culture change doesn't happen quickly. Internally, the flexible working workshop content has been continuously adapted and developed as we as an organisation have learned more about colleague needs and gaps in knowledge.



'THE WORKSHOP WAS VERY INFORMATIVE AND INTERACTIVE, ENABLED US TO THINK ABOUT ALL DIFFERENT SCENARIO'S AND HOW AS MANAGERS WE WOULD TRY OUR BEST TO SUPPORT FLEXIBLE WORKING AND ALSO ENCOURAGE FLEXIBLE WORKING'

THIS INITIATIVE IS LIKELY TO HAVE CONTRIBUTED TO LSCFTS CONTINUOUSLY IMPROVING TURNOVER PICTURE, OUR TURNOVER IS THE LOWEST IT HAS BEEN IN 3 YEARS.



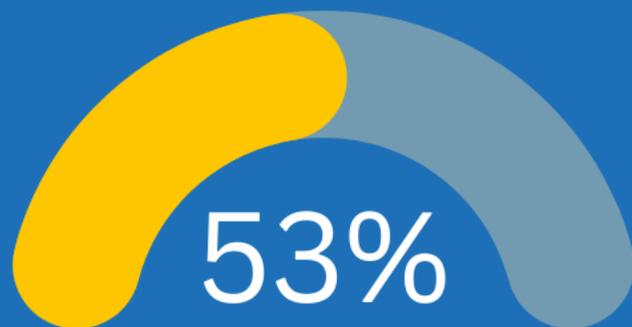
LETS TALK ABOUT FLEX OUTCOMES



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200

LEADERS AND ASPIRING
LEADERS HAVE
ATTENDED SO FAR



FROM A CLINICAL
SETTING



OF ATTENDEES

said the workshop had changed
the way they would manage
Flexible Working Requests
moving forward.

+26

MORE REQUESTS PER MONTH

Since the launch of Lets Talk
about Flex, there are
consistently more Flexible
Working requests per month,
with 65% being approved by the
direct line manager.

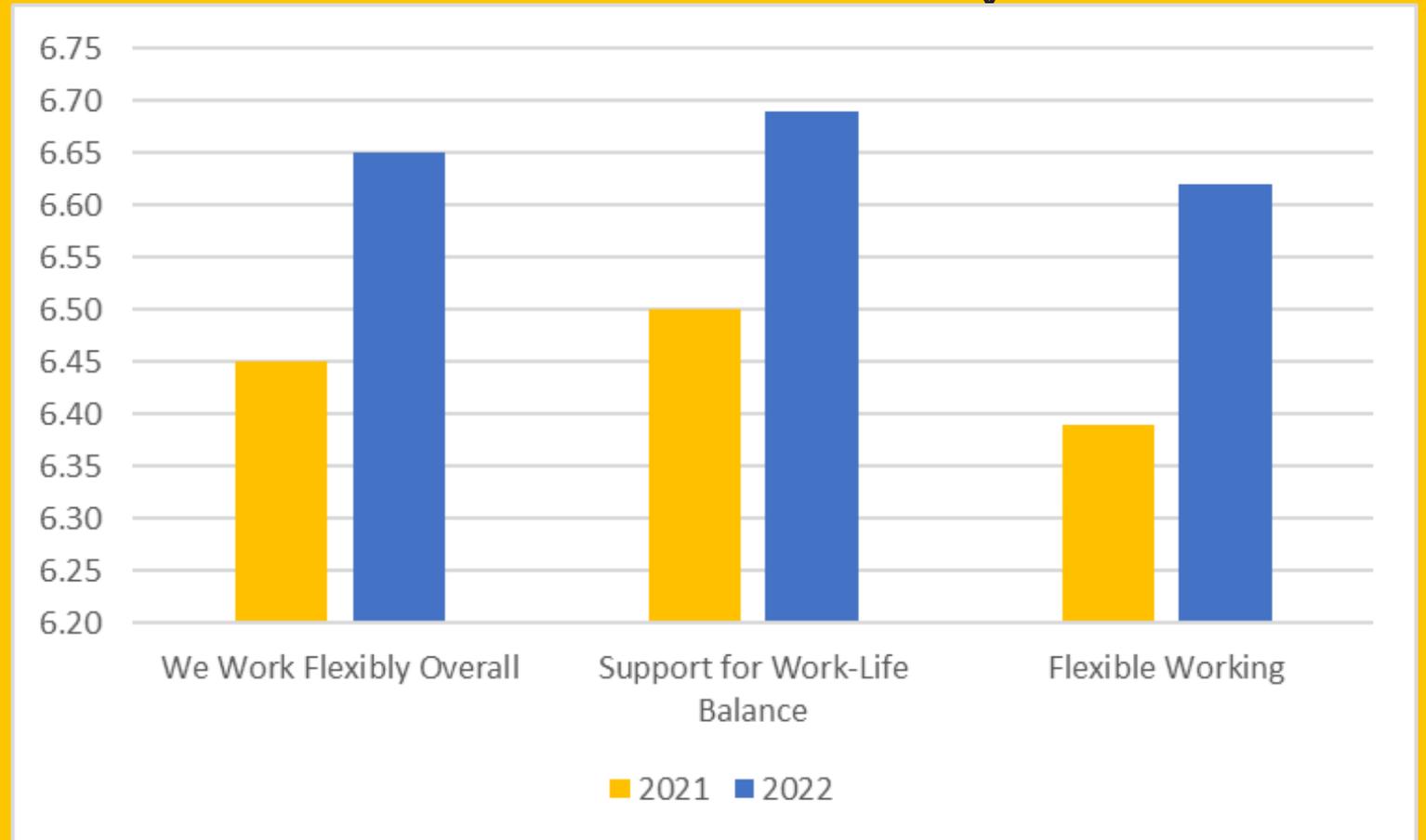




NSS RESULTS FOR WE WORK FLEXIBLY

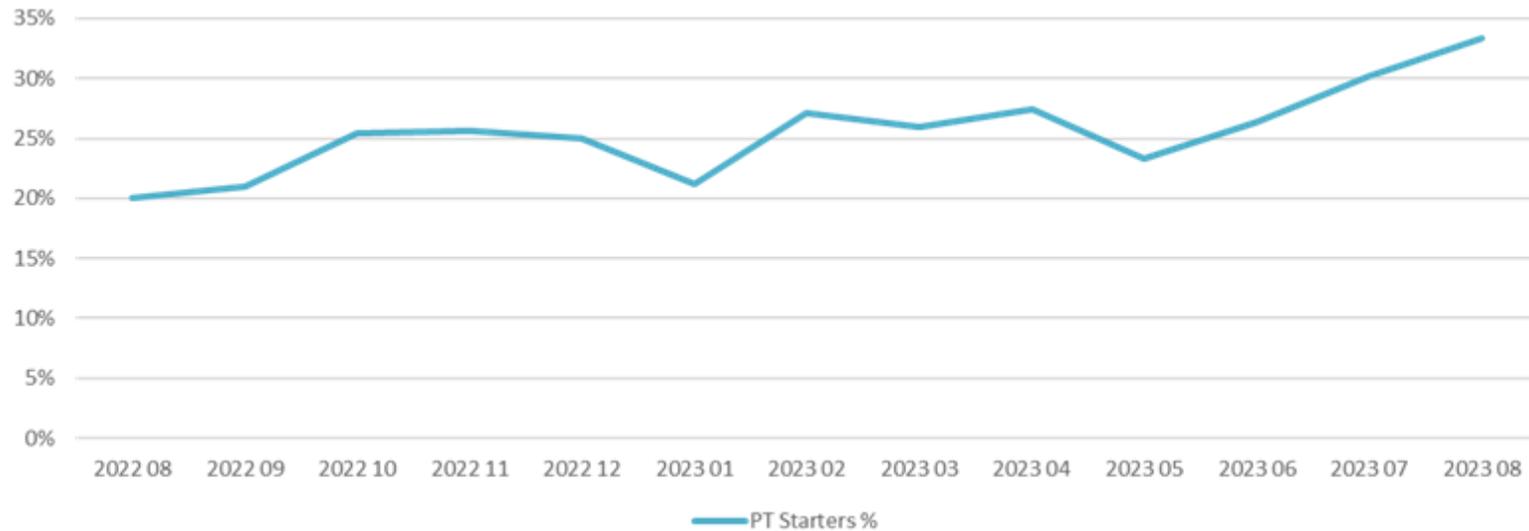


In 2022 NSS LSCft has seen its biggest improvement in the People Promise element 'We Work Flexibly' score to 6.7 (from 6.4 in 2021) with sub scores now sitting at 6.7 and 6.6.



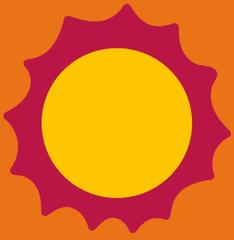


FLEXIBLE ATTRACTION



In April 2023, our Recruitment Team launched their new Recruiting Manager Training to embed transparent conversations about Flexible Working at the point of recruitment. We are now recruiting more people on a part time basis.





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WHATS NEXT FOR FLEXIBLE WORKING AT LSCFT?

Feedback from the workshops has highlighted the value in having real life case studies from clinical settings available. We are now building up more positive examples of this in practice, This encourages the Trust to start to improve how we perceive and accommodate flexible working.



WE WILL CONTINUE TO IMPROVE OUR LEADERSHIP APPROACH TO FLEXIBLE WORKING FROM THE TOP-DOWN. RECOGNISING OUR ACHIEVEMENT IN GROWING THIS APPROACH FROM THE BOTTOM-UP.



WE WILL CONTINUE OUR LETS TALK ABOUT FLEX WORKSHOPS TWICE MONTHLY TO EMBED A FLEXIBLE APPROACH TO HOW WE DO THINGS. TO REMAIN L&SC EMPLOYER OF CHOICE.



THANK YOU



Kate Jarman

Director of Corporate Affairs
Milton Keynes University Hospital

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility



Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

Know your rights! The flexible working framework

- New legal framework
 - NHS terms and conditions align with this
 - Increasing ability to work flexibility across comparable sectors
 - Changing generational expectations
 - Linked policies around life events
-

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

The cost of work

- Travel
 - Childcare
 - Clothing/ uniform
 - Food
 - Fitting in (the cake tax)
 - Professional registration
 - Professional development
 - Equipment/ tech
-

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

Can flexibility help?

- Travel – minimising travel costs with hybrid/ home working
- Childcare – minimising childcare costs with hybrid/ home working and flexible shift patterns (e.g. long-shifts over fewer days)
- Clothing/ uniform – uniform should be supplied; consider expanding uniform supply
- Food – is affordable food available across flexible shifts?
- Fitting in (the cake tax) – the hidden costs of work – contributions to gifts, bringing in cake, baking, social events – the costs of fitting can be a real concern for staff

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

Is flexibility equitable?

- Different solutions for different staff groups – some of our lowest paid staff work shift patterns – are these flexible enough to enable them to manage the cost of work in the same way that staff able to work at home/ in a hybrid way can?
- Clinical staff need, want and deserve parity – the offer might not be the same, but the benefit must be equitable
- Societal, cultural and organisation-specific culture (and micro-cultures) can inhibit equitable access to flexible working, particularly where it is explicitly linked to cost of living/ financial concerns

Supporting our NHS workforce with the rising cost of living: Enabling a culture of flexibility

Considerations

- Technology can unlock inflexibility
- Look at flexibility holistically – how do you support staff through life events (‘the 50 year career framework’)
- Be aware of cost-shift and potential implications – working from home may be seen initially as a benefit and a cost-of-work saving by employees, but it can also attract cost – home infrastructure, heating, etc. Organisations must also consider their legal obligations and liabilities around home working.
- Fixing flexibility (which may be inherently inflexible...) might be required to manage the cost of work

Q&A session

Thank you for joining us

Please get in touch to share examples of how you are supporting staff with the rising cost of living or to contact our team at costofliving@nhsemployers.org