

Examples of what trusts are doing at a local level to tackle workforce challenges

Trust name	Example
Kingston Hospital NHS Foundation Trust	Kingston Hospital NHS Foundation Trust has made the recruitment and retention of staff a top priority. The Trust has carried out major recruitment campaigns to reduce the use of agency staff and focussed on improving workplace wellbeing by recruiting a Staff Support Chaplain and holding wellbeing events. This approach has resulted in the Trust having the second lowest level of agency spend in London. This is an impressive achievement as the Trust operates in outer London and is therefore in competition with leading teaching hospitals; in addition, staff do not receive full London weighting despite being in close proximity to the capital (Kingston Hospital staff receive the Outer London high cost area allowance). The Trust also has a high proportion of staff from the EU (around 15%) and is working hard to retain them, as overseas staff are essential for this Trust to continue tackling workforce pressures. Following the EU referendum, the Trust set up a group for EU staff and anyone who felt affected by these issues to provide a space for discussion and mutual support. It provides legal advice to staff, as well as emotional support.
Gloucestershire Care Services NHS Trust	Gloucestershire Care Services NHS Trust managed to reduce vacancy rates for community and district nurses from between 35-48% in 2014 to an average of 5% across all teams in 2016. The Trust achieved this by increasing professional development opportunities, re-introducing specialist district nurse training, and providing career progression into management roles. By offering training to band 5 and 6 nurses, existing staff were able to be promoted to help fill vacancies at a higher band level.
Greater Manchester Mental Health NHS Foundation Trust	Greater Manchester Mental Health NHS Foundation Trust has worked hard over the past few years to make their organisation a great place to work . This has resulted in the trust receiving its best ever results in the latest Staff Friends and Family Test in 2016; the trust was well over the national average for the mental health sector in the questions asking staff if they would recommend the trust as a place to receive care and as a place to work. The organisation ensures that staff have a wide range of opportunities for learning and development, which has helped to improve the quality of care for patients.
University Hospitals of Morecambe Bay NHS Foundation Trust	The improvement journey of University Hospitals of Morecambe Bay NHS Foundation Trust represents an impressive turnaround. Rated inadequate by the CQC in 2014, the Trust entered special measures in June that year. Following a relentless focus on staff engagement , the Trust received a good rating overall and an outstanding rating for care in February 2017. While there are a number of reasons for this achievement, one of the important factors was that the Trust worked hard to reduce pressures on staff by introducing different ways of working . For example, developing the skill mix in teams has broadened out the registered nursing workforce to include pharmacy technicians and modern apprentices. This has helped frontline nurses to focus on quality of care, staff morale and patient experience. The Trust's mental health and learning disability nurses have also had a valuable impact on the overall skillset of the Trust's workforce and ability to meet the individual needs of patients.
West Midlands Ambulance Service NHS	West Midlands Ambulance Service NHS Foundation Trust has a very low sickness rate – consistently below 4% - which is attributed to the support provided to staff. The Trust gives all operational staff update training every year; all staff have a personal development plan; and all

<p>Foundation Trust</p>	<p>operational staff get dedicated time with a clinical mentor. The Trust provides lots of support for staff. For example, the Trust employs two physiotherapists, one who specialises in musculoskeletal injuries as this was the highest cause of sick days; it is not anymore. This allows the Trust to get their staff treatment much more quickly and gets them back to work sooner which is good for staff and patients. The Trust has an extensive Health and Wellbeing programme including schemes such as cycle to work, but also vouchers for weight loss programmes. A joint staff / management group looks at staff survey results and comes up with an action plan each year. This has resulted in ‘staff conversations’ events that look at issues such as how to enhance organisational culture. There are BME and LGBT networks for staff and the Trust has a ‘Staff Advice and Liaison Service’ to provide confidential support to staff 24/7 all year round. In addition, the Trust encourages staff to raise incidents and near misses. These result in a learning review process that works out a root cause analysis and then learning is shared across the organisation – whilst good practice, it also means staff feel that their concerns are listened to which has obvious impact on satisfaction. The leaver rate has reduced this year for the first time in several years.</p>
<p>Dudley and Walsall Mental Health Partnership NHS Trust</p>	<p>As part of the All Together Better Dudley vanguard, Dudley and Walsall Mental Health Partnership NHS Trust have been working with partners in Dudley to develop a network of GP-led multidisciplinary teams that span the boundaries across health and social care. These new “teams without walls” include physical health, mental health and social care workers with the voluntary sector, to support people to live more independently for longer and to avoid unnecessary hospital admission. By redesigning the skill mix in teams, this Multispeciality Community Provider aims to develop a flexible workforce that can change the balance of their skills depending on the particular needs of their population, particularly to manage the frail elderly population and children’s services.</p>
<p>Mid Yorkshire Hospitals NHS Trust</p>	<p>Mid Yorkshire Hospitals NHS Trust has tackled problems with recruitment, retention and morale in elderly care wards by implementing a new workforce model. The ward team identified and trialled this new model which changed the skill mix in teams at different times of the day and night. This led to improvements in patient care, reduction in costs, and greater patient safety. In addition, staff report greater job satisfaction.</p>
<p>London North West Healthcare NHS Trust</p>	<p>London North West Healthcare NHS Trust has launched an international recruitment scheme at Northwick Park Hospital in Harrow to tackle recruitment challenges. Instead of offering increased salaries to attract staff from competing neighbouring trusts, this hospital decided to recruit clinicians from India. In addition, the trust has a strong focus on growing their own staff through training and investing in their careers. For example, some nurses are being upskilled and training to become advanced clinical practitioners to help develop their own careers and ease pressure on doctors’ workloads.</p>
<p>Milton Keynes University Hospital NHS Foundation Trust</p>	<p>Milton Keynes University Hospital NHS Foundation Trust has developed the UK’s first independent medical school in partnership with the University of Buckingham. The Trust took the decision to attract, train and recruit their own staff in order to ensure the organisation’s operational and financial sustainability. Medical students are taught by a full range of clinical professionals, from nurses and pharmacists to public health and end of life clinicians, so that they gain a broad spectrum of skills and knowledge. The medical school hopes to develop further clinical and non-clinical courses in the future. In addition, the Trust is co-developing a locum booking app called RightStaff to tackle problems with fill rates on wards and reduce agency spend. The Trust knew that staff were choosing to work for agencies primarily to take control of their working patterns and manage their work/life balance. The RightStaff app aims to combat this trend by allowing healthcare professionals to choose shifts at the hospital according to their own availability and skills; this enables staff to have flexibility and control over their working hours, as well as to experience new specialities and develop their skillset. This innovative</p>

	<p>approach helps the Trust as it supports its immediate efforts to increase bank fill and will engage a regional supply pool of high-quality workers, increase fill rates and reduce reliance on expensive agencies.</p>
<p>Bolton NHS Foundation Trust</p>	<p>Bolton NHS Foundation Trust was one of the first Trusts to establish a partnership with a higher education institution and offer an adult nursing degree not commissioned by Health Education England. The Partnership with the University of Bolton has enabled the university to increase their pre-registration Faculty and enabled the Trust as the provider to enhance placement areas supporting mentors and students with clinical educators. The Trust's collaboration with the university will help tackle the shortage of nurses locally, and has boosted training and research partnerships in health and wellbeing. The Trust, commissioner and the university all see this collaboration as a blueprint for others to learn from.</p>
<p>Buckinghamshire Healthcare NHS Trust</p>	<p>Buckinghamshire Healthcare NHS Trust is developing new and innovative roles to address workforce challenges and provide new opportunities for people who are looking to develop their careers. This includes training and developing new roles such as nurse consultants, nurse angiographers, consultant pharmacists, physiotherapist assistants and medical support roles. The trust is also a national pilot site for nurse associates. Ophthalmic nurse consultant Steph Hartley has become the trust's first ophthalmic nurse consultant. To achieve this position Steph undertook a degree in ophthalmic nursing and then went on to complete her masters in advanced practice in the speciality of glaucoma. Since she's been at Stoke Mandeville Hospital she's continued as a specialist nurse within the glaucoma field but has also developed her skills to include administering botox injections and has also been involved in developing the medical retina service at Amersham hospital – a one-stop-shop for people with age-related macular degeneration (AMD). Two years ago Steph was trained by consultant Mandeep Bindhra to inject patients attending AMD clinics and is now so experienced at this technique that she's training other nurses to do the same. According to Mandeep: "The idea is to have four more trained nurses – just like endoscopy and other services where nurses are carrying out these procedures regularly, they become very skilled very quickly." Steph hopes to further develop her role by becoming involved in ophthalmology examinations.</p>