

# Making the case for supporting staff with the rising cost of living

Taking a data led approach and achieving board buy in

9 August 2023

# Welcome

Aliya Rehman  
Staff Experience Programme Lead  
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
- EXCEPTIONAL SUPPORT FUND FOR STUDENTS
- STAFF HARDSHIP FUND
- 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
- CONSIDERATION OF HOW I WORK
- WHAT SERVICES ARE ASKED?
- FINANCIAL EDUCATION
- 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
- LITERATE ENGAGEMENT
- 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

**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

**STIGMA & FINANCIAL WELLBEING**

- EMOTIONAL, PHYSICAL, SOCIAL, FINANCIAL
- HEALTH NEED ASSESSMENTS FOR MENIALS
- MANAGERS FEELING CONFORTABLE WITH HAVING CONVERSATIONS
- STAFF SURVEYS

**STUDENTS & APPRENTICES**

- WELFARE MEETINGS
- HEALTHY WELLBEING CHAMPIONS
- MEMBER TO DOWNGRADE... SUPPORT TRIPS DAMAGE
- USE LEARNERSHIP APP
- EMPLOYED SUCH TIME
- TRAINING TIME

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

NHS Employers

BE FLUENT IN HAVING FINANCIAL WELLBEING CONVERSATIONS WITH STAFF

DIFFICULT CONVERSATIONS TRAINING

THEY'RE NOT WE DON'T KNOW ABOUT

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

REALLOCATING RESOURCES & FUNDING TO MEET PRIORITIES

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



# Agenda

**1. Welcome, introduction and context setting**

Aliya Rehman, Programme Lead, NHS Employers

**2. Board buy in to support the rising cost of living**

Caroline Haynes, Chief People Officer, Sussex Community NHS Foundation Trust

**3. Taking a data driven approach to support the financial wellbeing of our workforce**

Ali Webster, Deputy Director of Organisational Development, West London NHS Trust

**4. Q&A session**

Chance for you to ask our speakers their advice and hear their top tips to gain board buy in, by taking a data-led approach

**5. Next steps, evaluation and close**

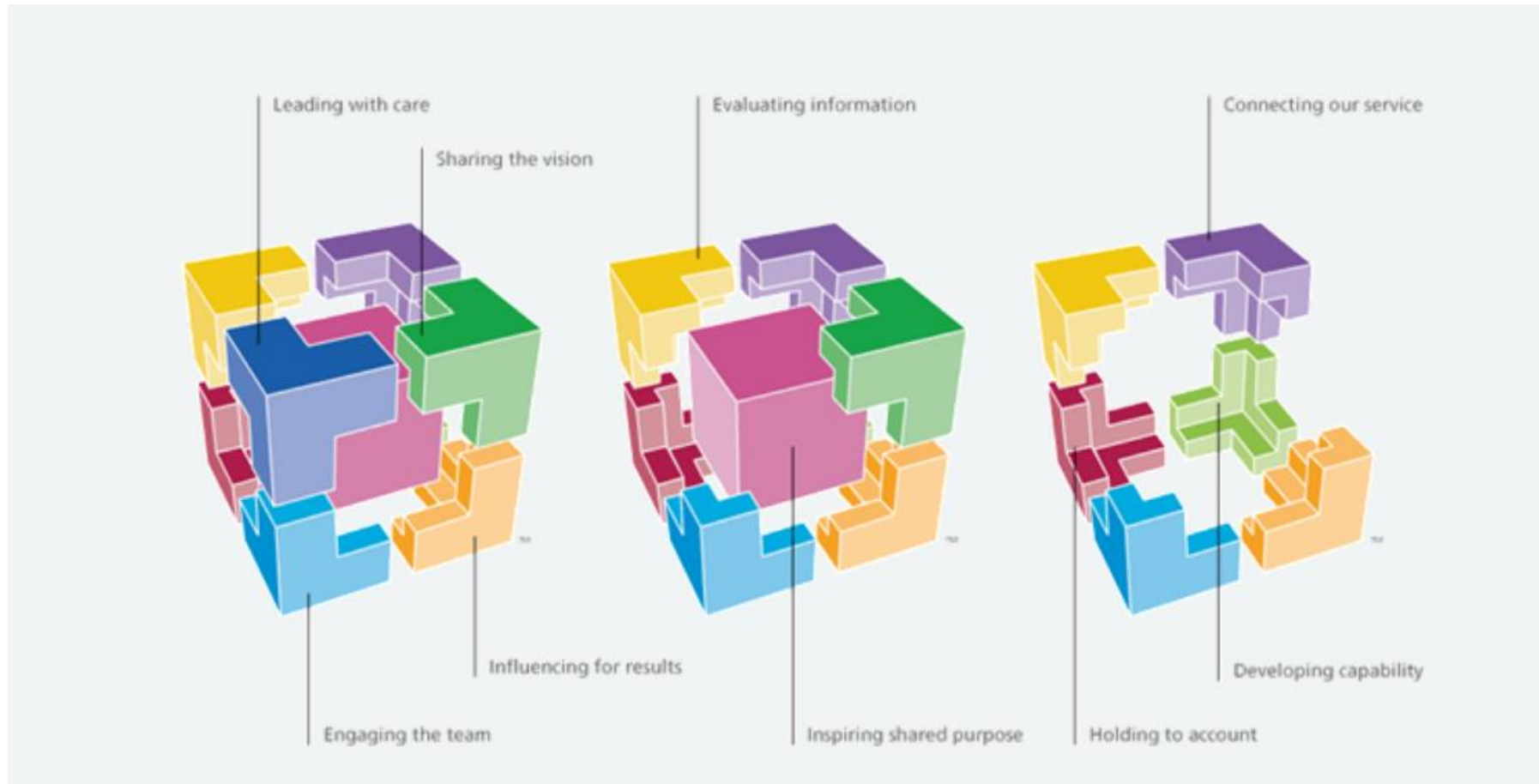
Hear about future cost of living masterclasses from NHS Employers and how you can stay involved in this conversation

# Caroline Haynes

Chief People Officer

Sussex Community NHS Foundation Trust

# NHS Leadership



Inspiring shared purpose

Confidence to challenge the way things are done

Leading with care

Responsibility for colleagues' emotional wellbeing

Evaluating information

Conduct thorough analysis of data over time and creatively apply fresh approaches to improve current ways of working

Connecting our service

Connected to stakeholders in a way that helps to understand their unspoken needs and agendas

Sharing the vision

Encourage others to become 'ambassadors' for the vision and generate excitement about long-term aims.

Engaging the team

Support other leaders to build success within and beyond the org.

Holding to account

Share and stories and symbols of success that create pride in achievements

Developing capability

Explore career aspirations of colleagues and shape development opportunities

Influencing for results

Use 'networks of influence' to develop consensus and buy in



We need to improve retention

We need to reduce our vacancy gaps

We need to use resources more effectively

We need to reduce costs

We need to reduce inequalities

We need to improve care



Data & insights (what do we know?)

- Staff survey
- Needs assessment
- Review and assess current offer
- Profiles
- Staff networks

Issues (what does it mean?)

- Reports
- Presentations

Actions (what are we going to do about it?)

- Action plans
- Business cases

Outcomes & impact (so what?)

- Share the data
- Tell the stories

# Actions

Do you pay the Living Wage?

What roles do staff in Bands 1 & 2 have and what opportunities do they have for progression?

Have you transferred your HCAs from Band 2 to 3

Have you reviewed your RRP and other local pay arrangements?

Do your staff claim HMRC or AfC mileage rates?

What are your parking rules, do you pay more as you earn more, is it free, could it be free?

How well do staff know about NHS discount scheme nationally and locally incl. to buy essentials?

Are you offering policies to support people with paid leave for example after experiencing baby loss?

Do you offer self-rostering or team rostering?

Are staff making the most of your EAP and all it can offer?

Do you offer Wage Stream?

Are you partnering with Salary Finance?

How clear is your offer and how do people know about it?

Are you clearly signposting to other services like housing?

Do you offer support for staff experiencing domestic abuse?

What progression pathways exist, what is the potential to earn in the future for people through training?

Do you offer apprenticeships, do your JDs and PSs create barriers for people to access employment, where do you advertise in your community, where do your applicants come from?

What is your strategy to convert staff from Bank to permanent?

How are you training your HR team to better understand the wider determinants of performance?

## 5 top tips

# BOARD BUY IN TO SUPPORT THE RISING COST OF LIVING

---



1. CREATE SPONSORSHIP
2. CREATE OPPORTUNITIES TO HAVE A CONVERSATION
3. PERSONAL COMMITMENT
4. UNDERSTAND MONEY & WHERE TO FIND IT
5. MAKE THE CASE FOR CHANGE

# Ali Webster

Deputy Director, Organisational Development  
West London NHS Trust

# Our Approach

**Measure success** of various interventions and look for areas of continuous improvement.

February/March 2023

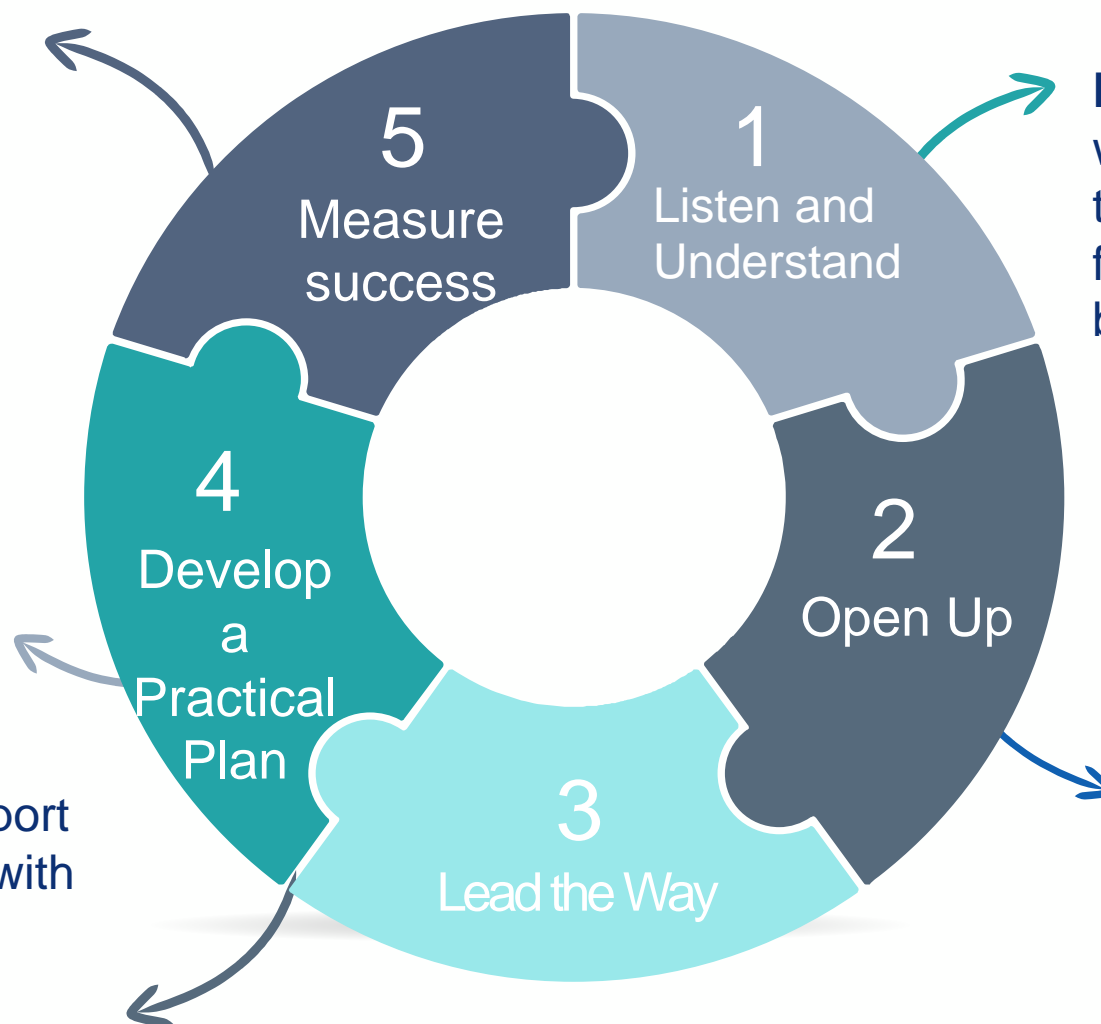
**Develop a plan** of financial wellbeing support based on the identified needs of our workforce.

August - December 2022

## Lead the Way

Ensure a range of support and awareness exists with appropriate training for managers

August 2022



**Listen & Engage** with staff and managers to understand how financial wellbeing may be impacting staff.

May/June 2022

## Open Up

To remove the stigma and ensure people feel safe and able to speak up.

July 2022



# Listen to Understand

- Prepared confidential survey
- Didn't want to make assumptions
- Survey was launched on 11<sup>th</sup> May and closed on 31<sup>st</sup> May 2022
- 45% Completed the survey (1934) 8% asked for immediate
- Focus Groups were held in June and July.



32% of responders from E&F highlighted they were skipping meals/considering skipping meals due to their financial situation.

**Listen & Engage**  
with staff and managers to understand how financial wellbeing may be impacting staff.



# Open Up

- Survey findings widely discussed at Leadership forum, focus groups and in-Trust communications.
- Financial Wellbeing Listening Event hosted by Chief Executive.
- Offered financial education sessions to remove stigma and encourage staff to access support.
- Signposted those staff that asked for immediate support to our – NWL Keeping Well Hub.

understanding the rising costs of living and what you can do.

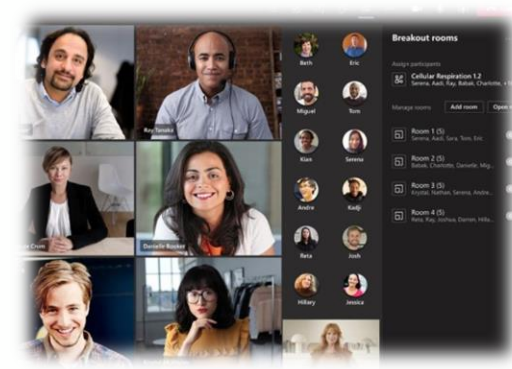


We know that for some there is a real pressure on finances with increases in the cost of energy, fuel, food and not to mention the increase to National Insurance contributions.

Affinity Connect would like to invite you to attend a 60 minute session specifically designed to look at practical ways to help you cut the cost of everyday living.

**Don't miss out, spaces are limited! Please click here to register your place.**

*\*When registering your place, please include the NHS Trust you are employed by.*



keepingwell support for health and care staff

CARE NHS Find support by job role or workplace

About Self-help resources Events News Urgent help

**Financial wellbeing support**

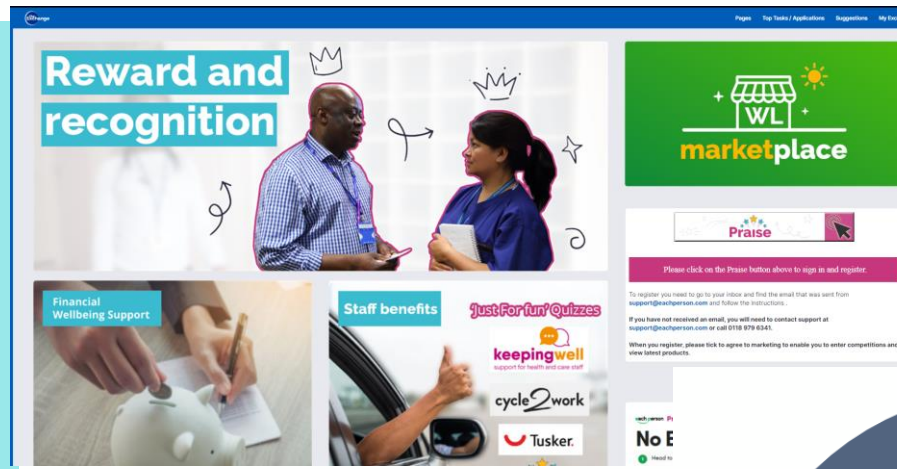
You are here: Home > Self-help resources > Financial wellbeing support

- Financial wellbeing support
- Discounts and offers

**Open Up**  
To remove the stigma and ensure people feel safe and able to speak up.

# Lead the Way

- Survey findings communicated to managers via The Leadership Forum in July.
- Support materials produced in interactive document.
- Dedicated Intranet H&WB pages included Financial Wellbeing section.
- Ensured all information is easily accessible and not just available on the Exchange but in printed format where needed.
- All E&F staff sent printed copies of Financial Wellbeing booklets.



**Lead the Way**  
Ensure a range of support and awareness exists with appropriate training for managers.

<https://view.pagetiger.com/FinancialInfo/2022>

# Develop a Practical Plan

## Example – Free Breakfasts E&F

### **What we did**

*Provided free breakfast provision for E&F staff from August 2022 – March 2023.*

### **Who was involved**

*Estates and Facilities managers worked out the budget required to provide basic breakfast provision for all staff (500 staff -£20K for 6 months).*

*E&F Managers were then allocated the budget and sorted out the procurement and delivering of breakfast resources each week.*

### **Why was it supported?**

Had buy-in from all levels

Easy to implement

Easy to measure

Clear timeline and evaluation plan



**West London**  
NHS Trust



**Develop a plan**  
of financial wellbeing support  
based on the identified needs of  
our workforce.

## BOARD BUY IN TO SUPPORT THE RISING COST OF LIVING



WITH CAROLINE HAYNES

1. CREATE SPONSORSHIP
2. CREATE OPPORTUNITIES TO HAVE A CONVERSATION
3. PERSONAL COMMITMENT
4. UNDERSTAND MONEY & WHERE TO FIND IT
5. MAKE THE CASE FOR CHANGE

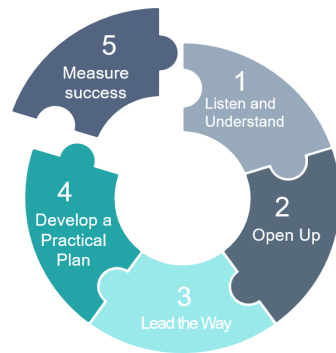
## Bringing Caroline's top tips to life

- Realised our Director for E&F is also our Finance Director 😊
- Drip fed results to board members in various meetings/conversations – “Did you see the survey results? 32% of E&F staff skipping meals!”
- Personal commitment from me, but E&F managers too.
- Choose my time wisely, when I had heard there was some funding available to support wellbeing.
- Data driven approach and promise of evaluation of impact supported my case.

# Measure Success

- In February 2023 we carried out a short survey just for E&F staff to measure the impact on the free breakfast provision.
- Feedback was hugely positive.
- Enabled fresh business case to be produced based on findings which was presented to our Executive Team.
- Further approval of free breakfast provision has been granted for a further 6 months.
- There has been a significant improvement in staff feeling supported by the Trust (17% increase).

13% saying the Trust supported Financial Wellbeing in 2022 and 30% in 2023.



West London  
NHS Trust

## What Impact has this has on staff morale?

75% said this has a significant impact of their morale.  
25% said this has had some impact on their morale.  
0% fed back that it had no impact on morale.

## How likely has access to free breakfast been in improving staff's financial wellbeing?

75% said this is essential to their financial wellbeing.  
25% said this has some impact on their financial wellbeing  
0% fed back that it had no impact on financial wellbeing

## Key benefits identified

- Increased morale
- Improved team working as staff eat together
- Feeling valued by the Trust



## Quotes from E&F Managers

*“It would be amazing to continue this offer as it does impact on morale”*

*“The staff have felt valued from the Trust from this small gesture”*

*“Not having to pay for our own breakfasts 4 or 5 days has lifted people spirits ‘one less thing to worry about”*

*“It is being widely used by my staff and I feel it is having a positive effect on their Health & Wellbeing”*





# Q&A session

# Upcoming cost of living masterclasses

- Supporting our NHS workforce with the rising cost of living: the role of anchor institutions and systems working (November)
- Tackling the stigma surrounding financial wellbeing conversations (January)
- Enabling a culture of flexibility to support staff with the rising cost of living (March)

Confirmed dates & bookings registration to follow



# Join our virtual community of practice!



# 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](mailto:costofliving@nhsemployers.org)