Responding to the Recruitment Challenge

A Shared Learning Project

Background and Areas Covered

- A project, not an audit

- Initial engagement with HR Directors & a system lead for HR and OD

- Over 20 organisations involved in the project and workshop held late November 2019

- Four areas covered: Aspects of streamlining, recruiting to hard-to-fill posts, apprenticeship levy and system working

Streamlining the Recruitment Process

- Key themes emerging from discussions about the recruitment process and monitoring the time taken to recruit

- NHS to NHS transfers and induction training

Recruiting to hard-to-fill posts

- Wide variety of initiatives being employed
- Some of the themes which emerged were: -
  - Increasing use of social media
  - Marketing and engagement
  - Practical issues associated with some widely used initiatives such as international recruitment and 'retire and return'

Utilisation of the Apprenticeship Levy

- Rules on utilising the Levy and public sector target

- Overall picture is one of increasing usage and expansion beyond nursing apprenticeships

- Some organisations have been able to meet and even exceed the public sector target

System Working

- Initial focus has been on developing system workforce strategies

- Multiple projects create challenges in ensuring sufficient resources are applied to system change

- There are practical issues that need to be overcome when staff work across organisations

- Some examples of effective system working are beginning to emerge

East Lancashire Hospitals **NHS**

NHS Trust

Engage to Make a Difference

hello my name is…

Kevin Moynes

Director of HR and OD

Safe | Personal | Effective

East Lancashire Hospitals NHS Trust 2013

Inside a 'failing' UK hospital

Channel 4 News

Safe | Personal | Effective

East Lancashire Hospitals NHS Trust 2018

Employee Engagement Strategy

East Lancashire Hospitals **NHS** NHS Trust

Engage To Make A Difference

Safe

ASK

Personal

LISTEN

Effective

ACT

Safe | Personal | Effective

East Lancashire Hospitals **NHS**
NHS Trust

At ELHT we want to create a systematic approach to engage and empower our staff around any challenge. It is about mobilising and leveraging the full potential of our workforce to improve outcomes for our patients, for our staff, and for our Organisation.

Our new Staff Engagement approach **Engage to Make a Difference** is about embarking on a journey to bring about real change by bringing staff and their ideas together and empowering them to take action and make the changes they need to make and that we all want to see.

Engage to Make a Difference is about celebrating our successes and using our stories to inspire others.

Safe | **Personal** | **Effective**

BIG CONVERSATIONS

Our new Staff Engagement approach "Engage to Make a Difference" is a new way of doing things which is all about listening to the views of staff and using what you say to make our organisation a better place for our patients and a better place to work. The Big Conversation is the start of this process and will enable us to really understand what matters to you, our staff. The Big Conversations are designed to give staff a chance to share their views and ideas openly so that we can then empower and enable staff to take action
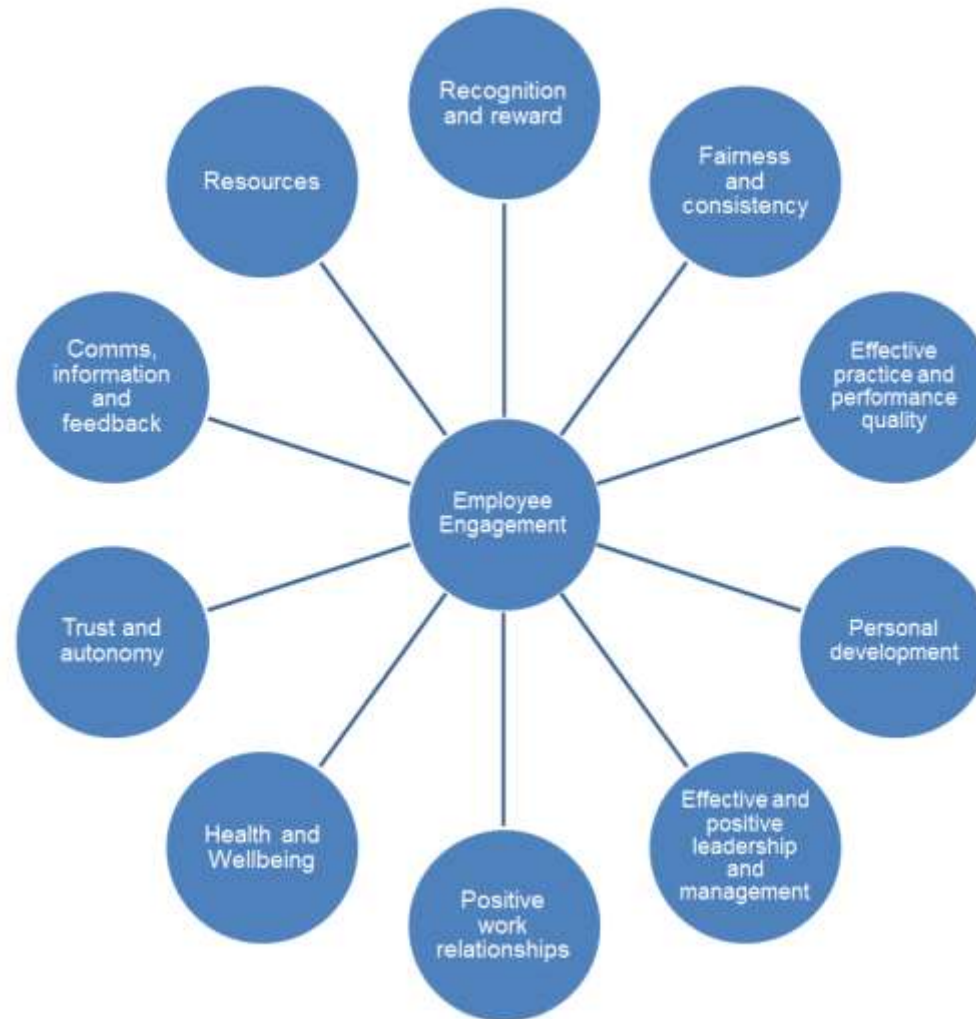
The Big Conversations are run through and by the divisions.

Safe Personal Effective

10 ENABLERS OF EMPLOYEE ENGAGEMENT: WHAT MATTERS TO ELHT STAFF

Safe | Personal | Effective

Effective and positive leadership and management

East Lancashire Hospitals **NHS**
NHS Trust

Martin Hodgson
"Sweeping into action"

Martin Hodgson, Director of Service Development, goes back to the floor in Domestic Services.

Christine Pearson
"Teamwork is everything"

Christine Pearson, Chief Nurse, goes back to the floor in the Breast Care Unit.

Jonathan Wood
"Anyone for a cuppa?"

Jonathan Wood, Deputy Chief Executive and Director of Finance, goes back to the floor with the Volunteers.

Safe **Personal** **Effective**

East Lancashire Hospitals **NHS**
NHS Trust

ELHT News and Information 24/7
The Learning Hub
Public Transport and ELHT Shuttle Timetables
HR Policies and Payroll
Fast Physio
Staff Bank and E-Roster Live
Library Services and Information
Staff Benefits and Discounts
ELHT Jobs
The opportunity to win prizes
... and much more!

ELHT Engagement Pod

Available in the dining room for all staff, internal and external stakeholders for meetings, health wellbeing events, huddles and one to one meetings.

To book the pod please contact the Engagement Team Office on ext: **83693 01254 733693** or email: **engagementteamoffice@elht.nhs.uk**

Safe | **Personal** | **Effective**

Comms, information and feedback

You Said

East Lancashire Hospitals NHS
NHS Trust

You Said:
We would join the Staff Bank if we could be paid weekly.

You Said:
Please can we go on more training courses (Catering Staff)?

We Did:
Weekly payment for Bank staff has now been implemented.

We Did

We Did:
We contacted the Human Resources Business Partner who has supported a programme of work for more training courses for Catering Staff.

Safe Personal Effective

Fairness and consistency

East Lancashire Hospitals NHS
NHS Trust

Safe Personal Effective

2018 Staff Survey Result

Early Resolution Policy

Patient Experience

I'm still able to lead a normal life and enjoy my hobby
Richard Curry

I have had nothing but exceptional care
Victoria Dixon

It was the small things that made a huge difference
Linda Walker

They all really built up my confidence and encouraged me
Karen Fowler

I can never thank enough the Emergency services
David & Eileen Pilkington

Safe | Personal | Effective

Assurance

Audit committee

Ensure that the organisation operates effectively and meets its statutory and strategic objectives.

Provide it (i.e. the governing body) with assurance that this is the case.

(HFMA –Audit committee handbook. 2018)

What are the requirements

- CQC Single Oversight Framework
- Annual Governance Framework
- Both aimed at ensuring that providers deliver high quality care through safe and effective staffing.
- Patient care is the true north.

What is the role of Leaders?

"Evidence shows that an organisation's leadership is the single biggest influence on culture:

paying attention to it will make success in implementing the recommendations more likely."

Developing workforce safeguards

NHSI 2018

Long Term Plan

Workforce and leadership are highlighted.

"The NHS's greatest strength is its people, and as demand for healthcare continues to grow, it is essential that NHS staff get the support they need to do their jobs effectively."

Recruitment and Retention

Long Term Plan

"Through better recruitment and retention, the NHS Long Term Plan will ensure there are enough people working in the NHS to support patients, and that they get the support they need to continue delivering the best possible care."

Recruitment and retention

What do we measure.

- Vacancies

- Agency spend

- Unfilled shifts

- Turnover

- Staff survey

Nursing

- Rostering creates efficiency.

- 90% nurses are women, many with caring responsibilities. Does the roster help them?

- Or is agency more flexible.

- Do you know why your own staff are leaving. Or just the numbers. Is there a safe mechanism for capturing that data?

What might be going on behind the data?

- Staff welfare

- Support to juggle work and family life

- Are staff feeling cared for?

- How do we handle complaints?

- How do we care for new starters, trainees, junior doctors?

- Is this a great place to work?

- Do you want to know?

The King's Fund annual conference 2019: delivering population health

Professor Tom Bourne, Consultant Gynaecologist, Queen Charlotte's and Chelsea Hospital, Professor of Practice, Imperial College, London.

- Junior doctors feel a lack of support. No tribe. No common room. No human support network.

- How are placements at your organisation viewed from the outside? Do you know?

- What is the leadership challenge?

BMJ

In 2017, 57.4% of Foundation Year 2 doctors did not enter higher-training posts and 9000 doctors quit the NHS entirely.

In 2011, when career-destination surveys were first conducted, 71.3% of FY2 doctors progressed into higher training-posts.

By 2016 this had dropped to 50.4% and last year the rates had plummeted further to 42.6%.

The rate of decline is near exponential.

BMJ

"But perhaps what underpins it all, driving the discontent and dissatisfaction, is a lack of feeling valued and supported.

Three out of ten doctors have said they feel unsupported by management each week, and that they feel the mentoring provided to them as part of their role has decreased."

So what else is in the long term plan…

Long Term Plan

"It will also strengthen the quality of NHS leadership, while improving the working environment for frontline staff – from support to manage their own health and wellbeing, to investing in the digital technology that can help them do their jobs more easily."

Matt Hancock's tech Vision

Matt Hancock's tech vision

Dr Simon Eccles,
Chief Clinical Information Officer for Health and Care,
NHS England, said:
"Investing in excellent digital systems means patients
can access the best and safest treatment pathways available, as swiftly as possible at the
best value for taxpayers."

PWC – Digital fitness app.

How digital ready is the workforce?

What's the evidence?

https://www.youtube.com/watch?v=ttnXr0vxRBc

Technology is really about leadership and culture. Poorly implemented tech change can increase stress and reduce productivity.

So what about Leadership

- Make people feel cared for.

- Create supportive cultures.

- Drive considered innovation and change.

- Set clear direction.

- Be brave enough to face reality.

NHS People Plan – due out soon.

- Making the NHS the best place to work.
- Board responsibility for workforce
- Improving Leadership Cultures
- WRES engagement
- First time leader qualification.

NHS Leadership Academy

"Leadership
is a series of
behaviours
rather than a
role for heroes"

Margaret Wheatley

NHS Leadership Academy.

- Established after the Francis review.

- Based on behaviour, self awareness and the NHS constitution

NHS Constitution

- Working together for patients
- Respect and Dignity
- Compassion
- Commitment to quality of care
- Improving lives
- Everyone counts.

Leaders are dealing with complexity.

The Leadership Academy Programmes

- Focus on the behaviours and impact of leaders.

- What's it like to be on the end of me.

- Put the patient first.

- Create culture in which teams can thrive.

- Promote diversity and difference.

- Stand up for poor behaviour.

- Base decisions on sound data and evidence.

What is it like to be on the receiving end of me?

- What does good leadership look like?

- What is the unintended consequence of the heroic model?

- Heroic leaders look strong, but can damage staff, patients and reputation.

- Kings Fund "The Future of Leadership and Management in the NHS - No More Heroes" 2011.

- Need a distributed model of leaders throughout the system.

Robert
Greenleaf

Servant
Leadership

Servant Leadership

Anybody could lead perfect people – if there were any. But there aren't any perfect people….Many otherwise able people are disqualified to lead because they cannot work with and through the half people who are all there are. The secret …is to be able to wield a team of such people by lifting them up to be taller than they would otherwise be.

Robert Greenleaf

Servant leadership

1977.

What's the leadership culture in my organisation?

Good leaders seek feedback.

- Healthcare Leadership Model.
- Through one to one conversations.
- All the time.

Can this be measured?

Resilience

Resilience has Emotional, Mental and Physical aspects.

- Emotional – managing your state of heightened emotion in difficult circumstances. Not becoming too anxious. Not becoming too helpless.

- Mental – ability to recover your thinking capacity quickly after this has happened. Remaining realistically optimistic.

- Physical – self care to ensure not tired, unwell, hungry.

Do we create cultures that allow our leaders to do this?

Our programmes

- We have programmes for staff at all levels from porter to chief exec.

- We are currently developing a "Licence to lead" for all first time leaders.

- Aim to increase scale and spread of all our programmes over the next five years.

Visit our website

- https://www.leadershipacademy.nhs.uk

- Great **leadership** development improves **leadership** behaviours and skills. Better **leadership** leads to better patient care, experience and outcomes for the nhs.

Final Thoughts

- The NHS is run by people for people.
- Making them feel cared for is important.

- In a world of uncertainty and pressure leadership is a quality that makes a difference.

Thank you for listening.

Any questions?……

Workforce Assurance Event

13th January 2020

"More staff not enough –
NHS must also be best place
to work" says new NHS
people plan

As well as growing staff numbers, the NHS needs to rapidly become a much better place to work says the new [Interim NHS People Plan](), launched today (3rd June 2019) to address the once in a generation workforce challenges the service is currently facing

1. How the NHS will rapidly increase the number of NHS staff, deliberately starting with the nursing workforce where the current vacancy pressure is greatest.

2. How to make the NHS "the best place to work", addressing current concerns from frontline staff on the pressures they face, and improving retention rates.

3. How to equip staff and NHS frontline organisations to provide 21st century healthcare including the need to join up health and care and take advantage of digital technology, genomics and other innovations.

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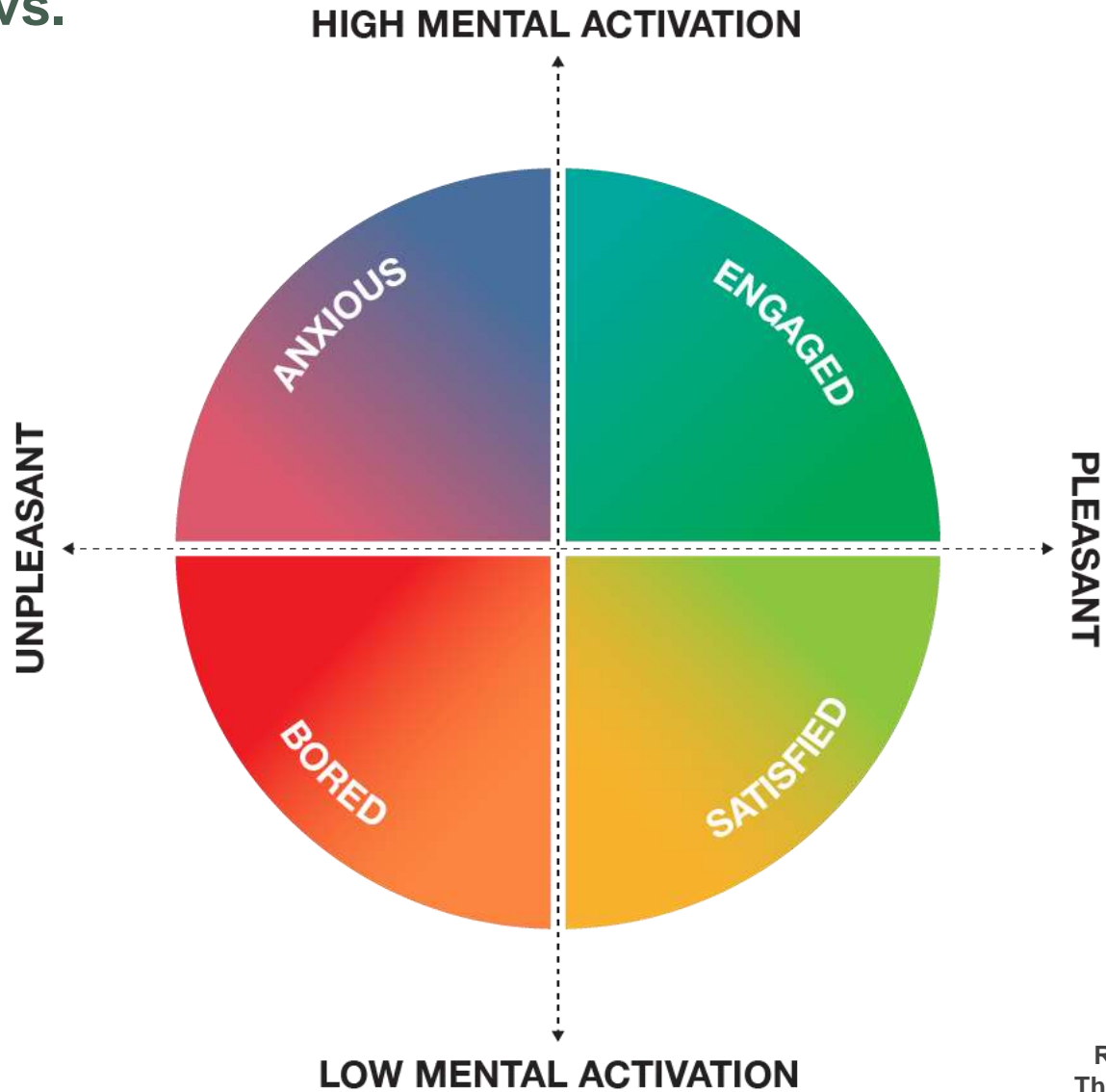
Agenda

1. Engagement vs. Satisfaction
2. Our Methodology
3. The 2 Key Strategic Themes of Engagement
4. Organisational Clarity
5. Managerial Engagement
6. Questions?

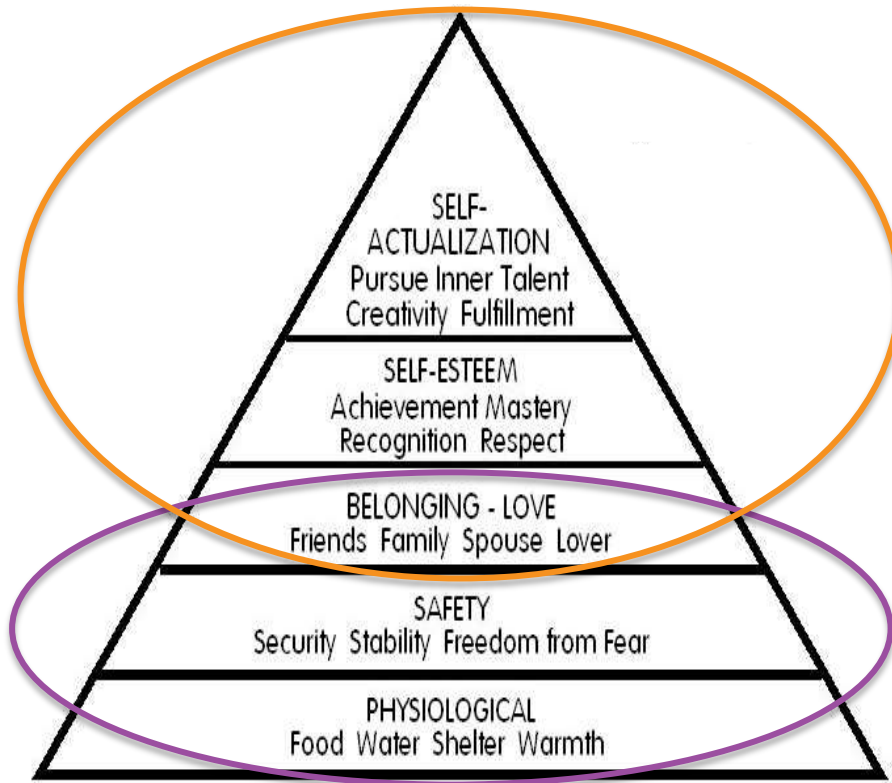# 1. Engagement vs. Satisfaction
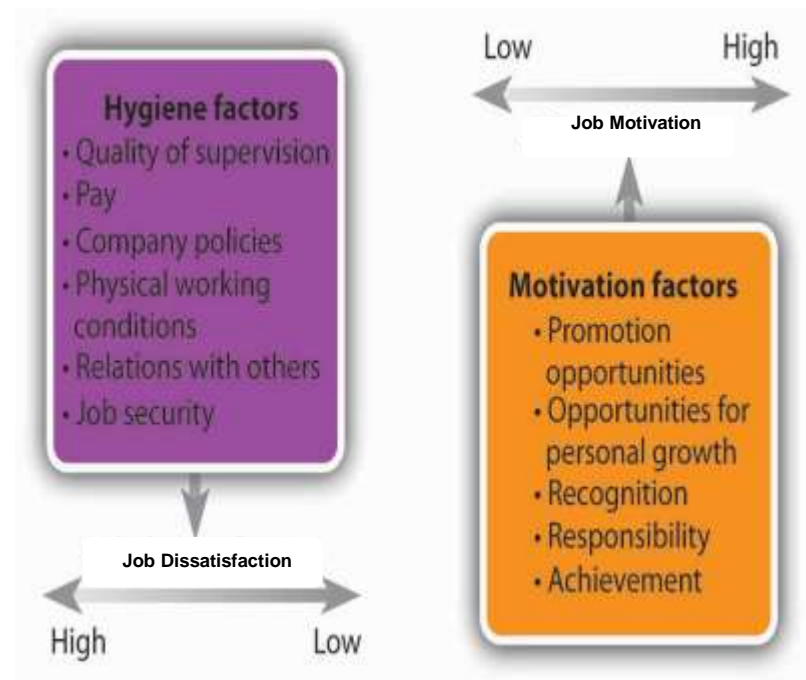
Engagement vs. Satisfaction

HIGH MENTAL ACTIVATION

ANXIOUS

ENGAGED

UNPLEASANT

PLEASANT

BORED

SATISFIED

LOW MENTAL ACTIVATION

Russell's Circumplex Theory of Affect (1980)

Engagement vs. Motivation Theories

ABRAHAM MASLOW
HIERARCHY OF NEEDS

SELF-ACTUALIZATION
Pursue Inner Talent
Creativity Fulfillment

SELF-ESTEEM
Achievement Mastery
Recognition Respect

BELONGING - LOVE
Friends Family Spouse Lover

SAFETY
Security Stability Freedom from Fear

PHYSIOLOGICAL
Food Water Shelter Warmth

FREDERICK HERZBERG
MOTIVATION THEORY

Low — High

Job Motivation

Hygiene factors
· Quality of supervision
· Pay
· Company policies
· Physical working conditions
· Relations with others
· Job security

Job Dissatisfaction

High — Low

Motivation factors
· Promotion opportunities
· Opportunities for personal growth
· Recognition
· Responsibility
· Achievement

Engagement vs. Satisfaction

HIGH MENTAL ACTIVATION

ANXIOUS

ENGAGED

BORED

SATISFIED

UNPLEASANT

PLEASANT

LOW MENTAL ACTIVATION

Dissatisfied & Motivated

Satisfied & Motivated = Engagement

Dissatisfied with Low Motivation

Satisfied with Low Motivation

Russell's Circumplex Theory of Affect (1980)

best companies

Engagement vs. Satisfaction

HIGH MENTAL ACTIVATION

ANXIOUS

ANXIOUS BUT ACTIVE

ENGAGED BUT UNSURE

ENGAGED

HIGHLY ENGAGED

HIGHLY ANXIOUS

Employees here are anxious but productive

6

Employees here are engaged but could become anxious

3

Employees here are the most engaged

1

UNPLEASANT

Employees here are at risk of becoming disengaged

8

5

Employees here are neither engaged nor unhappy

PLEASANT

HIGHLY SATISFIED

Employees here are disengaged and likely to leave

9

NEUTRAL

Employees here are highly satisfied but could be more active

2

HIGHLY DISENGAGED

Employees here are bored, and no longer engaging with work

7

Employees here are satisfied but could become bored

4

SATISFIED BUT PASSIVE

SATISFIED

BORED

BORED

LOW MENTAL ACTIVATION

Russell's Circumplex Theory of Affect (1980)

best companies

Instant Pulse Survey

2. Our Methodology

Our Methodology

24-70 STATEMENTS

24 SCORING STATEMENTS

8 FACTORS

My Manager
Giving Something Back
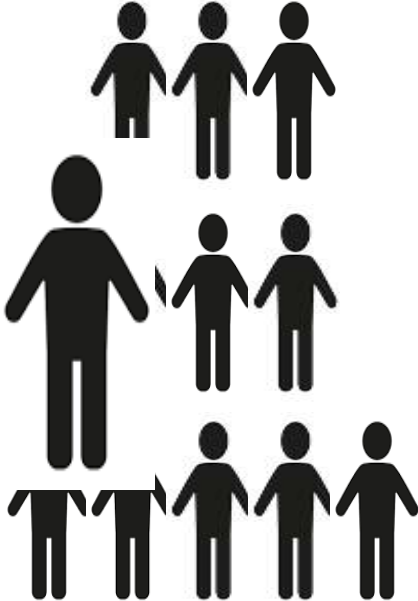Leadership
Fair Deal
My Company
Wellbeing
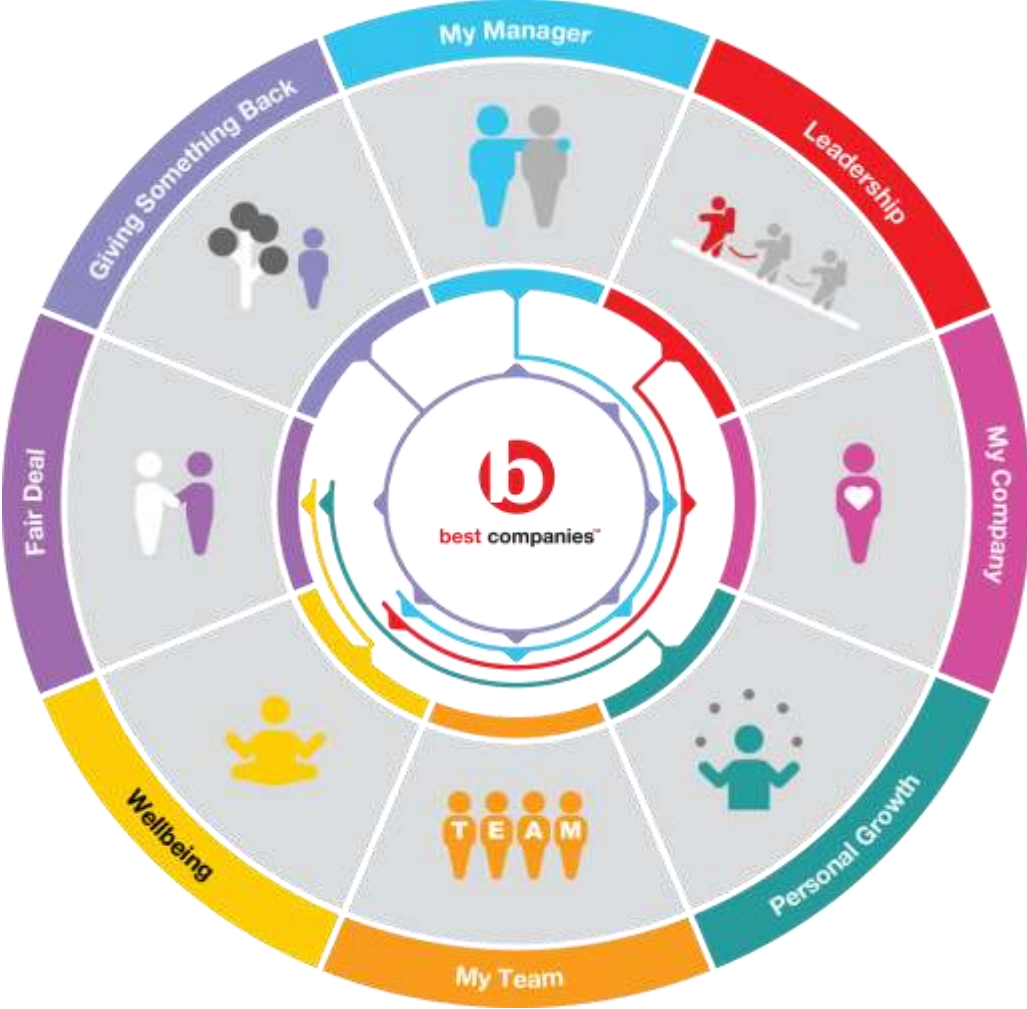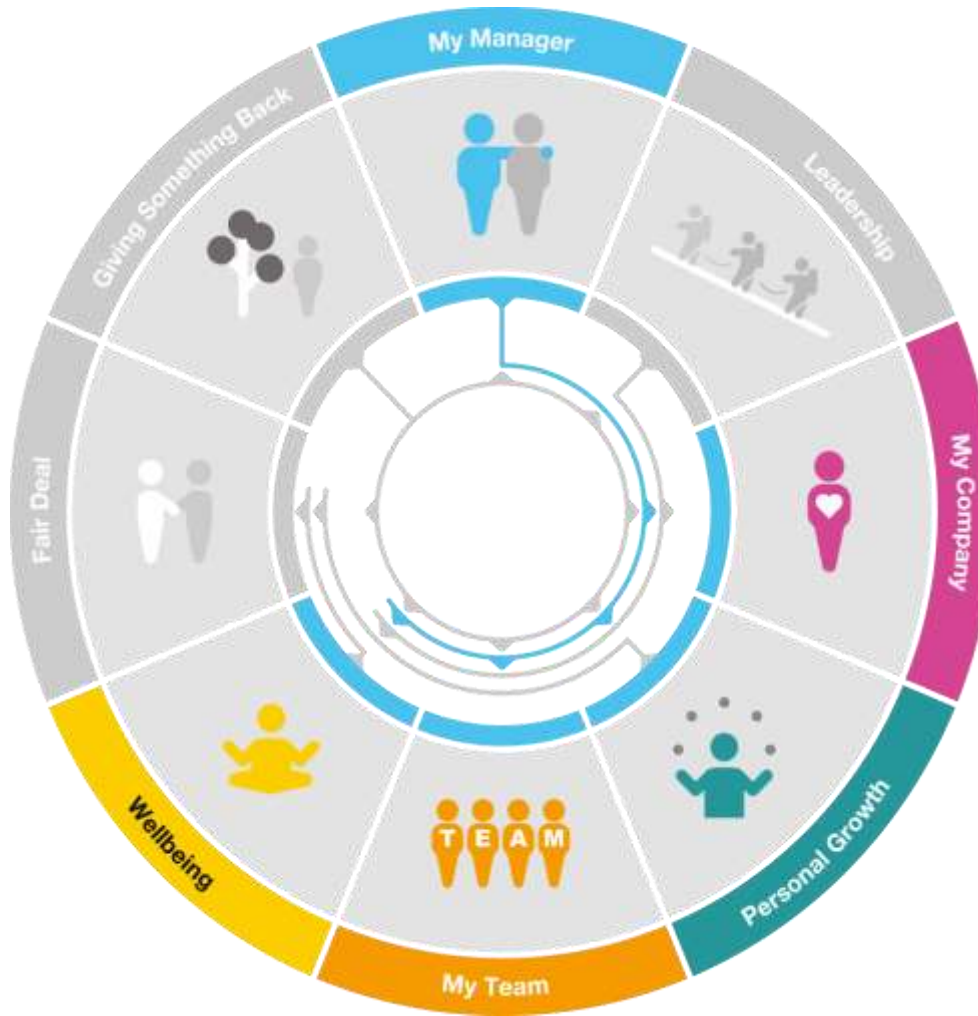My Team
Personal Growth

best companies

Headcount Adjusted BCI Score

Our 8 Workplace Factors

The My Manager Factor

Core survey statements

✓ My manager cares about how satisfied I am in my job

✓ I feel that I lack support from my manager

Optional survey statements

☐ My manager regularly expresses his / her appreciation when I do a good job

☐ My manager treats everyone fairly

☐ My manager does a lot of telling but not much listening

☐ I feel that my manager talks openly and honestly with me

☐ My manager cares about me as an individual

☐ My manager shares important knowledge and information with me

☐ My manager is an excellent role model for me

☐ My manager helps me to fulfil my potential

☐ My manager would be quick to respond if I showed signs of being under too much pressure

☐ My manager motivates me to give my best every day

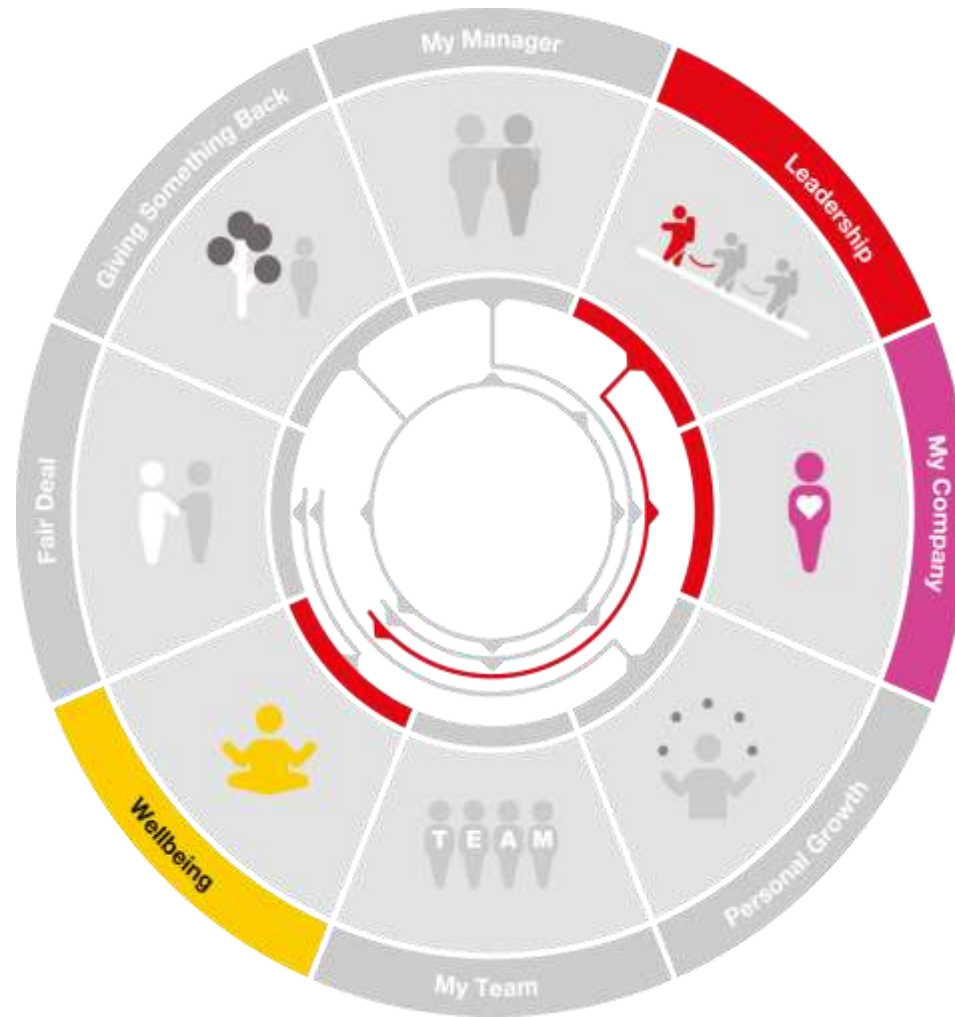☐ I have confidence in the leadership skills of my manager

Core survey statements

✓ I feel a strong sense of family in my team

✓ My team is fun to work with

✓ People in our team don't care much for each other

Optional survey statements

☐ Power struggles within my team have a negative impact

☐ People in my team go out of their way to help me
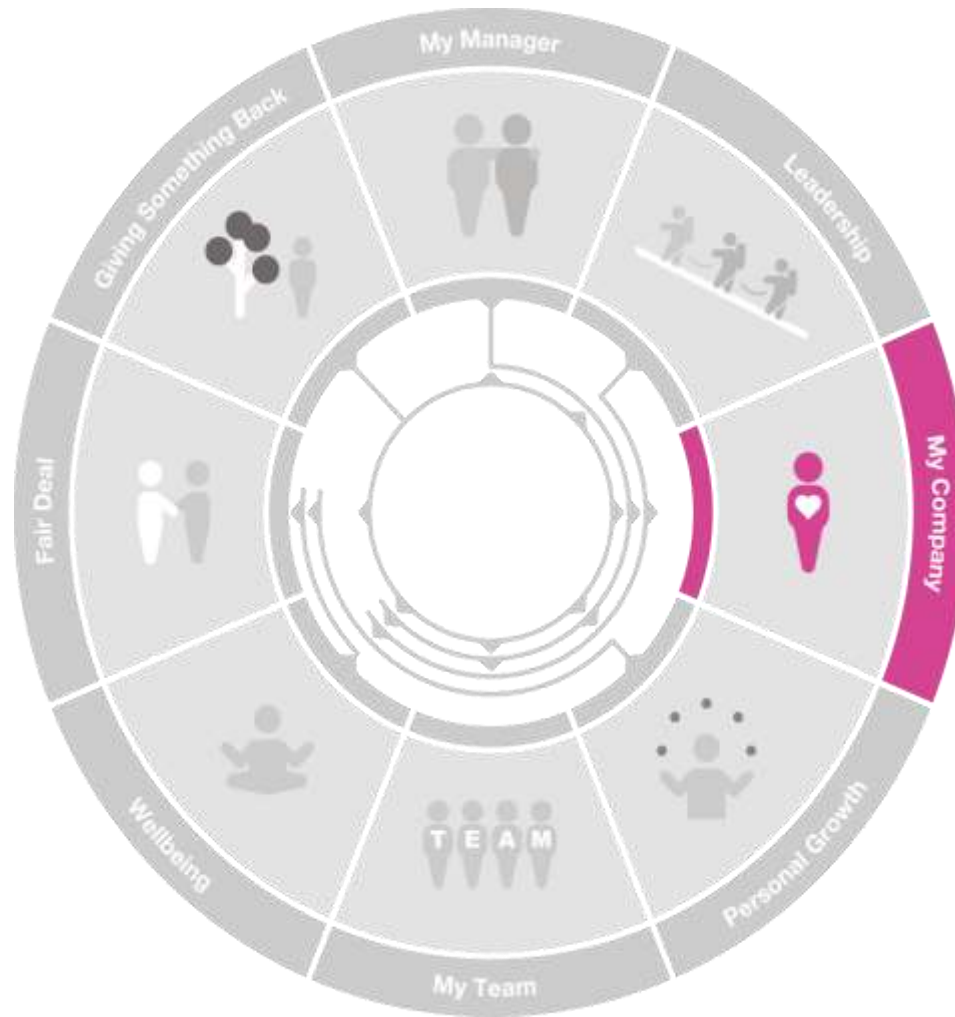
My Team

The Leadership Factor

Core survey statements

✓ I am inspired by the person leading this organisation

✓ I have confidence in the leadership skills of the senior management team

✓ The leader of this organisation runs this organisation based on sound moral principles

✓ Senior managers of this organisation do a lot of telling but not much listening

Optional survey statements

☐ Senior managers truly live the values of this organisation

☐ This organisation is run on strong values / principles

Leadership

The My Company Factor

Core survey statements

✓ I love working for this organisation

✓ I would leave tomorrow if I had another job

Optional survey statements

☐ I believe I can make a valuable contribution to the success of this organisation

☐ My work is an important part of my life

☐ I feel proud to work for this organisation
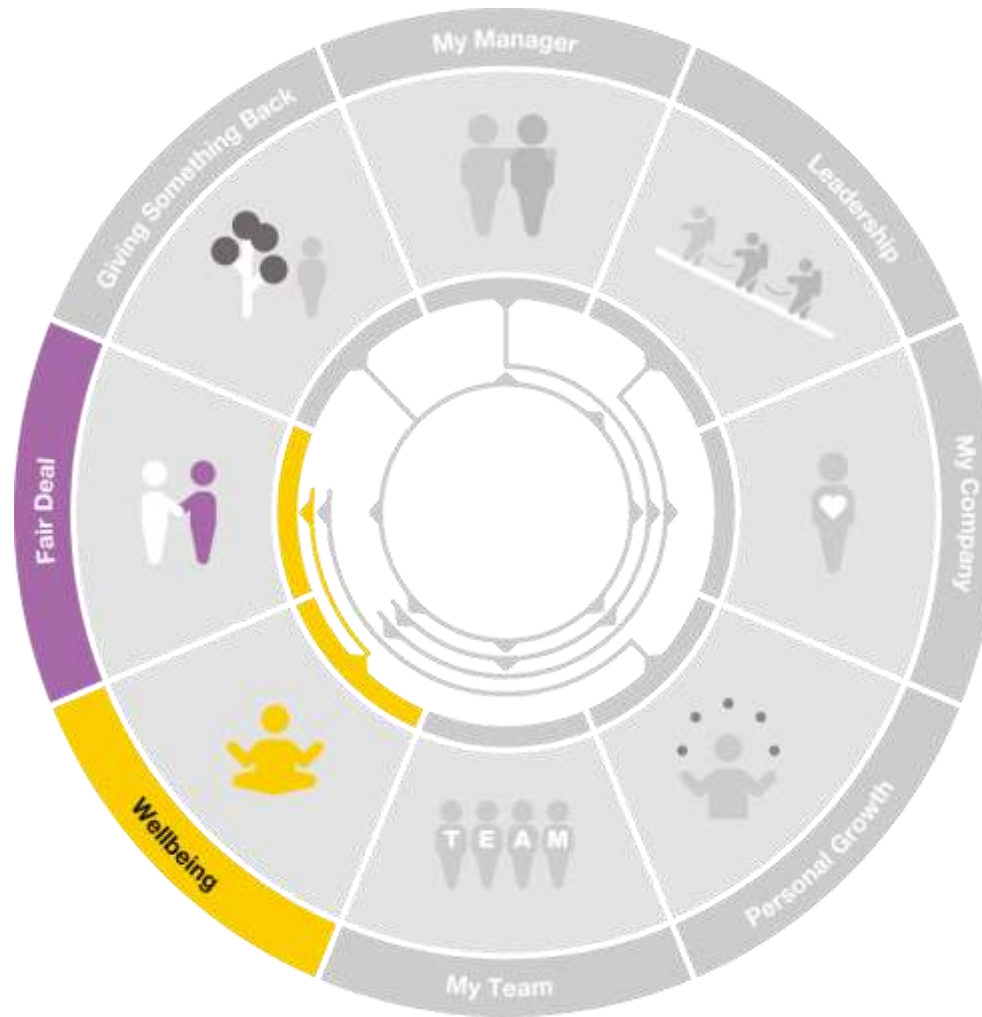
My Company

The Personal Growth Factor

Core survey statements

✓ The training in this job is a great benefit to me personally

✓ There are limited opportunities for me to learn and grow within this organisation

✓ This job is good for my own personal growth

✓ I am bored with the work I do

Optional survey statements

☐ The experience I gain from this job is valuable for my future

Personal Growth

The Wellbeing Factor
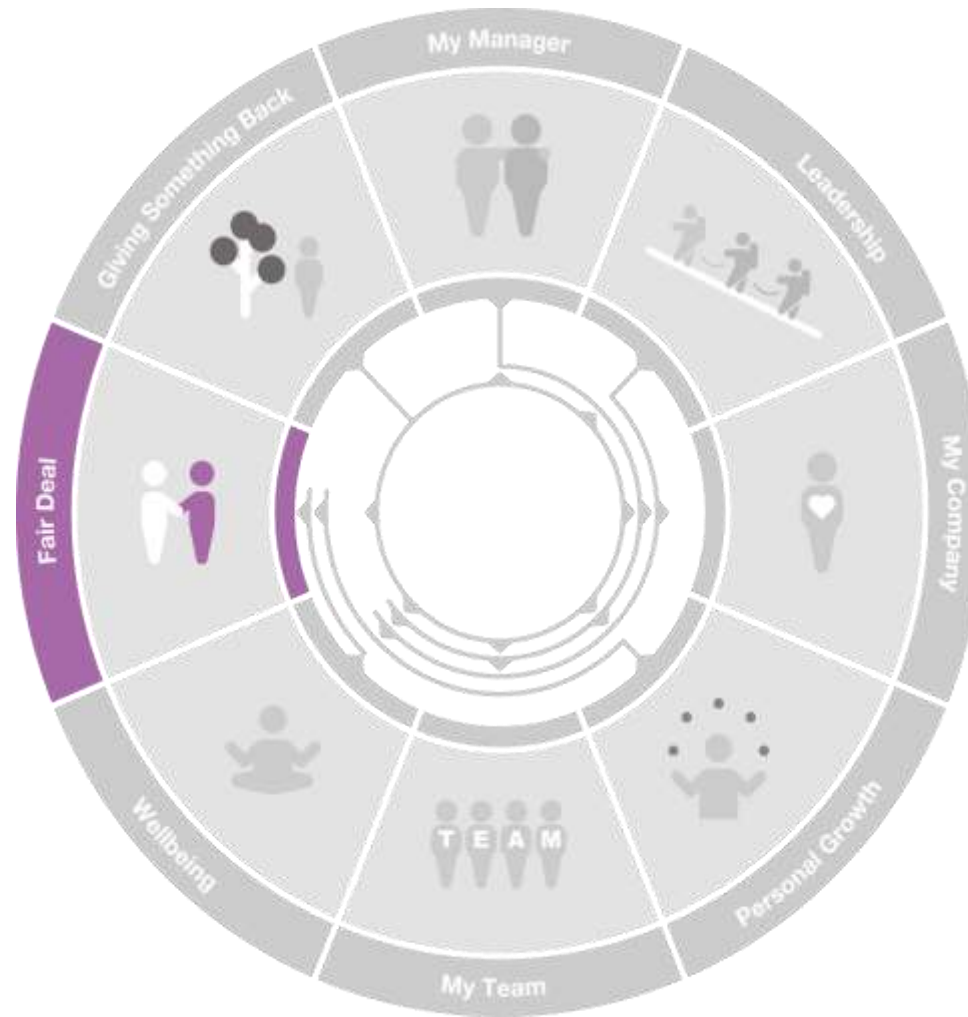
Core survey statements

✓ I am under too much pressure at work to perform well

✓ I am happy with the balance between my work and home life

Wellbeing

Optional survey statements

☐ Most days I feel exhausted when I come home from work

☐ I'm spending too much time working

☐ My work interferes with my responsibilities at home

☐ My health is suffering because of my work

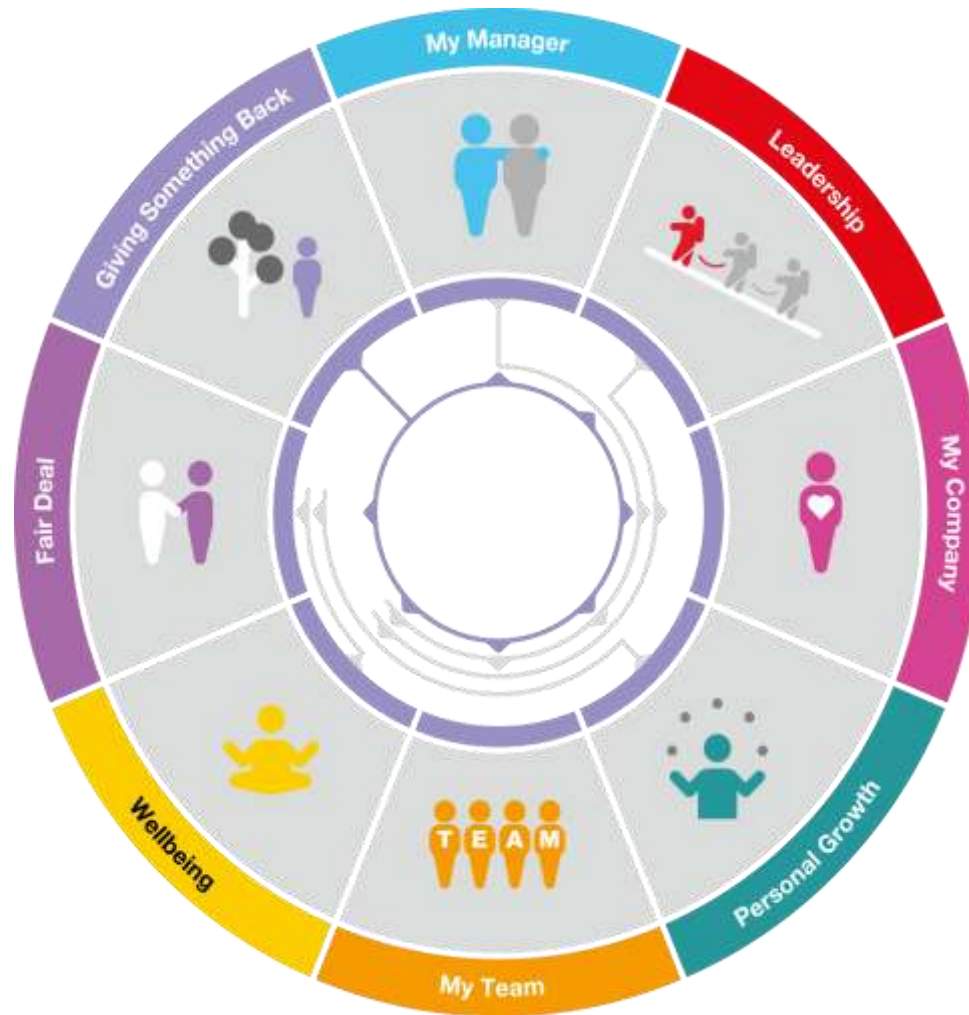☐ My work deadlines are unrealistic

The Fair Deal Factor

Core survey statements

✓ I feel I receive fair pay for the responsibilities I have in my job

✓ I am paid fairly for the work I do relative to people in similar positions in similar organisations

Optional survey statements

☐ I am happy with the pay and benefits I receive in this job

☐ I am paid fairly for the work that I do relative to others within this organisation
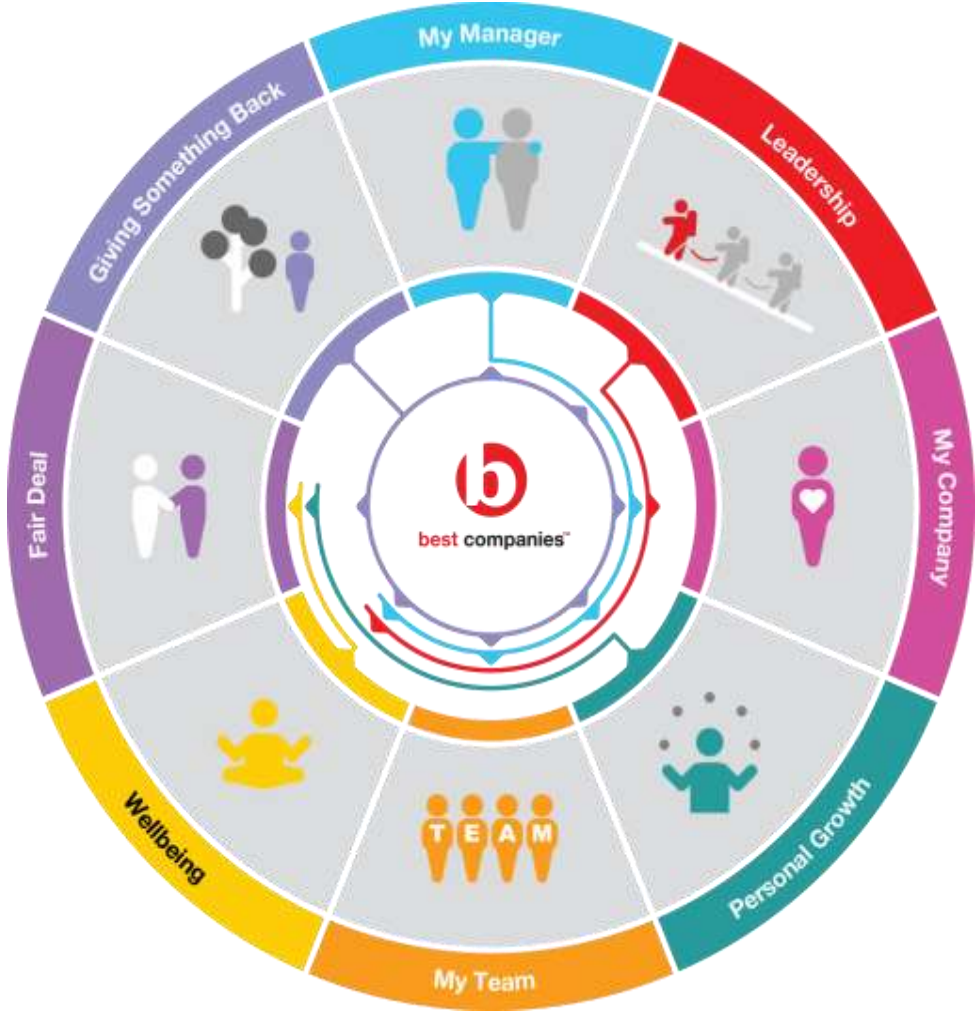
Fair Deal

The Giving Something Back Factor

Core survey statements

✓ This organisation has a strong social conscience

✓ I believe this organisation does not do enough to protect the environment

✓ I think this organisation should put more back into the local community

✓ This organisation is keen to help people from disadvantaged backgrounds

Optional survey statements

☐ Profit / budget concerns are the only things driving this organisation

☐ My organisation encourages charitable activities

Our 8 Workplace Factors

Optional survey statements

☐ I feel I can tell my manager when work is going badly

☐ I feel my job is secure

Managers in my organisation would rather avoid conflict than deal with issues

☐ My manager takes an active interest in my wellbeing

☐ I have skills that my organisation could use but doesn't

☐ My manager ensures that I have the resources I need to do my job

☐ Sometimes I feel that my manager takes advantage of me

☐

☐

Optional survey statements

☐ What is expected of me in my work is made completely clear to me

☐ Senior Managers here are visible and approachable

The leader has a plan that I believe in

☐ Some departments / teams in this organisation don't work well with each other

☐ I am excited about where this organisation is going

This organisation feels more reactive than proactive

☐ Some people here use intimidation to get what they want

☐ My organisation makes a positive difference to the world we live in

☐

☐

3. The 2 Key Strategic Themes

Top 15 most highly correlated questions NHS Clinical Organisation

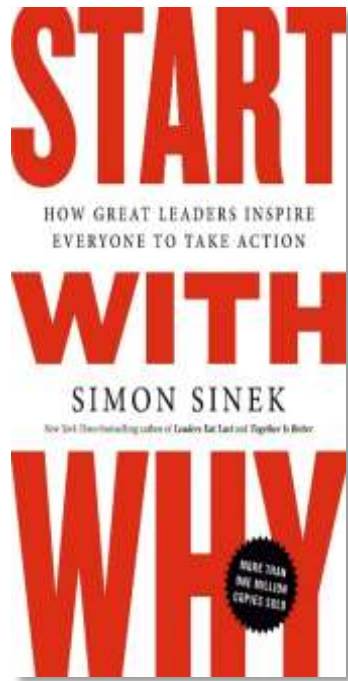| Most highly correlated questions	Pearson Correlation
I think I have a positive future ahead of me in this organisation	0.806
I have confidence in the leadership skills of the senior management team	0.772
I love working for this organisation	0.743
My manager cares about how satisfied I am in my job	0.736
My manager helps me to fulfil my potential	0.732
I would leave tomorrow if I had another job	0.732
My manager is an excellent role model for me	0.732
I have a great deal of faith in the person leading this organisation	0.731
My manager motivates me to give my best every day	0.727
I feel proud to work for this organisation	0.723
My manager shares important knowledge and information with me	0.721
Everyone is treated fairly here	0.718
I have confidence in the leadership skills of my manager	0.715
I am inspired by the person leading this organisation	0.711
Senior managers truly live the values of this organisation	0.708

Key
Managerial Engagement
Organisational Clarity
My Company Questions

Top 15 most highly correlated questions None Clinical NHS Organisation

Most highly correlated questions	Pearson Correlation
This job is good for my own personal growth	0.764
My manager helps me to fulfil my potential	0.724
My manager motivates me to give my best every day	0.715
I feel proud to work for this organisation	0.713
I love working for this organisation	0.711
My manager cares about how satisfied I am in my job	0.708
I have confidence in the leadership skills of my manager	0.700
I have confidence in the leadership skills of the senior management team	0.686
This organisation is run on strong values / principles	0.686
My manager is an excellent role model for me	0.683
I would leave tomorrow if I had another job	0.681
I am excited about where this organisation is going	0.676
My manager would be quick to respond if I showed signs of being under too much pressure	0.675
My manager cares about me as an individual	0.671
Senior managers of this organisation do a lot of telling but not much listening	0.669

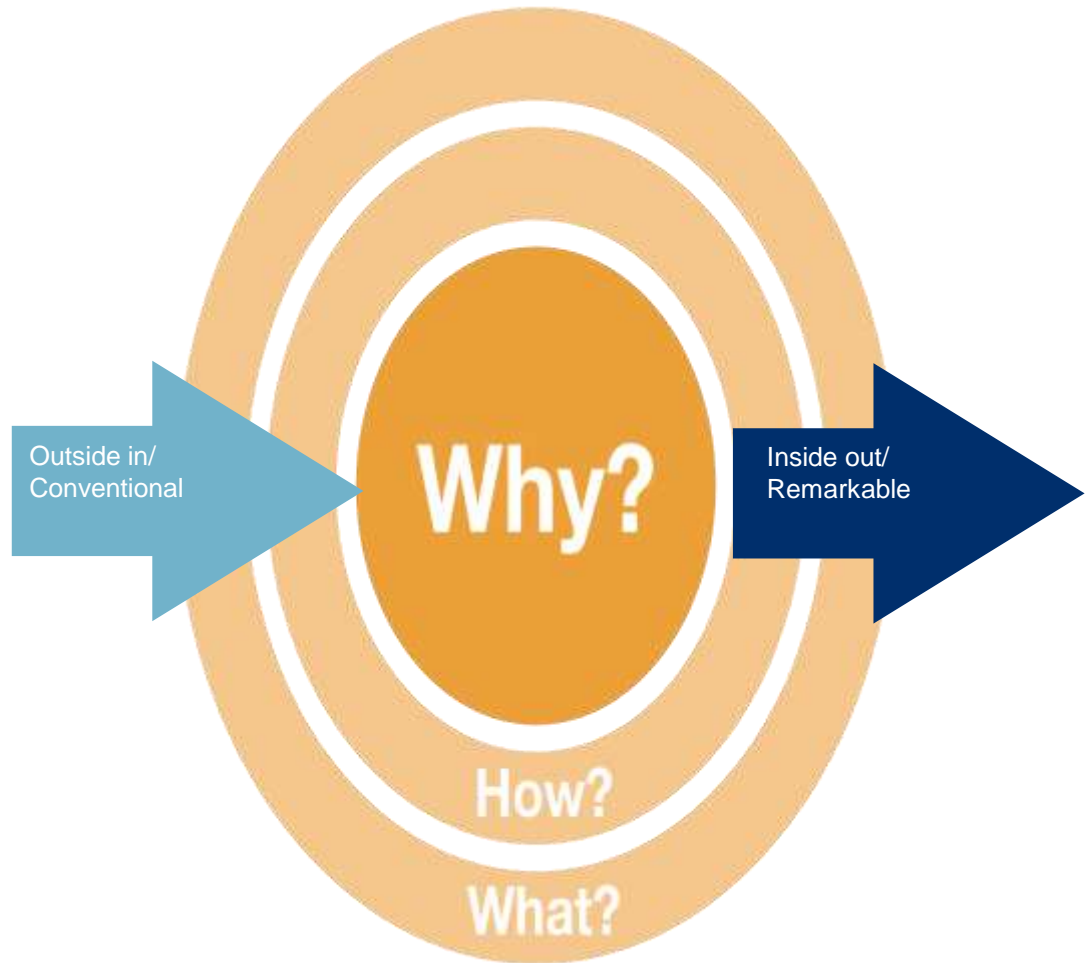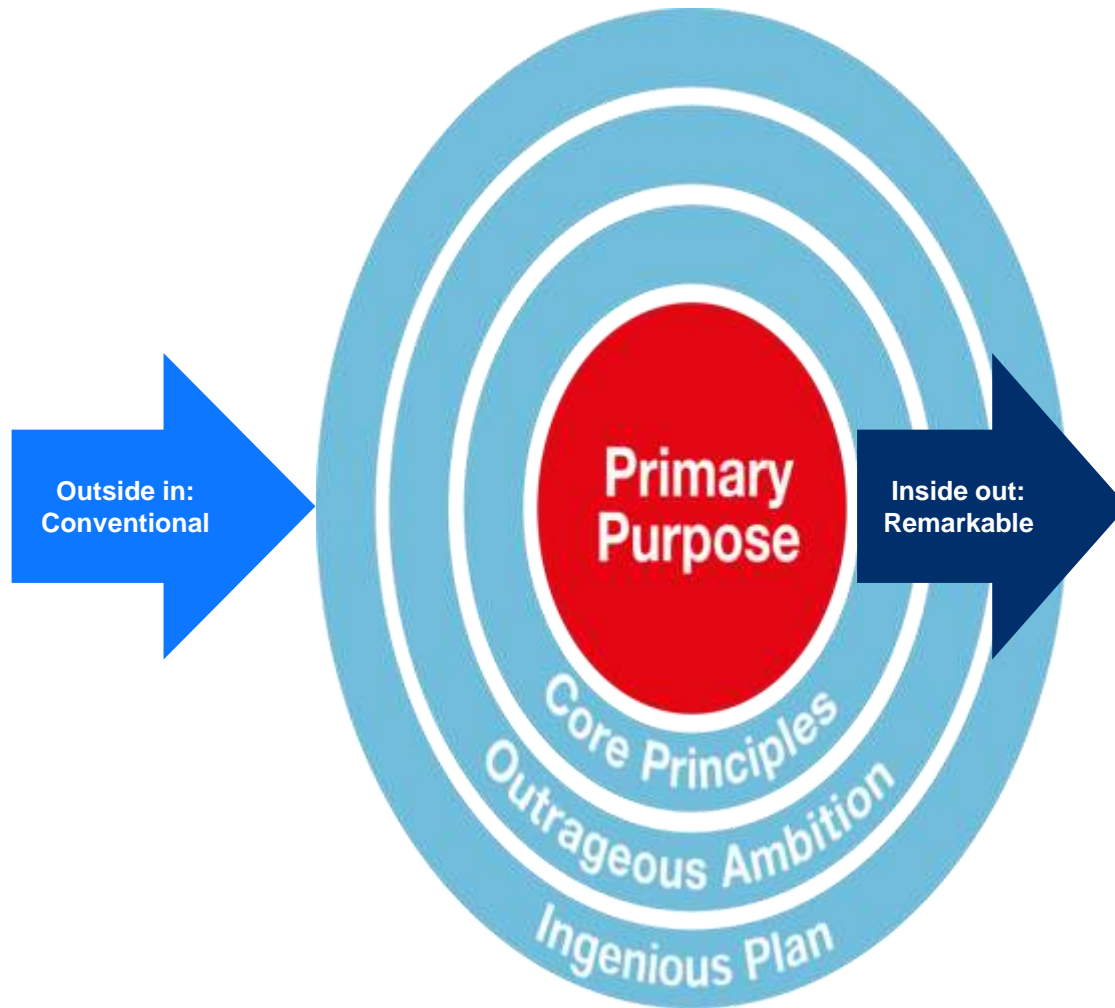| Key |
|---|
| Managerial Engagement |
| Organisational Clarity |
| My Company & Personal Growth Questions |

4. Organisational Clarity

Organisational Clarity – Start with Why?

Simon Sinek

Outside in/ Conventional

Why?

Inside out/ Remarkable

How?

What?

Organisational Clarity

Outside in:
Conventional

Primary Purpose

Core Principles

Outrageous Ambition

Ingenious Plan

Inside out:
Remarkable

Organisational Clarity – Primary Purpose

Good Examples of Primary Purpose's

FLIGHT CENTRE

"To open up the world for those who want to see"

vodafone

"To connect everybody to live a better today and build a better tomorrow"

✓ Inspire   ✓ Memorable   ✓ Concise   ✓ Impact on others

Good Examples of Primary Purpose's

Microsoft

"To empower every person and every organisation on the planet to achieve more"

f

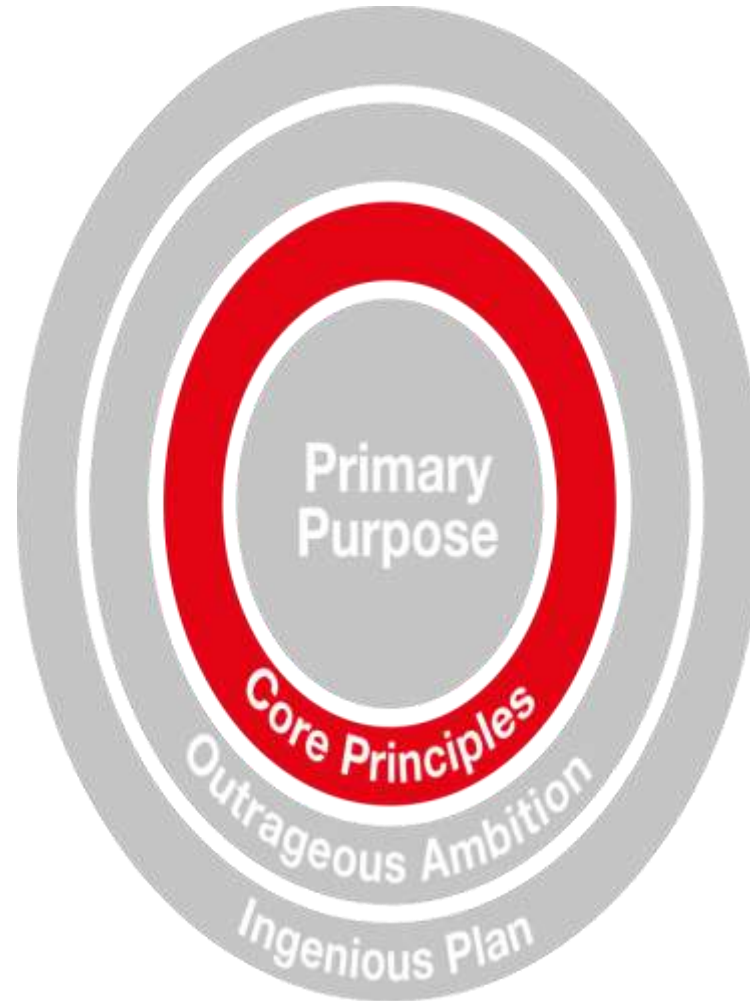"Give people the power to build community and bring the World closer together"
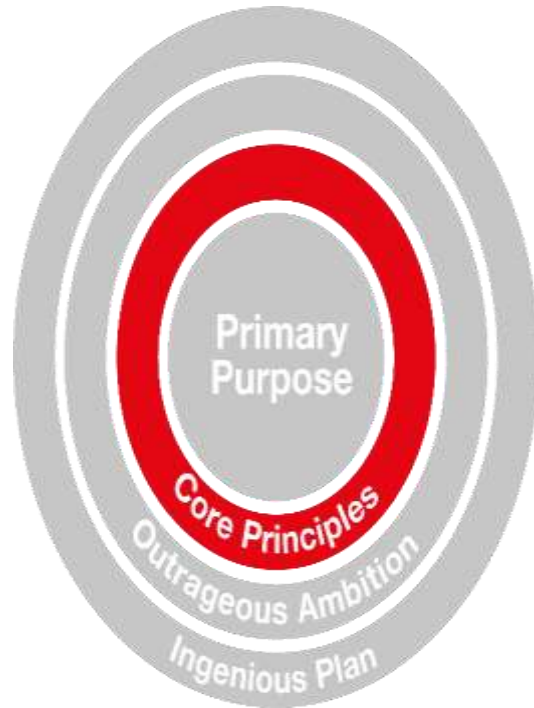
✓ Inspire ✓ Memorable ✓ Concise ✓ Impact on others

Organisational Clarity – Core Principles

Core Principles

Primary Purpose

Core Principles

Outrageous Ambition

Ingenious Plan

innocent

to make natural, delicious food and drink that helps people live well and die old *and become...* the earth's favourite little healthy food and drinks company *by being...* natural entrepreneurial responsible commercial generous — innocent values

purpose   **vision**   **values**

Key attributes of a good **Core Principle:**
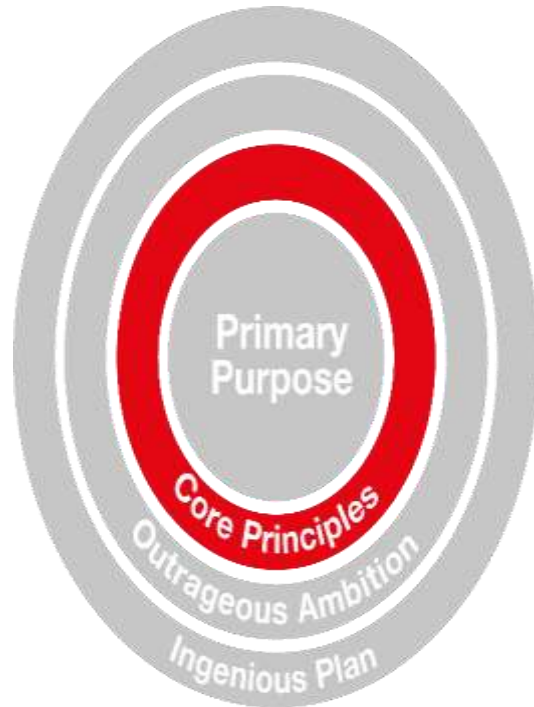
✓ **No more than 5**   ✓ **Real for everyone**   ✓ **Memorable**   ✓ **Describes behaviour**

Core Principles

Primary Purpose

Core Principles

Outrageous Ambition

Ingenious Plan

best companies™

care

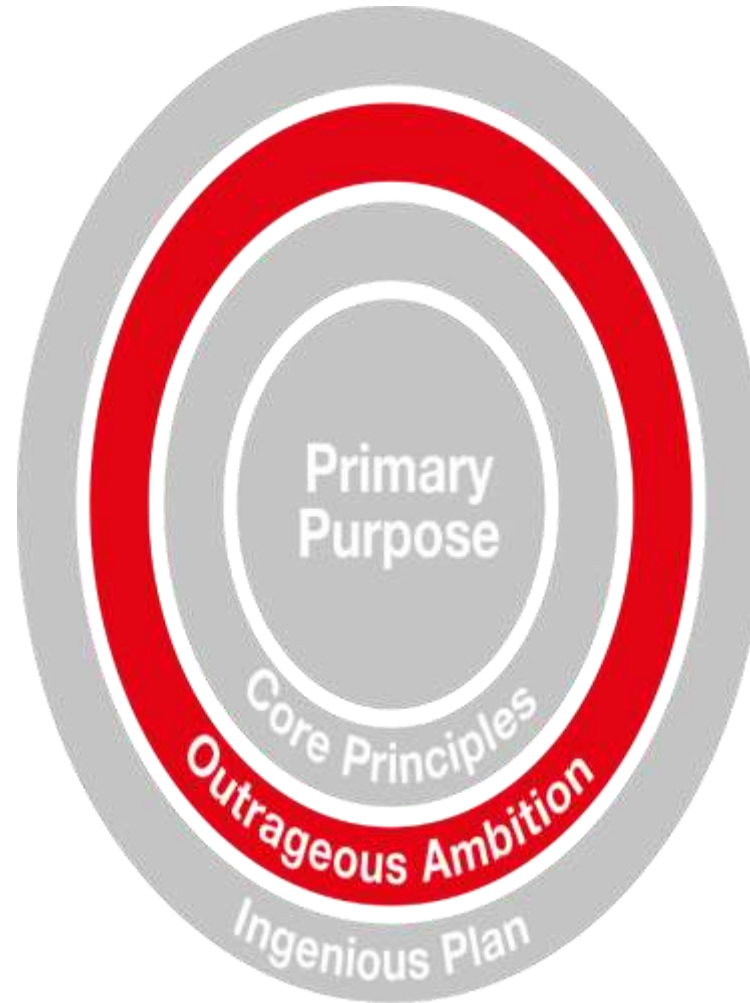Care about what you do, how you do it and who you do it for

humility

Take what you do seriously, but don't take yourself too seriously

discipline

See the best in yourself, see the best in others

responsibility

Take 100% responsibility

Key attributes of a good **Core Principle:**

✓ No more than 5   ✓ Real for everyone   ✓ Memorable   ✓ Describes behaviour

Organisational Clarity – Outrageous Ambition

A Good Example of an Outrageous Ambition

SONY

We will create products that become pervasive around the world.

We will be the first Japanese company to go into the American market and distribute directly.

We will succeed with innovations like the transistor radio that American companies have failed at.

Our brand name will be as well known as any on earth… and will signify innovation and quality that rivals the most innovative companies anywhere.

'Made in Japan' will mean something fine. Not shoddy.

✓ Timebound ✓ Only 50% achievable ✓ Vivid description of the future ✓ Energise everyone

A Good Example of an Outrageous Ambition

Google

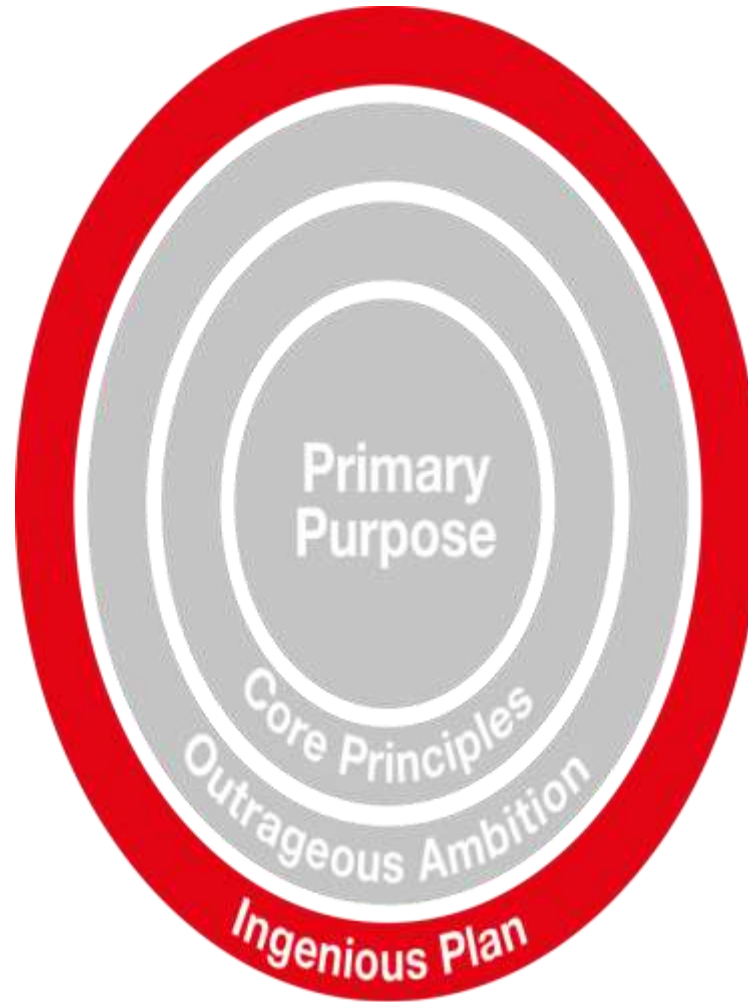To digitise every piece of written information in the world…within 300 years.
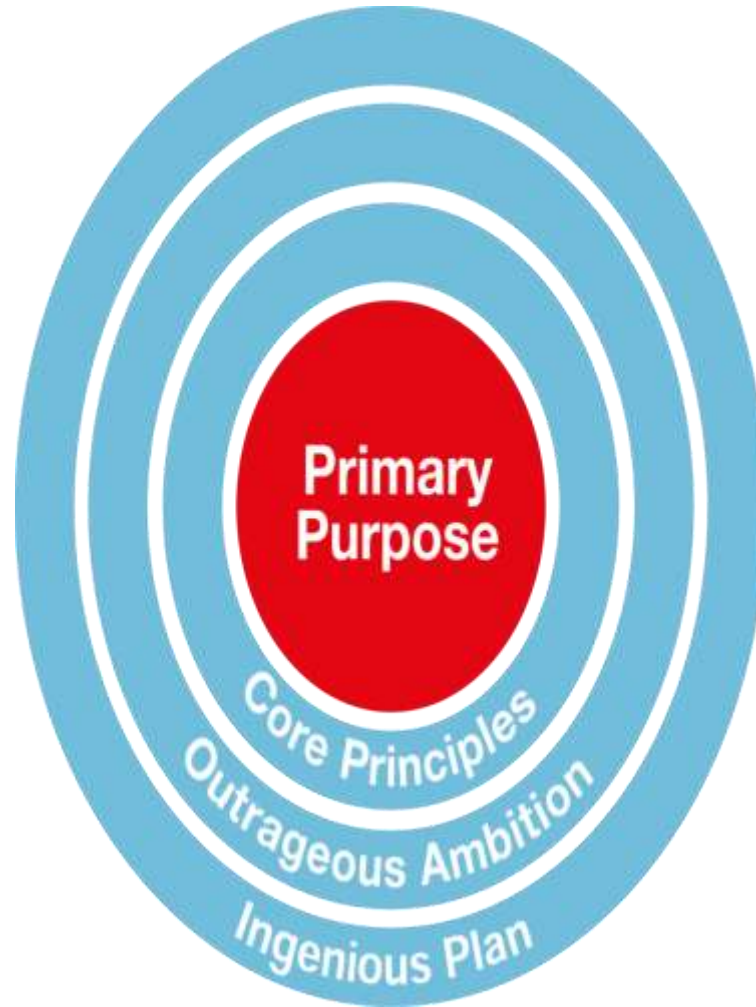
✓ Timebound ✓ Only 50% achievable ✓ Vivid description of the future ✓ Energise everyone

Organisational Clarity – Ingenious Plan

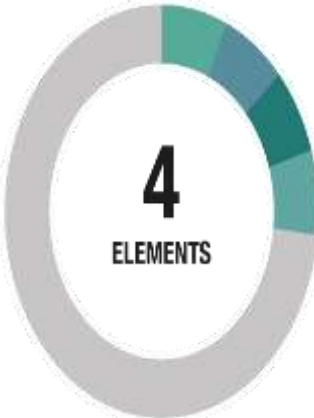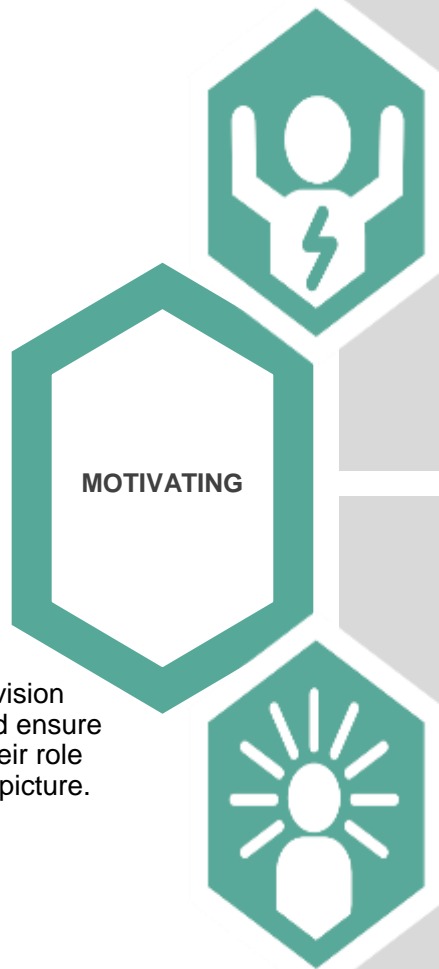# Organisational Clarity

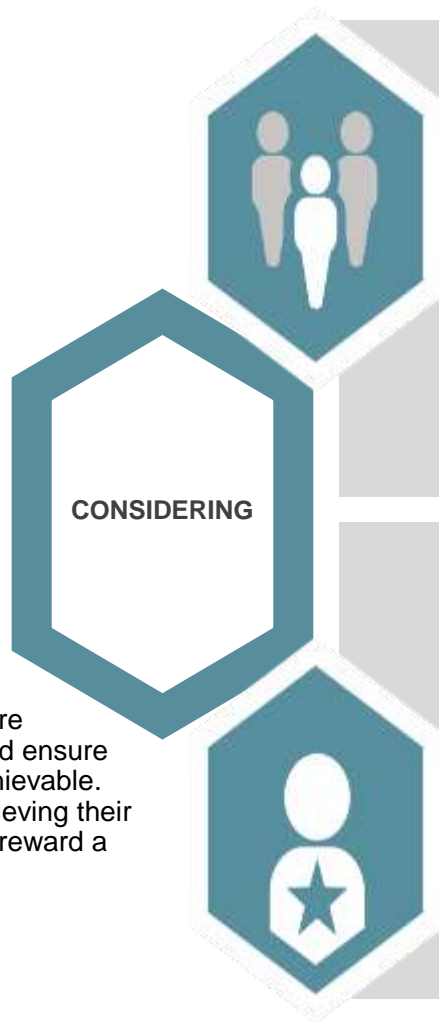# 5. Managerial Engagement

How we measure Managerial Engagement

MC³

Energising

- My Manager treats everyone fairly
- What is expected of me in my work is made completely clear to me
- My team is fun to work with

MOTIVATING

Inspiring

- My manager motivates me to give my best every day
- I have confidence in the leadership skills of my manager
- My manager is an excellent role model for me

1. Motivating

Sell the direction and vision of the organisation and ensure others can see how their role impacts on the bigger picture.

MC³

Supporting

- My manager ensures that I have the resources I need to do my job
- My manager helps me to fulfil my potential
- I feel that I lack support from my manager

CONSIDERING

Recognising

- My manager regularly expresses his/her appreciation when I do a good job
- Sometimes I feel that my manager takes advantage of me
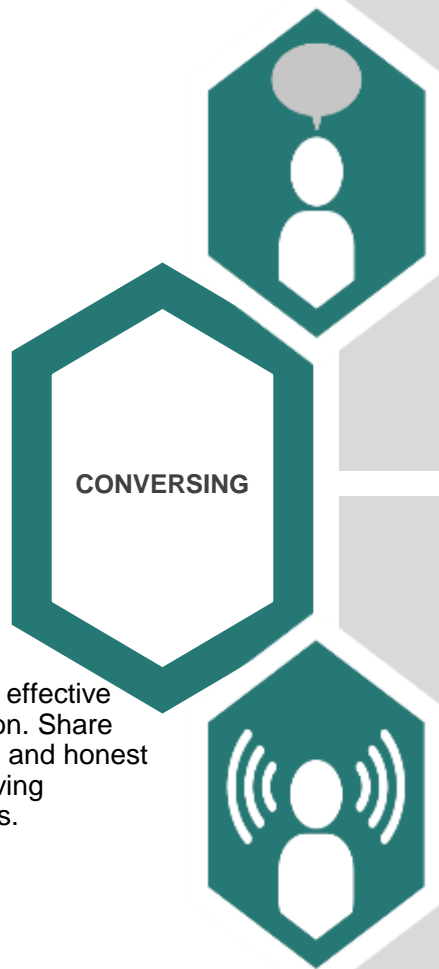
2. Considering

Recognise what you are asking from people and ensure this is realistic and achievable. Support people in achieving their tasks. Recognise and reward a job well done.

Informing

- I feel that my manager talks openly and honestly with me
- My manager shares important knowledge and information with me

CONVERSING

Listening

- My manager does a lot of telling but not much listening
- I feel I can tell my manager when work is going badly

3. Conversing

Open the channels for effective two-way communication. Share information in an open and honest way. Be open to receiving information from others.

MC³

Care

- My manager cares about me as an individual
- My manager cares about how satisfied I am in my job

CARING

Understanding

4. Caring

Recognise people have a life outside of work, respect their time for family, friends and outside interests/hobbies.

Show an interest in them as individuals and demonstrate care for their needs.

- My manager takes an active interest in my wellbeing
- My manager would be quick to respond if I showed signs of being under too much pressure

6.   Questions?

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Thank You

Steve Banks

Senior Independent Director

Nottinghamshire Healthcare NHS Foundation Trust

Assurance at Workforce and Audit Committees

An Improving Workforce Assurance Journey

➢ Lots of data but no info

➢ Lots of info but too tactical

➢ The right supporting Committees but lose line of sight

➢ Shorter papers but no numbers

➢ SPCs but based on current performance not targets or benchmarks

➢ Connection of Board, Audit, workforce, ELT and day job

Where do I get my Assurance?

- Board Assurance Framework
- Controls
  - Strategies, business plan, KPIs, policies etc
- External Sources, e.g.
  - 360 Assurance, External audit, CQC, NHS toolkits
- Triangulation
- FTSU

Assurance or Re-assurance?

- Assurance about focus, effort, initiatives
  - But not on outcomes?
- What is the best we can do in the national and local context?
- Good set of KPIs that can be validated, but what about workforce engagement?
- Engagement is in our gift and positively impacts on all the other measures

How do Workforce and Audit work together?

- Share Board Assurance Framework (BAF) and movement (or not)
- Specific focus on each sub-committee risks annually
- Chair of Audit attends other sub-committees at least annually
- Annual report on effectiveness of sub-committees Vs TOR
- Summary of each sub-committee meeting
- Scrutiny of Internal Audit programme based on BAF

- Internal audit are your friends!

What would be better?

- Short reports, traffic lights, ability to drill down

- Line of sight on actions

- Information that drives the right level of questions

- Forward looking

- Effective triangulation across Trust and sub-committees

Panel Discussion

Chair: **Steve Banks -** Non-Executive Director at Nottinghamshire Healthcare NHS Foundation Trust

Kevin Moynes - Executive Director of Human Resources and Organisational Development (HR&OD) at East Lancashire Hospitals NHS Trust

Debbie Hollings-Tennant - Finance Director at NHS Leadership Academy

Jonathan Austin – CEO at Best Companies

Helen Grantham - Non-Executive Director at Leeds and York Partnership NHS Foundation Trust

Julia Tabreham - Non-Executive Director at Derbyshire Healthcare NHS Foundation Trust

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