

HPMA NATIONAL CONFERENCE

HR in the NHS 2001 to 2019

6 June 2019
Andrew Foster
Chief Executive

Remember 2001



Differences between 2001 and 2019

2001

- Labour government
- Alan Milburn
- The NHS Plan
- The HR in the NHS Plan
- Promised Pay Reform
- DH as single NHS governing body
- Huge funding increases
- Small ongoing deficit
- New Labour golden age

2019

- Conservative government
- Matt Hancock
- The Long Term Plan
- The Interim People Plan
- End of Austerity
- DH, NHSE, NHSI, CQC, NHS Employers, HEE
- Some funding increase
- Huge underlying deficit
- Brexit era

Similarities between 2001 and 2019

- A workforce numbers crisis, especially in nursing
- A workforce morale crisis
- Government says workforce is top priority
- Simon Stevens in charge
- Public support for the NHS
- Improving Working Lives and The Offer
- Beginning of massive overseas recruitment in India, Philippines and China
- A big push for HR to be more valued

What is the value of good HR?

A portrait of David Ulrich, an older man with grey hair, wearing a grey blazer over a plaid shirt. The background is dark. The text is overlaid on the image in an orange color.

David Ulrich

The greatest HR
Management Guru, who
has influenced the way,
we do Human Resources
Management today.

He has a power to change
HR.

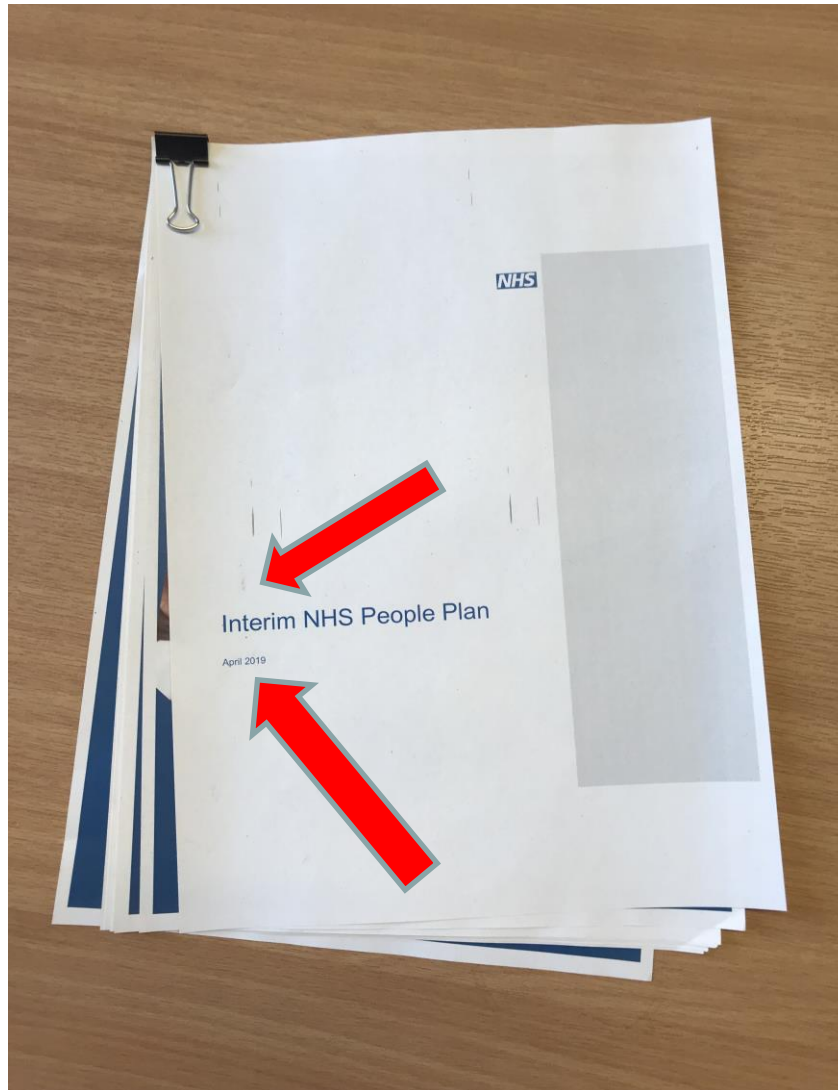
Dave Ulrich's key HR Competencies plus 2



Interim People Plan - Context

- Long Term Plan: integration, technology & workforce
- Workforce “Crisis”, especially nursing
- Low morale, workload pressure, bullying, lack of equality, high sickness absence,
- Much unhealthy culture; variable leadership
- Comprehensive Spending Review in ‘Autumn’ 2019

Interim People Plan - delay



Interim People Plan - Content

- Four main work streams
 1. Making the NHS a better place to work
 2. Improving the leadership culture
 3. Tackling the nursing shortage
 4. Delivering 21st century care
- Plus
 - Devolution of responsibility
 - Priorities for Comprehensive Spending Review

Interim People Plan – We will...

- make the NHS a great place to work
- make real changes to the NHS culture
- prioritise urgent action on nurse shortages
- support the move to a 21st century, community based, multi-disciplinary, flexible, technology-enabled workforce
- devolve power and responsibility to ICSs
- start now and build a final plan after the CSR

Promises, promises

VISIONS OF PARADISE

Botticini's Palmieri Altarpiece

4 November 2015 – 28 March 2016



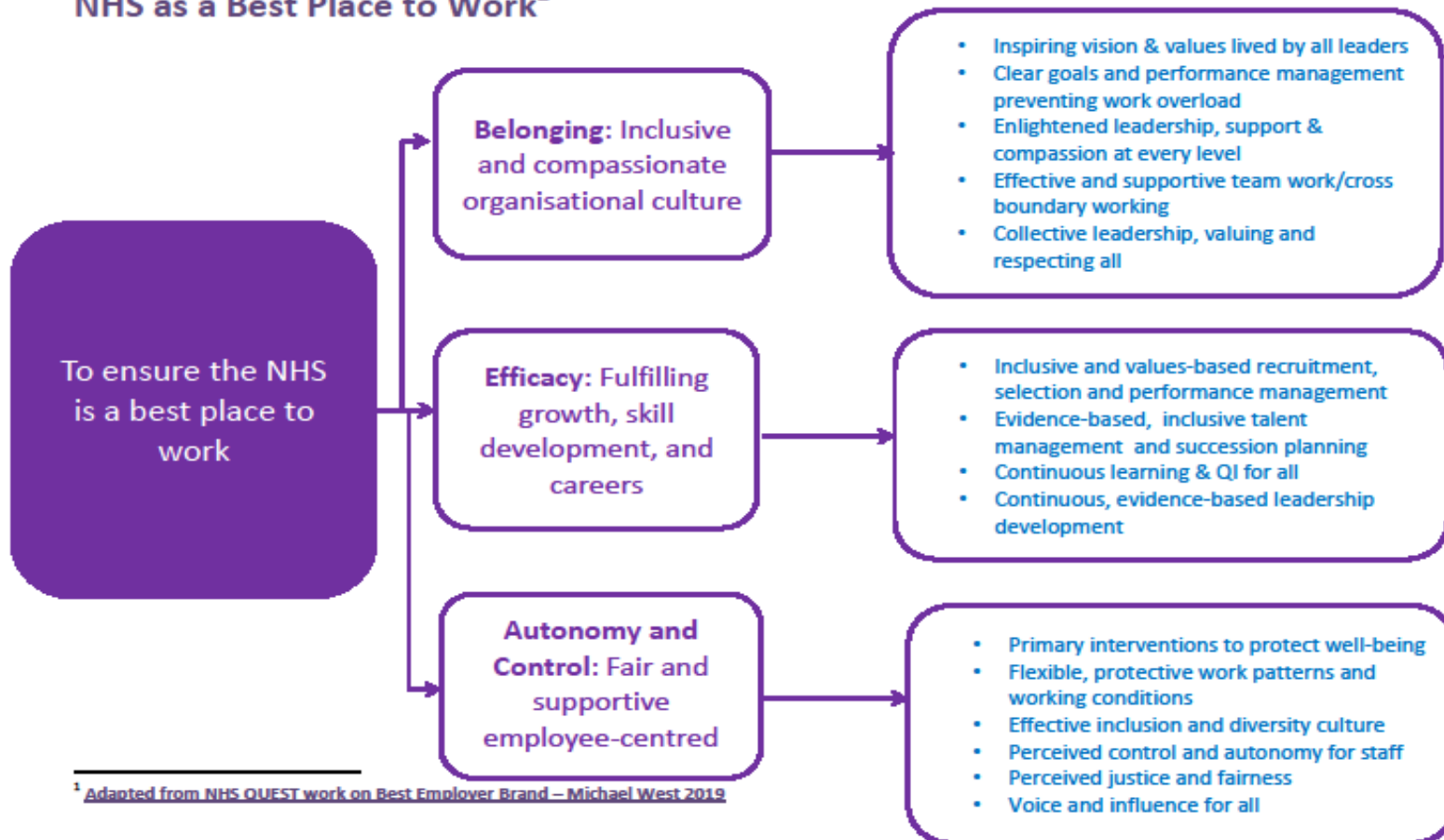
NHS as Best Place to Work - Headlines

- Creating a compassionate organisational **culture**
- Fair and caring employee-centred **practices**
- Enabling development and fulfilling **careers**
- A “core offer” to staff and a series of commitments
- More attention by NHS Boards; crucial role of HR Director
- A balanced scorecard; national standards and local priorities;
CQC Well-led assessment and NHSI/E Oversight Framework

Work of NHS Quest



NHS as a Best Place to Work¹



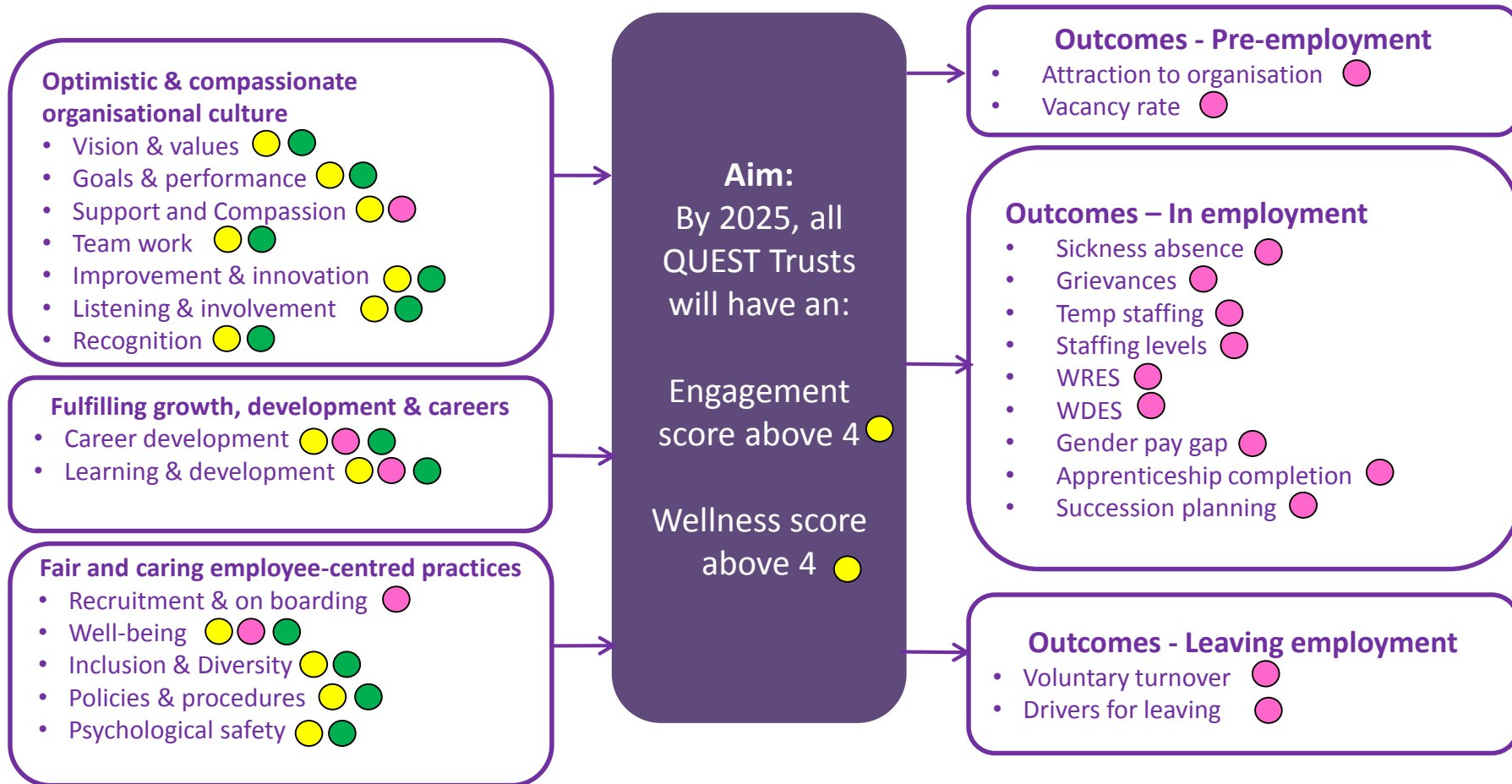
¹ Adapted from NHS QUEST work on Best Employer Brand – Michael West 2019

Who?

- Barnet, Enfield & Haringey Mental Health Trust
- Bradford Teaching Hospitals NHS Foundation Trust
- Calderdale & Huddersfield NHS Foundation Trust
- Cardiff and Vale University Health Board
- Countess of Chester NHS Foundation Trust
- East Lancashire Hospitals NHS Trust
- East London NHS Foundation Trust
- Frimley Health NHS Foundation Trust
- Homerton University Hospital NHS Foundation Trust
- Lancashire Teaching Hospitals NHS Foundation Trust
- Royal Surrey County Hospital NHS Foundation Trust
- Royal United Hospitals Bath NHS Foundation Trust
- Salford Royal NHS Foundation Trust
- Western Sussex Hospitals NHS Foundation Trust
- Wrightington, Wigan & Leigh NHS Foundation Trust



Framework and Logic Model



Key:

- Data/Evidence collected through a staff pulse survey
- Data/evidence collected through alternative data sources (e.g. nationally collected data, local surveys etc)
- Data/Evidence collected through qualitative peer review

*** This is not a finalised model. The list of measures are not exhaustive. Measures within the model are subject to change following testing**

Change of subject



GM Devolution achievements


- Governance arrangements embracing councils, CCGs and NHS Trusts
- A degree of working together that is probably not matched elsewhere
- Government investment of £450m in transformation
- A charismatic Mayor
- Prototype arrangements on topics such as IT, Procurement, Service Reconfiguration, Workforce and Finance

GM Devolution failures

- Difficult to see what the £450m has accomplished
- A central function that unsuccessfully attempted command and control and tried to solve everything
- Worse performance on access targets than most
- Drowning in paperwork and governance
- A communication machine that overclaims
- A growing sentiment that locality trumps GM

The GM Workforce Collaborative

- A strategy and 4 priorities
 1. Talent development and system leadership
 2. Employment Offer
 3. Grow your own
 4. Filling difficult gaps
- An MoU with HEE and structure for collaboration
- Achievements
 - Continuous service agreement
 - Increases in nurse training and nursing and AHP associates
 - Nurse recruitment scheme and guaranteed employment
 - Virtual Workforce Information System
 - International recruitment
 - Working Carers toolkit
 - Careers Hub



**FINISHED FILES ARE THE RE
SULT OF YEARS OF SCIENTI
FIC STUDY COMBINED WITH
THE EXPERIENCE OF YEARS...**

So where next?

- The Interim People Plan
- An inspirational Chief People Officer
- Balanced scorecard
- International recruitment
- Resurgence of HR

What can we do for staff?

- Physical health – exercise, diet and access to care
 - Mental health – stress management; crisis support
 - Wellbeing – financial support, engagement
 - Appreciation – awards, recognition and thank yous
-
- A healthy organisational culture
 - Free car parking
 - Your birthday off
 - Lots and lots of little things

The future

- Recovery, bust and recovery
- Reorganisation and restructuring
- Centralisation, decentralization and centralisation
- Modernisation – digital; AI; mechanisation
- Political and media headlines
- The NHS will endure

SUMMARY

- Don't waste a good crisis
- Support Julian, Prerana, Dido and the Interim Plan
- Show your expertise, energy and ingenuity
- And most of all.....

- HR with attitude!