

North West Streamlining Success Stories

- **Workstream:** Core: Training
- **Sub Region:** Greater Manchester



Manchester University NHS Foundation Trust (MFT)

What training challenges were they facing?

In 2017, two trusts in Manchester merged to create England's largest trust, Manchester University NHS Foundation Trust (MFT). Their learning & development team now facilitates learning for 20,000 staff, 34,000 users on the learning hub and an average of 300 new starters a month across nine hospitals and community services.

But even before this merger, new staff were becoming increasingly frustrated during their inductions. If they joined from another trust, they had to repeat core skills training, even if they were still compliant in it. This was a waste of time for both new employees and the HR team. It also meant that the induction process focused on training exercises rather than a bespoke introduction to MFT's values and the range of support available to new staff.

What was the aim?

"Including mandatory training at induction was an excuse to 'sheep dip' people. They were bored and unengaged and they weren't learning," says Andrew Lloyd, Programme Manager, Workforce Development at MFT. "We wanted to train the right people, at the right time, on the right thing." The North West Streamlining team worked with MFT to enable this by facilitating the sharing of best practice from other trusts. This allowed MFT to explore how training competencies could be effectively recorded and monitored in ESR via the pre-hire inter-authority transfer (IAT) process, removing the need for mandatory training at induction.

"The biggest benefit of working with the Streamlining team has been the networks they have facilitated. I've now got relationships with training leads across Greater Manchester. We're all going through the same challenges, we pick tips up off each other. The Streamlining team made that happen. They've also been really good at keeping us all on track, maintaining direction."

- Andrew Lloyd, Programme Manager, Workforce Development, Manchester University NHS Foundation Trust (MFT)

What has been achieved?

Despite being the largest English trust, MFT now accepts core skills competencies for new starters via the pre-hire inter-authority transfer process. The entire induction programme has been restructured, creating some key benefits:

- £700,000 saved in training costs by removing duplication around learning and development.
- On-boarding is quicker, easier and safer. Delegates' feedback following induction has improved with staff saying the new values-based induction explains the history, values and support available to staff at MFT.
- Training compliance remains high and hasn't been impacted by the removal of training from induction.
- Now inductions are shorter, non-clinical staff across MFT are released back to the trust half a day earlier. Clinical staff at the Wythenshawe site are released back to the trust one whole day earlier
- Training is now tailored for new starters following a bespoke Training Needs Analysis (TNA) and review of all mandatory training - part of a project to merge the previous two trusts' training into one MFT programme.

Want to find out more?

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