



## Quarterly Management Bulletin

---

### Workforce Recruitment and Retention

#### Retention in the NHS

The [Health Foundation](#) have been researching retention and have found a mixed picture across the country. The staff stability rate was low in areas of London and the South East which could reflect a younger, more international and more mobile workforce. The number of full-time equivalent roles across the NHS has increased by 1.8% since July 2017 but there are still more than 90,000 vacancies each quarter and around one in 10 nursing and midwifery posts are vacant. Work-life balance was the main push factors, followed by stress and dissatisfaction. You can read the whole of this article [here](#).

#### Does Recruitment Need its Own Ghostbusters?

Ghosting is the practice of ignoring someone's texts, social media posts and telephone calls at the end of a romance or flirtation. The practice seems to have spread beyond the arena of romance now and some recruiters are complaining about candidates ghosting them – people not turning up for job interviews and 'successful,' candidates not turning up for their first day at work. [Talentify](#) have been looking at ways in which companies can avoid ghosting and what organisations can do about them. You can read the whole of this article [here](#).

#### Improving Staff Retention: Flexible Working.

This guide from NHS Employers explores how to build a business case for flexible working and includes examples of good practice, as well as more general practical tips.

<https://improvement.nhs.uk/resources/improving-staff-retention-flexible-working/>

Issue 1 April 2019

### **Improving Staff Retention: Key Conversations to Have With Your Staff**

This resource from NHS Employers offers guidance on how and when to have 'key conversations' in order to make staff feel supported and valued throughout their time at the trust. It contains general advice and also specific examples of good practice.

<https://improvement.nhs.uk/resources/improving-staff-retention-key-conversations-have-your-staff/>

### **Retention of Older Nurses: A Focus Group Study in UK Hospitals**

This piece of research was led by Professor Anne Marie Rafferty of King's College London and commissioned by us to explore the perspective of older nurses (50+) working in acute hospital trusts. The research focussed on a range of factors that might influence their decisions to retire, leave early, stay or return. The research contains a number of recommendations for improving retention of older nurses.

[Retention of older nurses: a focus group study in UK hospitals](#) PDF

### **Invest in NHS Staff Retention, Report Says**

The NHS needs to make more investment in its current workforce rather than creating new roles if it is to reverse staff shortages and the rate of staff attrition, according to a report.

<https://www.personneltoday.com/hr/invest-more-in-nhs-staff-retention/>

### **Best Practice in Workforce Planning**

Effective workforce planning is vital to ensure appropriate levels and skills of staff are available to deliver safe, high quality care to patients and service users. Creating an effective workforce requires an evidence-based workforce plan, integrated with finance, activity and performance plans, and directly involves leaders and managers of the service.

<https://improvement.nhs.uk/resources/best-practice-workforce-planning/>

### **Developing a 'Bottom-up' Workforce Plan**

A case study describing action by Imperial College Healthcare NHS Trust to develop a workforce plan. How Imperial College Healthcare NHS Trust created a workforce plan that reflected its planned investments, activity and service changes and cost improvement opportunities.

[Developing a 'bottom-up' workforce plan](#)

Issue 1 April 2019

## **Developing a Benefits Brochure to Improve Induction, Recruitment and Staff Engagement**

This case study is a good example of how effective branding and communications can be in distributing information to the workforce. To better publicise their benefits package and advertise the opportunities at the trust, Sussex Community NHS Foundation Trust designed a new benefits brochure to be used at staff inductions and external recruitment events. As a result, they achieved better feedback for their induction and more widespread understanding of the packages on offer.

[Developing a benefits brochure to improve induction, recruitment and staff engagement](#)

## **Developing Workforce Safeguards Masterclass Sessions Now Available**

Following a successful masterclass in November, and ahead of the start of the official reporting period in April 2019, the webcast of each workforce safeguards session is now [available to watch on YouTubeopens in a new window](#). The sessions contain information on safe staffing governance, what good governance looks like in practice, implications of the recommendations for your trust board reporting, examples of how other trusts report on their staffing, and a session from one of the Mid Staffordshire NHS Foundation Trust whistleblowers on the impact poor staffing decisions have on the experience of frontline staff and patients.

## **How to Draw Up a Blueprint for Workforce Planning**

Workforce planning in today's chaotic labour market may feel like an uphill struggle, but a methodological approach to sourcing talent can pay off. Simon Blockley explains.

<https://www.personneltoday.com/hr/how-to-get-workforce-planning-right/>

## **Workforce Planning: A Strategic Approach to Addressing Your Future Workforce Requirements**

A guide to addressing issues that can have a positive impact on workforce planning.

<https://www.personneltoday.com/hr/workforce-planning-a-strategic-approach-to-addressing-your-future-workforce-requirements/>

## **NHS Workforce Implementation Plan — Sign Up to Our New Bulletin**

Our chair Dido Harding has been asked by the Prime Minister and the Secretary of State for Health and Social Care to lead the development of the NHS Workforce Implementation Plan. Julian Hartley, Chief Executive of Leeds Teaching Hospitals NHS Trust, is the Senior Responsible Officer for the programme. Find out about the programme's progress in [our first weekly bulletin on workforceopens in a new window](#), and [sign up to receive it into your inboxopens in a new window](#) each week.

Issue 1 April 2019

## Quality and Improvement

### Interactive Improvement Measurement Tool

Our interactive improvement measurement tool enables teams to measure the compliance of ten variables and the impact of change programmes. The tool allows users to add 52 data points per variable and will automatically present trends in a statistical process control (SPC) chart.

[Interactive improvement measurement tool](#) XLSX

[Interactive improvement measurement tool: user guide](#) PDF

### Characteristics of Healthcare Organisations Struggling to Improve Quality: Results from a Systematic Review of Qualitative Studies.

This study aims to identify organisational factors associated with struggling healthcare organisations to help inform improvement.

[Available in full text at BMJ quality & safety from BMJ](#)

### Do We Need to Get ‘Soft’ on Training?

Digital upskilling has been a focus for many employers as they try to keep pace with developments in technology. But is this the best way of future-proofing their workforce’s skills? Skillsoft’s Agata Nowakowska explores why soft skills development should not be ignored.

<https://www.personneltoday.com/hr/soft-skills-development-in-digital-age/>

## Management and Leadership

### Clinical Leadership — A Framework for Action

In response to the [NHS Long Term Plan](#), we have produced a [new guide](#) to help you increase professional diversity at board level. It includes key questions and ideas to consider across five areas: building confidence, widening perspectives, talent management, organisational culture and practical levers, which are supported by examples of real experiences in these areas.

### To Improve Your Team, First Work on Yourself

A look at the individuals within a team dynamic, and how focusing on certain behaviours can improve a team relationship.

<https://hbr.org/2019/01/to-improve-your-team-first-work-on-yourself>

Issue 1 April 2019

### **What Gives Managers Itchy Feet?**

The Institute of Leadership and Management have been asking 14,000 of their members about how happy they are in their current jobs. The top reason for wanting to change jobs was promotion (45%) followed by feeling undervalued by their manager, needing a change and feeling they were making no progress. You can read the whole of this article [here](#).

### **Five Leadership Ideas That Will Dominate 2019**

Self-Management. The Return of Pen and Paper. Digital Minimalism. Just some of the management and leadership ideas that – we think – will be big in 2019.

<https://www.managers.org.uk/insights/news/2019/january/five-leadership-ideas-that-will-dominate-2019>

### **What Makes Managers Happy at Work?**

Former Minister of Trade Lord Mark Price shares new data on happiness at work.

[WHAT MAKES MANAGERS HAPPY AT WORK?](#)

### **CMI Has Named the Best Management Books of 2019**

The category winners for CMI Management Book of the Year 2019 have been announced.

[CMI HAS NAMED THE BEST MANAGEMENT BOOKS OF 2019](#)

### **These Management Behaviours Are Most Appreciated By Staff**

Employees rate managers who keep them informed and involve them in decision-making more highly.

[THESE MANAGEMENT BEHAVIOURS ARE MOST APPRECIATED BY STAFF](#)

### **People-centered Leadership.**

The article offers information on the importance of employee management for business development. Topics discussed include information on providing services for the career development of employees; discussions on the services for the benefits of employees; and the advice on caring the employee conduct of life.

[Available in full text at Supervision from EBSCO \(Health Business FullTEXT Elite\)](#)

Issue 1 April 2019

### **‘Use the Apprenticeship Levy to Improve Management’ – Cary Cooper**

Improving the UK’s poor management performance is the definitive way to fix the economy, says organisational psychologist Professor Sir Cary Cooper, and using the apprenticeship levy to improve the quality of technically proficient managers is key.

<https://www.personneltoday.com/hr/use-the-apprenticeship-levy-to-improve-management/>

### **Renegotiating for Corporate Innovation.**

The article offers information on the role of renegotiating for corporate innovation. Topics discussed include suggestions on creating a corporate culture that encourages organized change; advice on promoting employee participation in management for organizational growth; and the information on monitoring of renegotiation for business progress.

[Available in full text at Supervision from EBSCO \(Health Business FullTEXT Elite\)](#)

### **Putting People and Culture at the Heart of Corporate Governance**

More insights from HR teams could help ensure executive pay reflects organisational performance and purpose.

<https://www.cipd.co.uk/news-views/news-articles/people-culture-corporate-governance>

## **Finance**

### **Guidance Published to Help Trusts Identify Recurrent Cost Improvement Plan (CIP) Opportunities**

To help you identify recurrent CIP opportunities to develop and deliver your 2019/20 CIP plans, you can use our new [Model Hospital opportunity guidance opens in a new window](#) and [Carter efficiency guidance opens in a new window](#). These tools will help you and your teams maximise the value of the digital tool, so your plan is underpinned with data and a robust evidence base and includes opportunities across the main areas of your trust.

### **£400m Apprenticeship Levy Underspend Revealed**

Only £268m was spent by levy-paying employers on apprentices in the programme’s first year of operation, 2017-18. This equated to just 13% of the Treasury’s £2.01bn apprenticeships budget and contributed to a £400m underspend.

<https://www.personneltoday.com/hr/400m-apprenticeship-levy-underspend-revealed/>

Issue 1 April 2019

## Wellbeing and Employee Satisfaction

### What Do People Want Out of Work?

When [ACAS](#) asked workers what the top priorities were for their workplace in the coming year 53% said 'getting the right people with the right skills,' 36% said 'productivity,' and the same percentage said 'technological change.' Workers also valued fair pay, career progression and leaders who motivated and inspired them. You can read the whole of this article [here](#).

### Getting Sickness Strategies Sorted

In their [2019 Benefits and Trends Survey](#), Aon found that only 41% of organisations had a formal strategy in place to help them tackle mental illness, with only 21% having a strategy for musculoskeletal disorders, 11% for cancer and 9% for heart problems. However, employers were focusing more on educating staff (26%). Stress and resilience training featured heavily in employers' wellbeing strategies. A third of organisations had a budget dedicated to staff health and wellbeing and three-quarters used an occupational health service – either internal or external – to help deliver their health and wellbeing strategy, although more than a quarter were either dissatisfied, or very dissatisfied, with the help they received. You can read the whole of this article [here](#).

## Equality and Diversity

### Making the Most of the Autistic Advantage

More than one in a 100 people in the UK are autistic but fewer than a quarter of them will ever get a full-time job. Some autistic people are profoundly handicapped but others are bright, quirky, hard-working and personable – an asset to any workplace in fact. German software firm SAP offers candidates the chance to build Lego robots instead of a formal interview; testing their problem-solving skills and commitment to a task. At Auticon, if people want headphones because of noise sensitivity they can have them; they also have the option to work in a dark room if they prefer, don't have to take lunch breaks if they don't want to and can use messaging apps instead of communicating verbally with their team-mates. People are allowed to have 'anxiety days,' off and there is an emphasis on being positive not critical during annual appraisals. You can read the whole of this article [here](#).

### When and Why Diversity Improves Your Board's Performance

A look at the current picture of women in board level positions and how more diversity can have a positive effect on performance.

<https://hbr.org/2019/03/when-and-why-diversity-improves-your-boards-performance>

Issue 1 April 2019

### **Disability 'Woefully Absent' From Leadership Agendas**

While leadership teams increasingly embrace the challenges of gender and ethnic diversity, research has shown that disability is absent from most board level discussions around the world.

<https://www.personneltoday.com/hr/disability-leadership-board-room-diversity-inclusion-valuable/>

### **Which HR Metrics Will Matter in 2019?**

With data and analytics still at the top of the HR agenda for 2019, which are the key metrics HR should be measuring? New analysis from [XpertHR Benchmarking](#) reveals the data points HR should be focusing on.

<https://www.personneltoday.com/hr/which-hr-metrics-will-matter-in-2019/>

### **Making the Invisible Visible – Supporting Neurodiversity in the Workplace**

Neurodiversity in the workplace – workers with autism, Asperger's, dyslexia and other "invisible" neurological disabilities – was the subject of last year's Ruth Alston Memorial Lecture by Nancy Doyle. Here, she outlines some of the latest research and thinking around systemic inclusion of neurodiversity in the workplace.

<https://www.personneltoday.com/hr/making-the-invisible-visible/>

---

## **Library and Evidence Services**

### **Watford General Hospital**

Library

Willow House

Watford General Hospital

Vicarage Road

Watford

WD18 0HB

**Email:** [wherts-tr.librarywat@nhs.net](mailto:wherts-tr.librarywat@nhs.net)

**Tel.** 01923 217437

**Ext.** 7437

### **St Albans City Hospital**

Staff Library

Moynihan Wing, Level 2

St Albans City Hospital

Waverley Road

St Albans

AL3 5PN

**Email:** [wherts-tr.librarysta@nhs.net](mailto:wherts-tr.librarysta@nhs.net)

**Tel.** 01727 897818

**Ext.** 4818

**Intranet:** <http://wghintra01/library>

**Internet:** <http://whhtlibraries.weebly.com/contact.html>

**ELMS:** <https://www.elms.nhs.uk/uhtbin/cgisirsi/?ps=deWOyfrLFW/ADMIN/X/60/81/X>



Twitter @whhtlibraries



Facebook Workplace <https://work-77642449.facebook.com/groups/1711204562269570/>