Workforce Streamlining North West

Celebrating Success Event
Friday 15th March 2019

@StreamliningNW

Overview of the Day

Rachael Charlton

Sponsor & Chair of North West

Streamlining Programme Board

@StreamliningNW

March 2019

Welcome and purpose of today

- **Looking back:** at the 3 year streamlining journey across the North West. Celebrating your successes, achievements and the benefits realised. Sharing your experiences and lessons learnt from this large scale change programme.

- **Staying Connected**: networking and embedding connections to support BAU.

- **Looking Forward**: highlighting the work of some of the other key regional & national programmes, including a presentation from the NHSI Workforce Team and their vision for the future of streamlining for all staff in line with the Long Term Plan.

Housekeeping

- **Filming and Photos**

- **Breaks, Refreshments and Lunch**

- **Alarms and Toilets**

- **Participate and engage –** feedback boards

- Packs – success stories

- **Phones, Selfie Frame and Twitter**

	@StreamliningNW

North West Workforce Streamlining– Celebrating Success Event

Friday 15th March 2019, 09.30 – 15.30
Lancaster Suite, Haydock Park Racecourse, Newton-le-Willows, Merseyside WA12 0HQ

Agenda

Time	Agenda Item	Details	Speaker
09:30 – 09:40	Introduction	Overview of the Day	Rachael Charlton, *Sponsor & Chair of North West Streamlining Programme Board*
Part 1: Looking back at our journey, achievements and successes			
09:40 – 10:00	North West Journey - including a spotlight on benefits	Programme Overview & Overview of efficiency savings to date	Emma Turner, Programme Manager Sinead Fletcher, Streamlining Area Manager Bronwyn Driver, STEP Implementation Officer
10:00 - 10:35	Greater Manchester (GM) Journey	Introduction to GM Workstream updates	Andrea Anderson, HRD Lead various Workstream Leads
10:35 – 11.05	Cumbria and Lancashire (C&L) Journey	Introduction to C&L Workstream updates	Various Workstream Leads
11.20 – 11.55	Cheshire and Merseyside (C&M) Journey	Introduction to C&M Workstream Updates	Heather Barnett, HRD Lead various Workstream Leads

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Part 2: Staying Connected			
11.55 – 12.00	Networking Nationally	Overview of National Networks and the Streamlining Resource Hub	Lucy Judge, Senior Engagement Support Officer North, NHS Employers
12.00 – 12.10	ESR Streamlining and big SIGs	Overview of ESR developments to support streamlining and big SIGs	Mike Winstanley & Dave Bromilow, ESR Central Team
12.10 – 12:40	Engagement Exercise	Table/group work on continuing networking across the North West	Emma Turner, Programme Manager various Workstream Leads

NHS
Health Education England

NHS Streamlining
Working together nationally and locally
to improve efficiency and staff experience

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Part 3: Looking forward at the future for streamlining			
13:30 – 13:45	STEP Project	Update on the System wide Training and Employment Passport (STEP) Project	Michael Foo, STEP Project Manager
13:45 – 14:00	Collaborative Bank Project & NW Lead Employer Update	Update on collaborative bank project in C&M & the single NW Lead Employer arrangement	Claire Scrafton, Deputy Director of Human Resources/Head of People Strategy, NHSI
14:00 – 14:30	National Doctors in Training (DiT) Programme Update	Update on the (DiT) and Improving People Practices (IPP) Programmes in NHS Improvement	Melanie Whitefield, Head of People Strategy, NSHI
14:30 – 15:00	Sustainability Plans & the future for streamlining	GM Plans C&L Plans C&M Plans	Lynn Marsland, Strategic Lead – HR C&L representative Heather Barnett, HRD Lead
15:00 – 15:10	An employee's insight	A look to the improvement in the employee experience as a result of streamlining in the NW	Examples from NHS staff
15:10 – 15:30	Plenary	Summary, key themes of the programme and of the day	Rachael Charlton, *Chair of North West Streamlining Programme Board*
15:30	**Close**		

Vision for Streamlining

- An agile, flexible workforce that can move easily beyond organisational boundaries to deliver effective services for the population they serve and ensure maximum career opportunities.

- With a greater emphasis on place-based care and services and systems rather than individual organisations, we support the standardisation of HR employment practices, processes and systems that support and enable this.

- Changes must deliver a better staff experience, reduce duplication and be more efficient and effective.

Launch Event 17ᵗʰ May 2016

Our aims were:

- ✓ To continue to build the case for change through the inputs and discussions

- ✓ To share good practice and the progress that has already been made in other Regions and across the North West

- ✓ To build the local plans to deliver the benefits of workforce streamlining

- ✓ To develop a consensus on the future arrangements for governance, funding and ways of working to support a sustainable model for the duration of the programme

Look where we are today and today we will be showcasing how far this programme has come since then ………

NORTH WEST JOURNEY

Our Streamlining Journey Together

Today, celebrating the successes and efficiency savings for the North West trusts at the end of Year 3

End of Year 2 Event to celebrate achievements so far

Sustainability plans for Streamlining to continue into Business As Usual (BAU)

Setting up 18 workstreams and 36 Trust Implementation Groups (TIGs)

Strategic Programme Lifecycle

Year 1 - Centrally Led	Year 2 – Transitioning	Year 3 – STP Lead
Establishment and Engagement	Implementation and Delivery	Sustainability and transition to BAU
Fully HEE Funded	Small constituent org contribution	Equal contributions
NW Focus & Central Hosting	Continued central hosting but with STP Leads & increased STP facing programme posts in place	STP Focus and Hosting

Our Programme – Success Factors

- ✓ **Established as a 3 year programme from the outset** – large scale change, large region, operating in a complex system, STPs just forming, devolution agenda, diverse set of almost 1,000 stakeholders,

- ✓ **Built on strong foundations of NW collaboration** – expanded the Core Skills Programme, to include the 3 core workstreams; Recruitment, Training and OH as well as several non-core areas.

- ✓ **Included local priorities, ideas and ambition** - NW Workforce leaders/community are ambitious and reached far beyond the basics; people were empowered to propose their own improvements at system level

Our Programme – Success Factors

✓ **Took account of emerging landscape** - Structured as '3 mini programmes' within the emerging STP footprints. PMO team arrangements & support was wrapped around the 3 sub regions of the NW – GM, C&M and C&L

✓ **Used existing collaborative networks & created new** – NW and sub regional HRD networks already in place, some peer networks and set up 16 new workstreams across the NW.

✓ **Strong leadership from service & strong support/drive from PMO** – local leaders ran networks at all levels of the programme: HRDs Leads, workstream Leads, Trust Implementations Leads, provided an excellent opportunity to demonstrate and develop systems leadership skills and systems working at just the right time.

Our Programme – Success Factors

✓**Engaging people in the change –** our strategy to support non-core areas was risky, but, paid off as it meant people engaged in the change and was key to NW achieving diverse outcomes, which still meet the high level aims of the programme.

✓**Adapted and changed as we implemented and learnt -** milestones were reviewed when barriers hit, always to what was still achievable with an eye on the desire outcome. FRs/OH interim process.

✓**Escalated issues or acted to address appropriately** – OH escalated nationally & NHSI now picking this up; FR worked with NHS Employers on changes to national template,; IAT development we led the national workshop and requirements list.

Our Programme – Learning

❖ You need all of those success factors and the right leaders in the right place at the right time with strong PMO support…… expect leaders to change, be ready with succession plans & have deputies

❖ support the leaders, groups and trusts to come together at all levels to collaborate, problem solve, share ideas and solutions, share successes, frustrations and achievements has been key to delivery.

❖ ESR/Systems are a fundamental enabler or barrier so close working relationships and a PMO team with expertise in both ESR/workforce systems and change management is definitely advantageous.

Our Programme – Learning

❖ Even the core/basics take time to implement and embed across large and complex systems …. expect nothing to go smoothly!

❖ HRD drive and bringing together all those involved in workstreams at trust level is also key to change happening at trust level. Every Trust has it own governance and streamlining should be embedded into each and reported at Trust level.

❖ Listening, understanding and working with trusts who are going through major change is also important, so long as the commitment is maintained some need to go later than was planned – even after lifecycle of the programme

❖ Communicate, communicate, communicate ……. Then communicate some more – reaching everyone is till impossible

Our Programme – Learning

❖ Trade Union involvement and representation from the start, even during scoping, is important to building trust and partnership working …… particularly on non core elements.

❖ Data collection exercises, progress updates and benefits collections are challenging for trusts to provide, recognized the PMO is pressing on a systems & people which is already under great pressure.

❖ The PMO will call on leads a lot to showcase and share at events, for briefings, presenting webinars, supporting success stories, and now even filming …… thank you

Our Programme – Learning

❖ Sustainability needs to be considered and worked towards long before the programme is due to end, to embed what has been implemented during the lifecycle.

❖ Opportunity for streamlining activity on other types of training and HR practices are almost endless, so, it's important collaboration is enabled to continue after the initial programme cycle through sustainability plans.

❖ There is great passion, pride, enthusiasm and commitment at all levels, but, you must remember to recognise it, harness it and reward it throughout …… thank you again!

Benefits Realisation
North West Workforce Streamlining Programme

15th March 2019

THE TOOL ITSELF
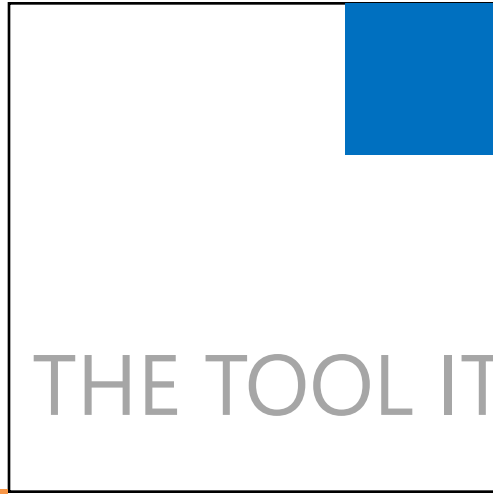
The benefits journey...

1. User led group formed

2. Tool created by the PMO

3. Testing

4. Returns provided by trusts

5. Analysis and Reporting

North West Workforce Streamlining Benefits CONTEXT

Why

- Improve staff experience of the recruitment and induction process

- Create efficiency savings for trusts

- Reduce time to hire; this includes the references & OH clearance elements

- The initiatives support improvements in the quality of patient experience, safety & ultimately outcomes for patients in our care

Who

- 3 sub-regions of Cheshire & Merseyside, Cumbria & Lancashire and Greater Manchester

- Within each sub-region there were a variety of stakeholders, including HR at all levels, Trade Unions/Staff side, ESR, NHS Employers, Core Skills ELfH, HEE and NHS Improvement

What

- 4 core workstreams across the 3 sub-regions

- The efficiency savings were calculated from the workstreams of Recruitment, Training & OH

How

Implementation of the core deliverables:

- Move to factual references (Recruitment)

- Align to CSTF outcomes and refresher periods, accept and use training competences received to reduce training for new starters and transfers (Training)

- Implement the interim process for the sharing of immunisation and vaccination status between trusts (OH)

Where

- 36 Trusts across the North West (originally 38)

?

North West Cost Efficiency Savings
ACTUAL

Cumbria & Lancashire

Greater Manchester

Cheshire & Merseyside

£3,009,341.26

North West Cost Efficiency Savings ACTUAL

Cumbria & Lancashire

Greater Manchester

Cheshire & Merseyside

Recruitment
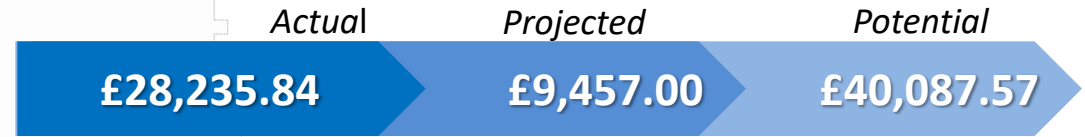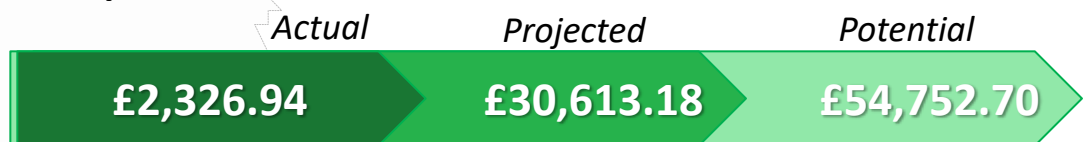
£28,235.84

Training

£2,978,778.49

Occupational Health

£2,326.94

Cumbria & Lancashire Cost Efficiency Savings ACTUAL

Cumbria & Lancs

Actual	Projected	Potential
£1,026,409.83	£346,227.92	£875,771.62

Cumbria & Lancashire Cost Efficiency Savings Projected and Potential

(12 month period)

Recruitment

Actual	*Projected*	*Potential*
£3,583.66	**£1,194.55**	**£8,068.45**

Training

Actual	*Projected*	*Potential*
£1,022,826.17	**£345,033.36**	**£867,703.18**

Occupational Health

Actual	*Projected*	*Potential*

Cumbria & Lancs

Cheshire & Merseyside Cost Efficiency Savings ACTUAL

Cheshire & Merseyside

Actual	Projected	Potential
£615,645.60	£206,951.18	£737,365.56

To Note: Cheshire & Merseyside carried out a lot of work on improving Training practices pre-Streamlining so the savings were not expected to be as high as other areas. In addition to this, only 55% of trusts submitted a Training Benefit Calculator which is where the majority of efficiency savings are realised.

NHS HR often gets a bad rep.
HOWEVER.
Been at my new Trust 3 days. Just checked my mandatory training, fully expecting it to be screaming non compliant at me.
It has already transferred from old trust to new Trust...without me having to do anything.
I am actually amazed.

7   6   93

THANK YOU
&
WELL DONE
EVERYONE

@NWStreamlining

GREATER MANCHESTER JOURNEY

1 **Collaborate**

Engage professionals to work collaboratively

2 **Consistency**

Embed and deliver consistency through HR best practice in an efficient and timely way
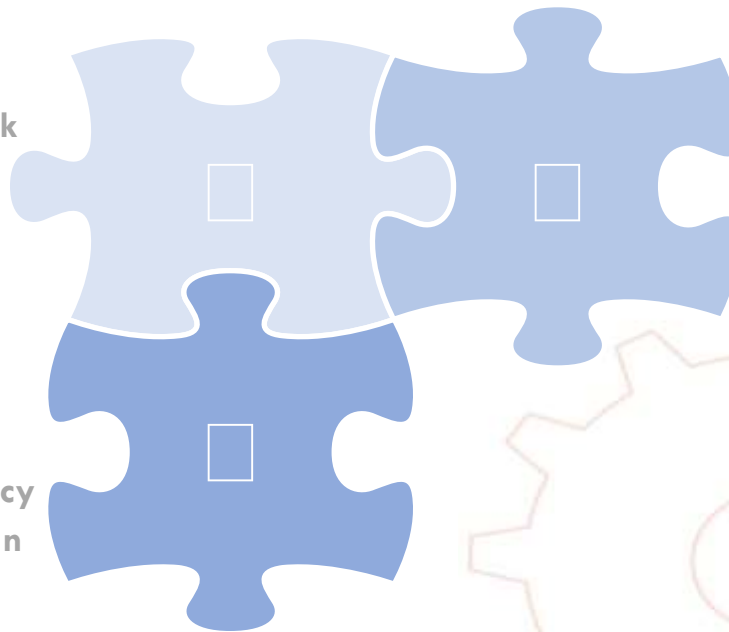
Reduce duplication **3**

Reduce duplication and unnecessary delays in getting the successful candidate started in the workplace

Greater Manchester's Streamlining Milestones
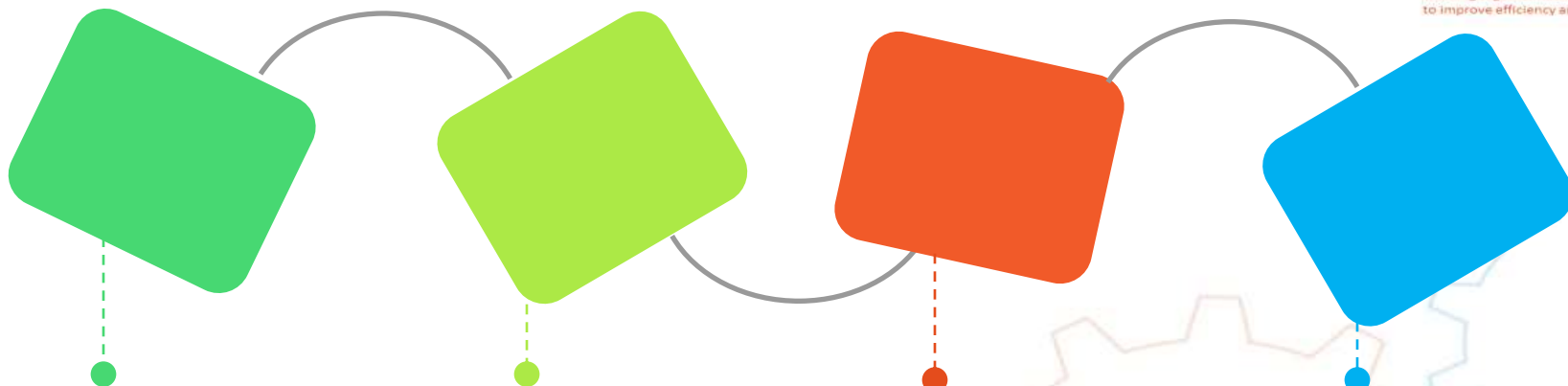
Recruitment

Training

Policy

Occupational Health

Reflections on the Project

1

Buy in from the top
- Influence of HR Directors on the success of such projects
- If it isn't on the Trust HR strategy plan it won't get done!

2

Early adopters/ engagement
- Get momentum, work with the willing and showcase success and benefits.
- Keep the project live, talked about and in everyone's focus/ minds
- Key leads and people change over regularly.

3

Resistance
- System wide collaboration requires a mutual set of goals in GM there are many competing priorities and the priorities on hospital configuration, CCQ inspections and financial turnaround
- be able to prioritise goals (such as focusing on Core deliverables)

4

Dedicated resources to support trusts
- Without the streamlining teams and the TIGs and Workstream groups, progress would have been minimal

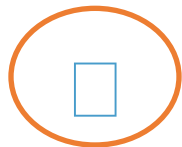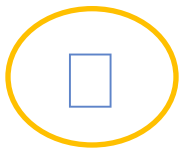# What next…
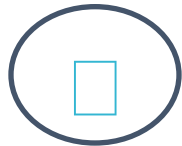
Escalation Paper

GM HRDs committed to achieving NW core deliverables - Support for Training, Recruitment and OH to continue beyond Y3

Focus on Core Deliverables

Important to have a big push in 2019 to achieve core deliverables from all trusts and the oversight of progress will be through GM HRDs and going forward the HR Project Board

Recognition

A big 'Thank You' to the Workstream & Task & Finish Group leads as well as members who have input considerable time already to progressing the areas we are going to hear about today
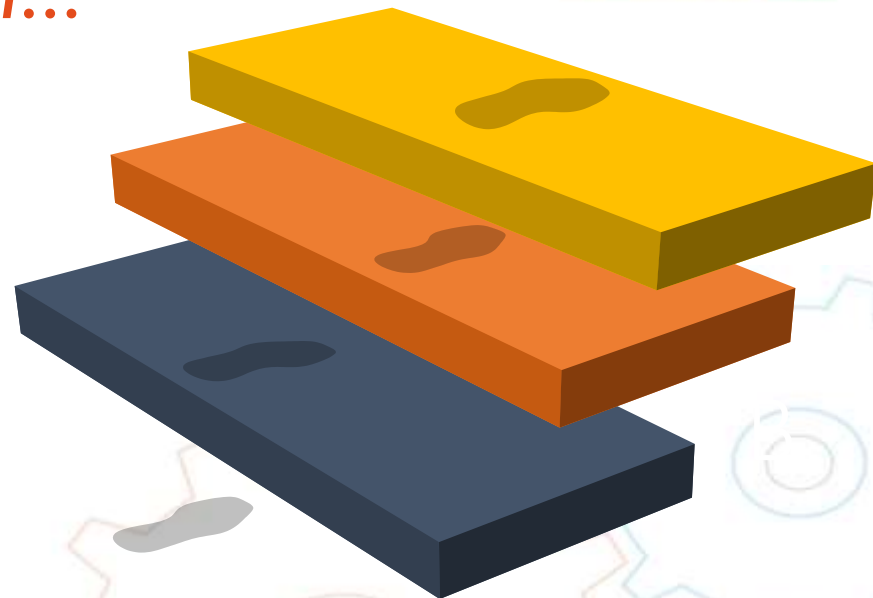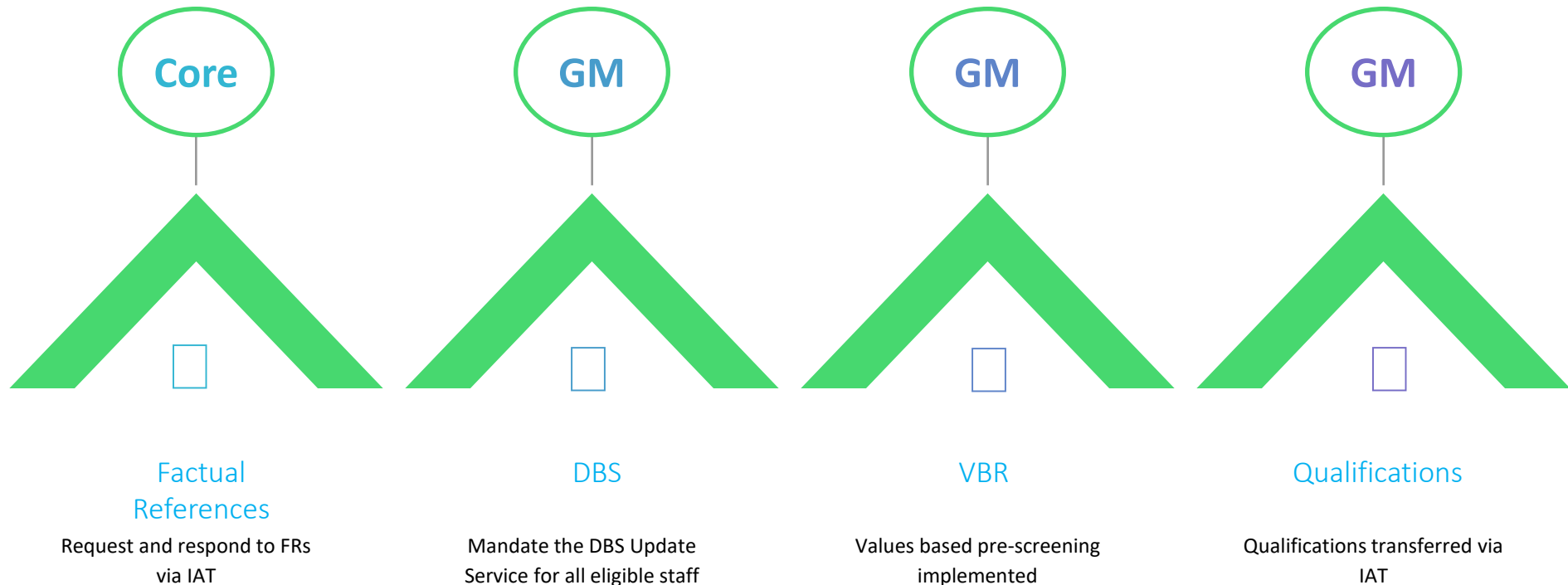
RECRUITMENT WORKSTREAM

Ric Wilkinson

HR Operational Service Lead
The Christie NHS Foundation Trust
Deputy Chair – GM Recruitment Workstream

RECRUITMENT WORKSTREAM

Core

GM

GM

GM

Factual References

DBS

VBR

Qualifications

Request and respond to FRs via IAT

Mandate the DBS Update Service for all eligible staff

Values based pre-screening implemented

Qualifications transferred via IAT

RECRUITMENT WORKSTREAM

Core: Request & respond to factual references via IAT

Implement

All Trusts to implement Factual Reference requests in line with NHS Employers Factual Reference template [the request does not have to be via IAT]

Respond

All Trusts to implement responding to Factual Reference requests via the method in which they are requested.

Agree

Trusts who are currently not using IAT to review this position and agree to request and respond to FRs via IAT once ESR have further developed this process.

Sole Provision of FRs

All Trusts to stop responding to reference requests with subjective responses, and to move to provision of FRs only

RECRUITMENT WORKSTREAM

Core: Request & respond to factual references via IAT

82%

91%

45%

Requesting FRs

Responding to FRs via IAT

Sole FRs Via IAT

9/11 GM Trusts report that they are requesting FRs via IAT

10/11 GM Trusts report that they are responding to FR requests via IAT

5/11 GM Trusts report that they are solely requesting FRs and only respond to reference requests with a FR

TRAINING WORKSTREAM

Core

☐

Realise the Benefits

Realise the benefits of Core Skills alignment - by recording, sending & accepting National Core Skills Competencies via Pre-Hire IAT and modifying induction to ensure no one repeats Core Skills training unnecessarily

Core

☐

NRP Alignment

Alignment to the National Refresher Periods as recommended in the Core Skills Training Framework (CSTF)
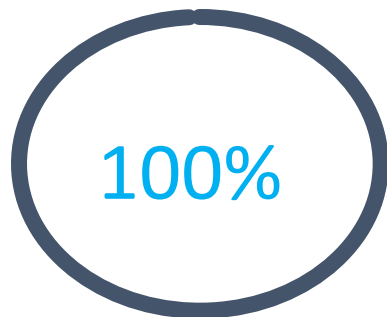
GM

☐

Dementia

Training alignment to the Dementia Framework, which can then be accepted across GM upon transfer
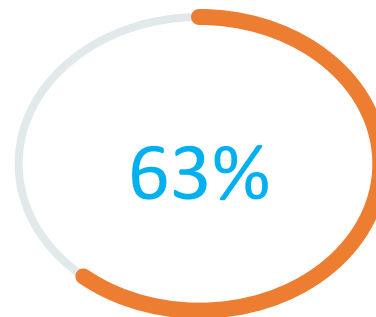
GM

☐

PMVA

Agreement of a single GM framework for Prevention and Management of Violence & Aggression (PMVA)

TRAINING WORKSTREAM

Core: Realise the benefits of Core Skills alignment

100%

Statutory & mandatory training is aligned to the CSTF learning outcomes

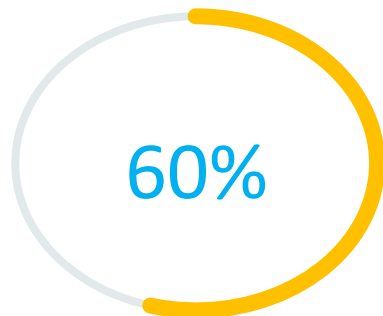11/11 GM Trusts have self-declared their alignment to the CSTF

63%

Recording CSTF training using the national competencies in ESR

7/11 GM Trusts report that they are using the national CSTF competencies to record CSTF training within OLM

TRAINING WORKSTREAM

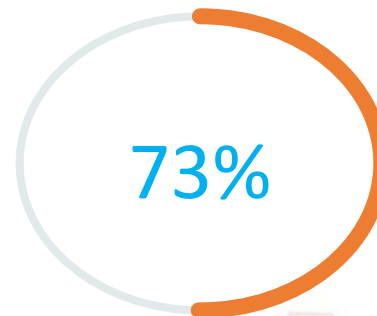## Core: Realise the benefits of Core Skills alignment

60%

Acceptance of CSTF
Training via
pre-hire IAT

6.5/11 GM Trusts report
that they are accepting CSTF
training via pre-hire IAT

73%

Removal of CSTF
Training from induction

8/11 GM Trusts report that the they have
removed CSTF training from induction,
and therefore staff are not required to
repeat training they are already
compliant with

TRAINING WORKSTREAM

NHS
Streamlining
Working together nationally and locally
to improve efficiency and staff experience

Core: Alignment to the National Refresher Periods
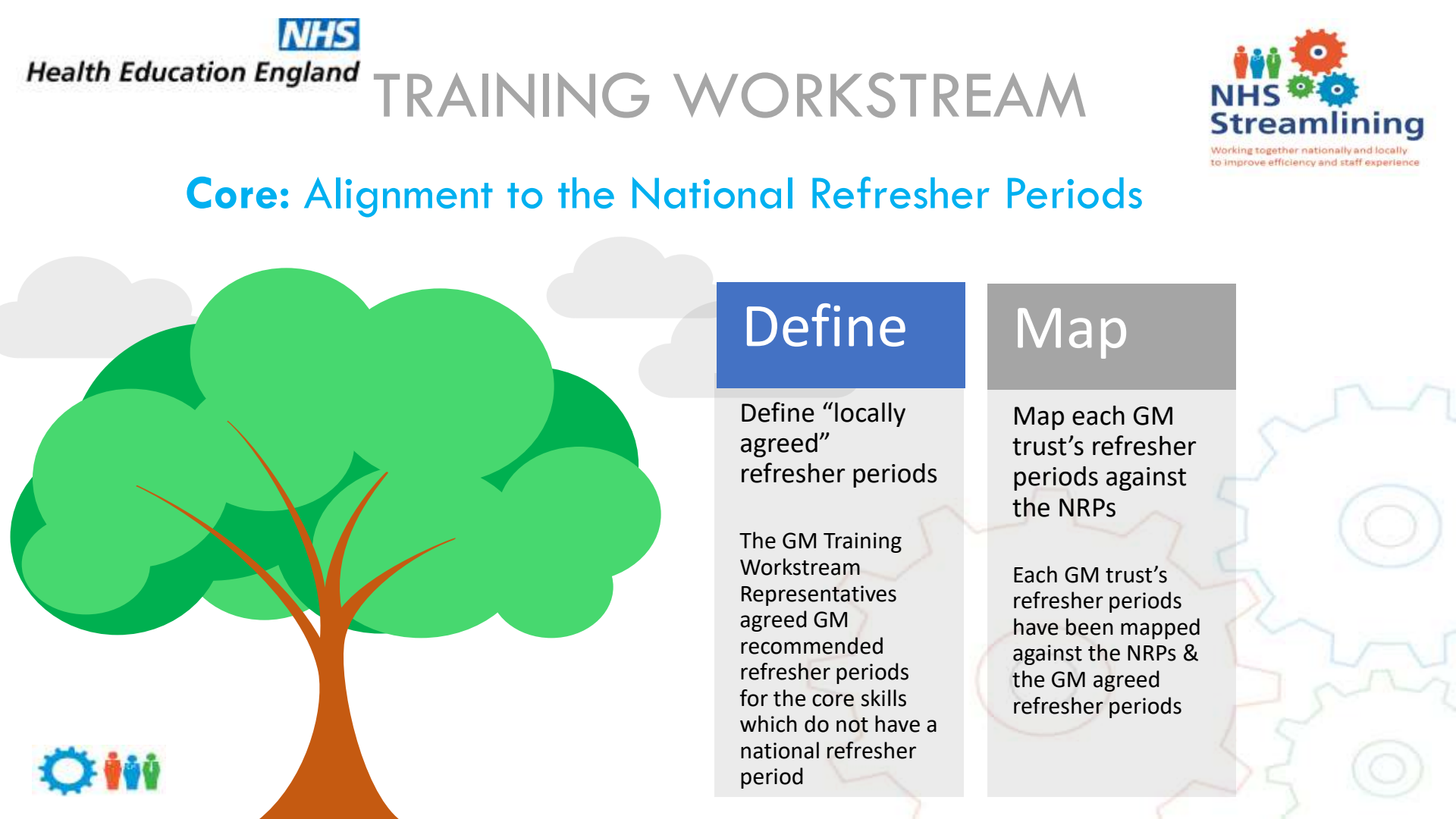
Define

Define "locally agreed" refresher periods

The GM Training Workstream Representatives agreed GM recommended refresher periods for the core skills which do not have a national refresher period
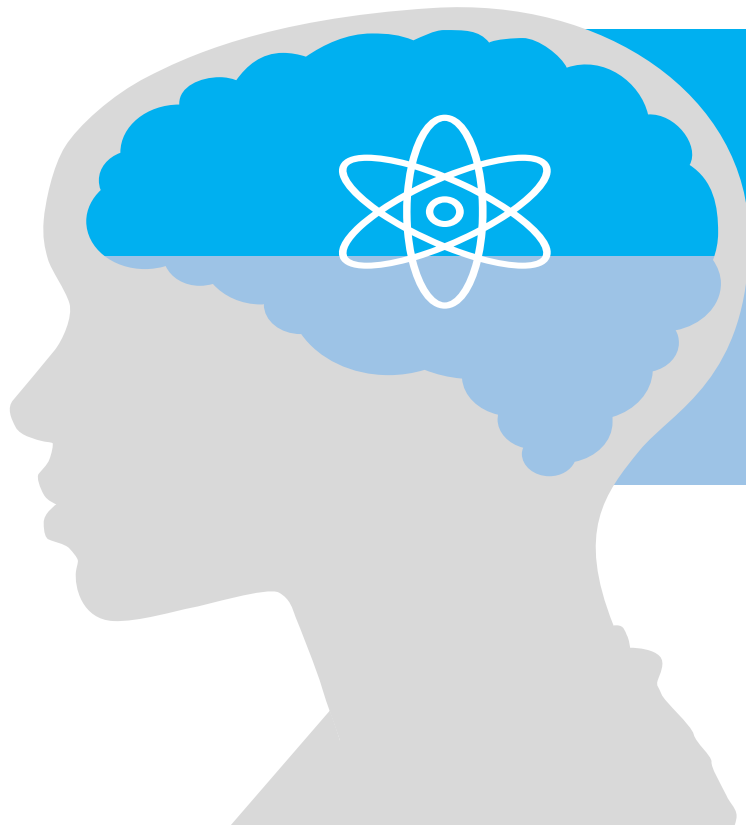
Map

Map each GM trust's refresher periods against the NRPs

Each GM trust's refresher periods have been mapped against the NRPs & the GM agreed refresher periods

GM: Agreement of a single GM framework for PMVA

Remit
The GM framework will cover working age adults, older adults and children.

Agree Techniques
Techniques agreed between the leads across the 2 GM mental health trusts for working age adults and older adults. Techniques still to be agreed for children.

Techniques Photographed
Agreed techniques have been photographed in preparation for the framework/manual.

Risk Assessments
Risk assessments of the techniques need to take place prior to creation of the framework and implementation.

Naming Conventions
ESR naming conventions have been agreed

Manual
Upon completion of all of the above, a PMVA manual will be produced

NHS Health Education England

NHS Streamlining
Working together nationally and locally
to improve efficiency and staff experience
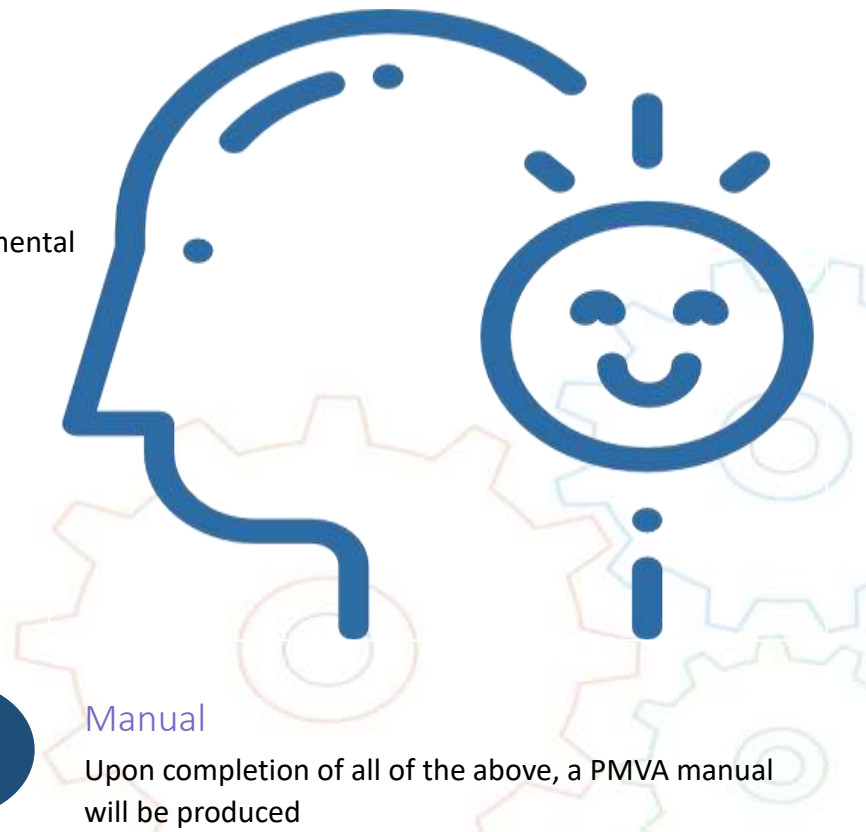
An Example: The benefits of streamlining training

Induction

- 300 new starters per month
- No duplication of CSTF
- Now half a day and not a full day
- Save an average of 4.5 Hrs per new starter = 1350 hours
- Training tailored for each new starter
- Feedback improved

IATS

- 1639 since March 2018
- @45 Mins per IAT = 1229 Hours
- 153.5 Days (8hr Day)

TRAINING WORKSTREAM

1 Engagement

The GM training representatives meet on a monthly basis and are very engaged with the work taking place within the workstream

2 Collaboration

The GM workstream work as a collaborative. They have also collaborated with other workstreams, e.g. Policy Workstream

3 Support

GM training reps now have a supportive network, whereby best practice is shared in order to support each other to achieve the deliverables

POLICY WORKSTREAM
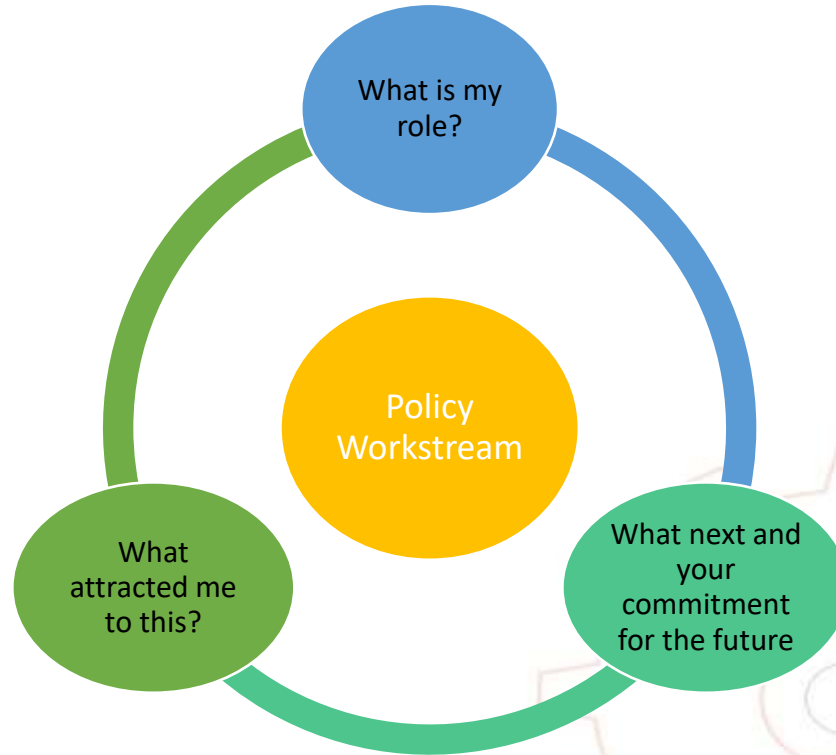
The journey – aims & achievements

1 Partnership Working

Trade Unions & HR colleagues worked together to streamline standard employee policies

2 Staff Engagement

Beginning to improve staff engagement through streamlined policies

Improve Employee Experience

3 Improving Patient Lives

Through improved employee experience, staff will work better to improve patients lives

4 Simplification

Working together to create simplified policies
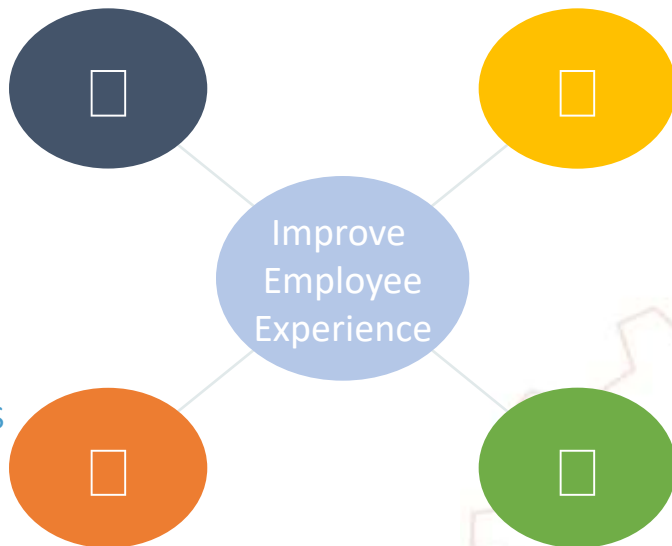
What we have learnt

1 Maintain Momentum
Progress isn't quick, but we have maintained momentum

2 Communication & Commitment
Communication and commitment is needed

3 Partnership Working
HR & TU colleagues working in partnership is critical for progress

4 Governance
There is a requirement for governance processes to track implementation & benefits to trusts

5 Joined Up Working
It's important to work alongside other streamlining workstreams to support policy development

6 Acceptance
Acceptance that not all trusts are going to unilaterally sign up for a standard policy & therefore "partial" agreement is OK

POLICY WORKSTREAM

Takeaway
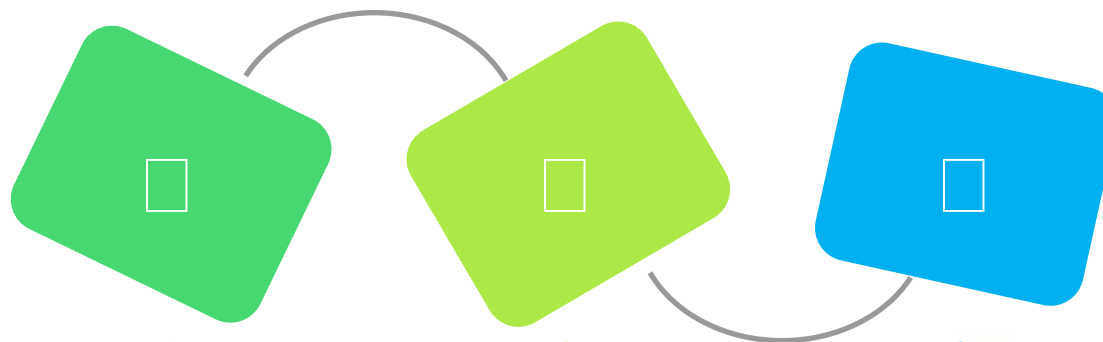
Relationships
Building relationships at the outset is the best enabler for progress

Common Ground
Find areas for common ground that agreement can be reached on

Share
Regularly share information between the sub-regions to support wider streamlining improvements

GREATER MANCHESTER

THANK YOU
FOR LISTENING
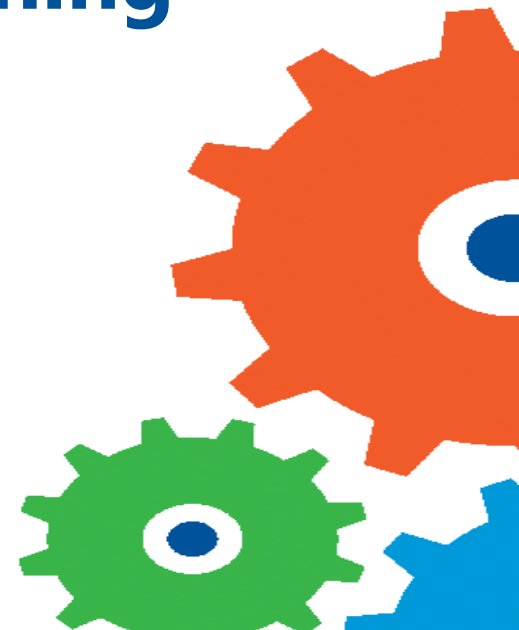
David Wilkinson

Director of Workforce & OD
Bay Health & Care Partners

HR Director Lead for Streamlining in
Cumbria & Lancashire

The Streamlining Mindset ....an Accelerator for Collaboration

NHS Health Education England

NHS Streamlining — Working together nationally and locally to improve efficiency and staff experience

✓ **Focused on common priorities across trusts**

✓ **Tackled common issues (locally and nationally)**

The NHS Long Term Plan *"In the last 10 years, the NHS hasn't had enough staff"*
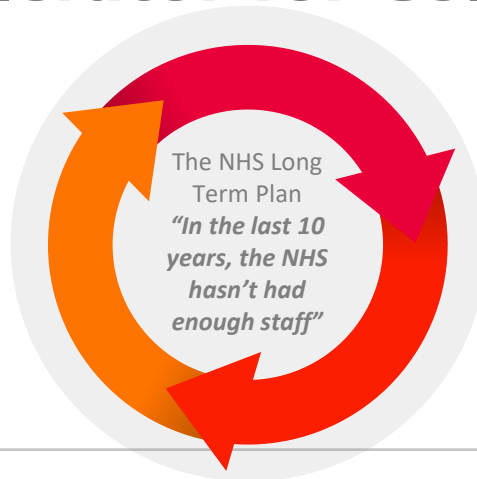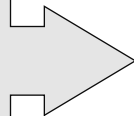
✓ **Efficiencies created through collaboration**

Streamlined approach

Recruitment

Training

Streamlined approach

Occupational Health

Policy

Streamlined approach

Careers & Engagement

NHS Employers AfC Contract Refresh

Establishment Control - early days!

BUSINESS AS USUAL

Sinead Fletcher

North West Workforce Streamlining Area Manager
Cumbria & Lancashire

Recruitment

The Move to Factual References

NHS Health Education England

NHS Employers

NHS Streamlining
Working together nationally and locally to improve efficiency and staff experience

THEN

Time to hire (TTH)

Avoidable legal costs

✓ All trusts have implemented/will implement by the end of the next financial year

✓ Decision made to move to the factual reference via Trac/NHSJobs

✓ Trial completed (ESR)

NOW

Reduced time to complete reference

Reduced time to receive references

Increased objectivity

Reduced legal costs

✓ HRD & Workstream engaged

✓ Staff movement analysis completed to gain buy-in

Lee Holmes

Core Skills Assurance Lead - Lancashire Care NHS Foundation Trust
North West Workforce Streamlining Training Lead
Cumbria & Lancashire

Training

"We want to support our staff better and look at the things which make their jobs hard"

The NHS Long Term Plan

What We Did

- ✓ Achieved alignment to the outcomes of the Core Skills Training Framework (CSTF)

- ✓ Achieved alignment to national refresher periods, as per the CSTF

- ✓ Trusts now sharing training and using incoming training records to reduce the amount of training new starters/transfers are required to complete

What does this mean for staff and trusts?

Outcomes

- ➢ Improved staff experience

- ➢ Reduced duplication system-wide

- ➢ Time freed up for other duties

- ➢ Cost efficiencies created

Bronwyn Driver

Implementation Officer and Engagement Lead - System-wide Training and Employment Passport (STEP) Project

Previously North West Workforce Streamlining Implementation Project Officer, Cumbria & Lancashire

DataLoad Tool
as an enabler

Working with trusts from across the North West and other regions to upload competencies into ESR. To date, over 300,000 CSTF competencies have been recorded in ESR via the DataLoad Tool.

Sinead Fletcher

North West Workforce Streamlining Area Manager
Cumbria & Lancashire

Occupational Health

Sharing Immunisation & Vaccination Data

✓ **Data cleanse completed in Cohort/OPAS**

✓ **Clinical consistency agreed**

✓ **Interim solution for sharing I&V data**

✓ **Form includes consent & is likely to be spread nationally**

✓ **2 day KPI for turnaround agreed**

What does this mean for staff and trusts?

Reduced OH clearance time

Reduced duplication

More time freed up for staff

Savings created £
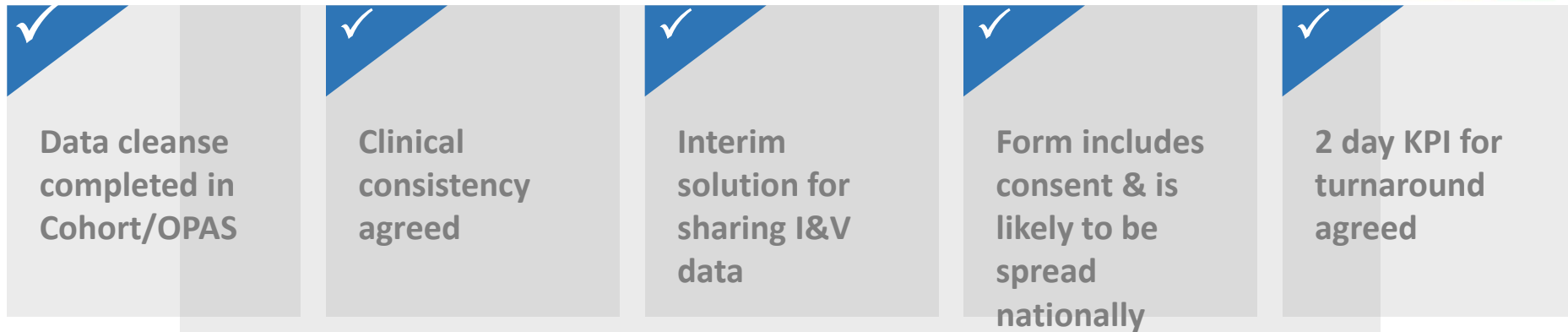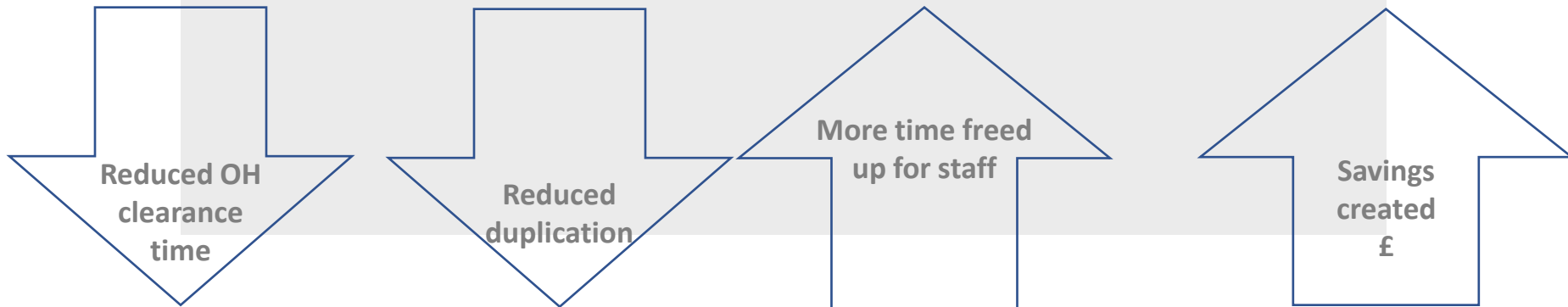
Establishment Control in ESR

- ✓ Trusts required to provide representation for new group to be formed
- ✓ 8th Feb L&SC group met
- ✓ Current use and processes scoped
- ✓ Close links with departmental managers, finance, payroll required
- ✓ Need to align with finance ledger
- ✓ Trusts happy to work with other trusts to increase effectiveness of processes
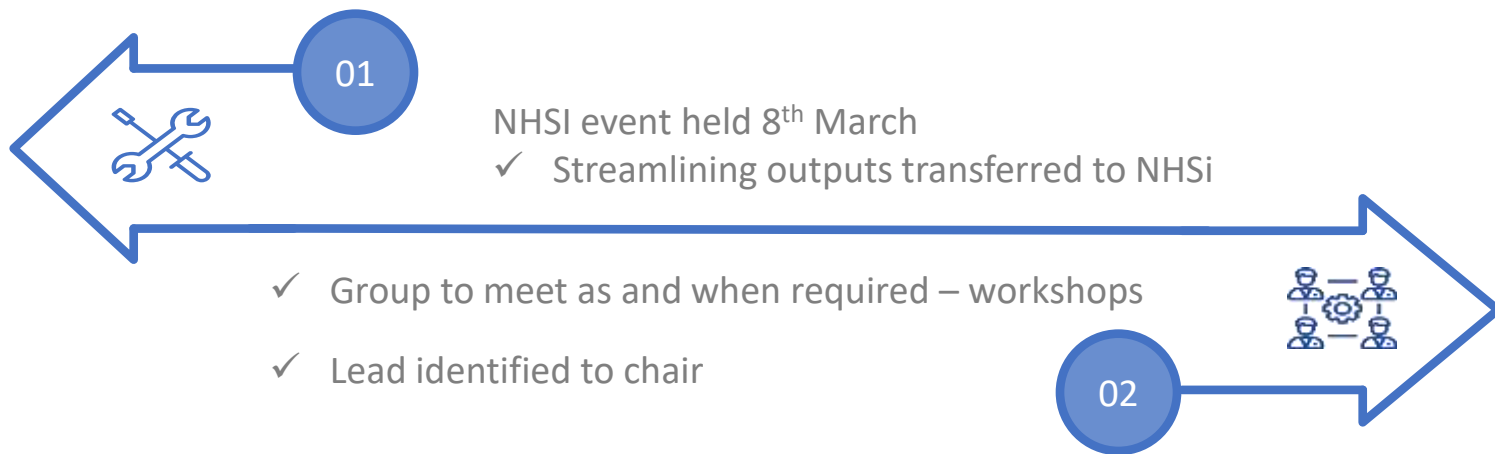
01

NHSI event held 8th March
- ✓ Streamlining outputs transferred to NHSi

- ✓ Group to meet as and when required – workshops
- ✓ Lead identified to chair

02

David Wilkinson

Director of Workforce & OD
Bay Health & Care Partners

HR Director Lead for Streamlining
Cumbria & Lancashire

Policy

Staff side and HR working in collaboration

Policy review and alignment

Policy on a page – spread

Notice periods reviewed

Multi-lateral inter-trust clinical service model agreed

The result...

Less variation in policy from trust to trust

Increased usability (user-friendly format)

No more honorary contracts!

WELL DONE to our HR and staff side colleagues !!

Pathway Opportunities

NHS Health Education England

NHS Streamlining — Working together nationally and locally to improve efficiency and staff experience

Shadowing and Rotation

Retire and Return

Better patient outcomes

Engagement activities

Aspiring Leaders

Pre-employment programmes

RtP

Inspiring Youth

Our People

Early Career Pathways

Recruit And Retain

Advice and Guidance

Work Experience

Apprenticeships

Healthier Lancashire & South Cumbria | **Careers** in health and social care

T H A N K S   F O R   J O I N I N G   U S

If you would like to know more about Streamlining in the North West please contact us

streamlining.nw@nhs.net

@StreamliningNW

http://www.workforcestreamliningnw.co.uk/

BREAK AND REFRESHMENTS

THE HIGHLIGHTS
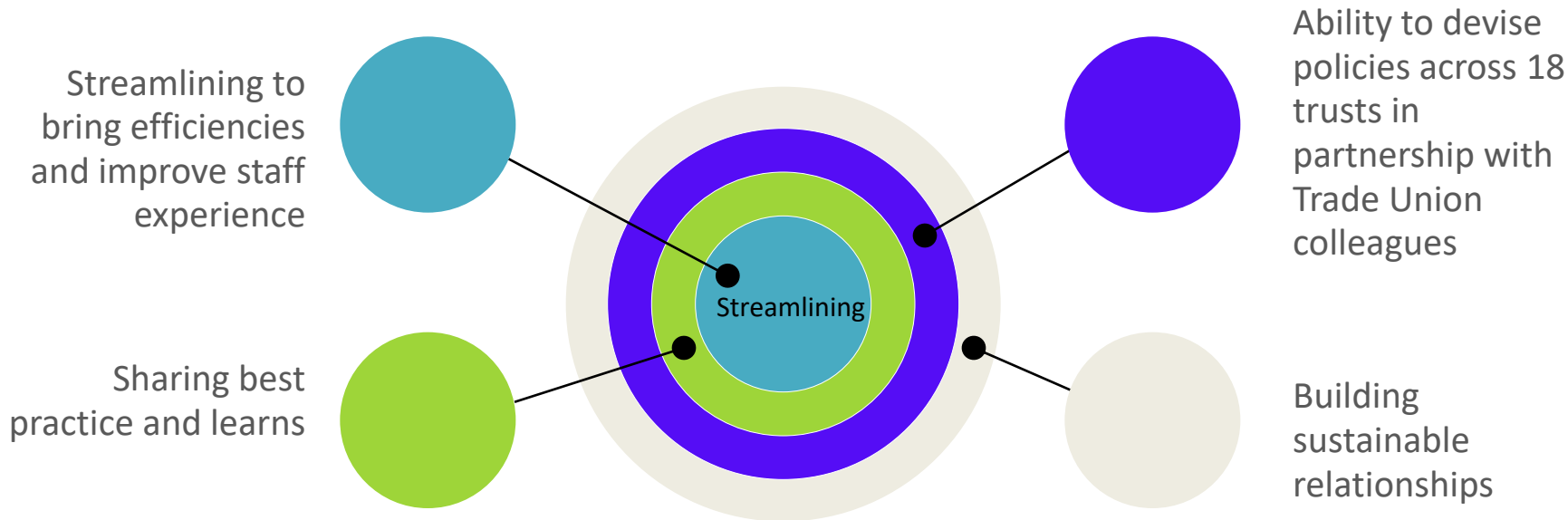
RECRUITMENT

Gemma Davies
Recruitment Team Manager,
East Cheshire NHS Trust
Lead, Recruitment Workstream

RECUITMENT

Time to Hire

- Regionally agreed measurement of the 'Active Recruitment' stage
- Working together to overcome blockages

Values Based Recruitment

- Sharing best practice

Factual Reference

- Trial which led to improvements to IAT process nationally

RECRUITMENT

Jenny Richards

Resourcing Manager,
North West Boroughs
Healthcare NHS FT

Deputy Lead, Recruitment
Workstream

Jo Wing

Acting Head of Recruitment,
Cheshire & Wirral Partnership NHS
Foundation Trust
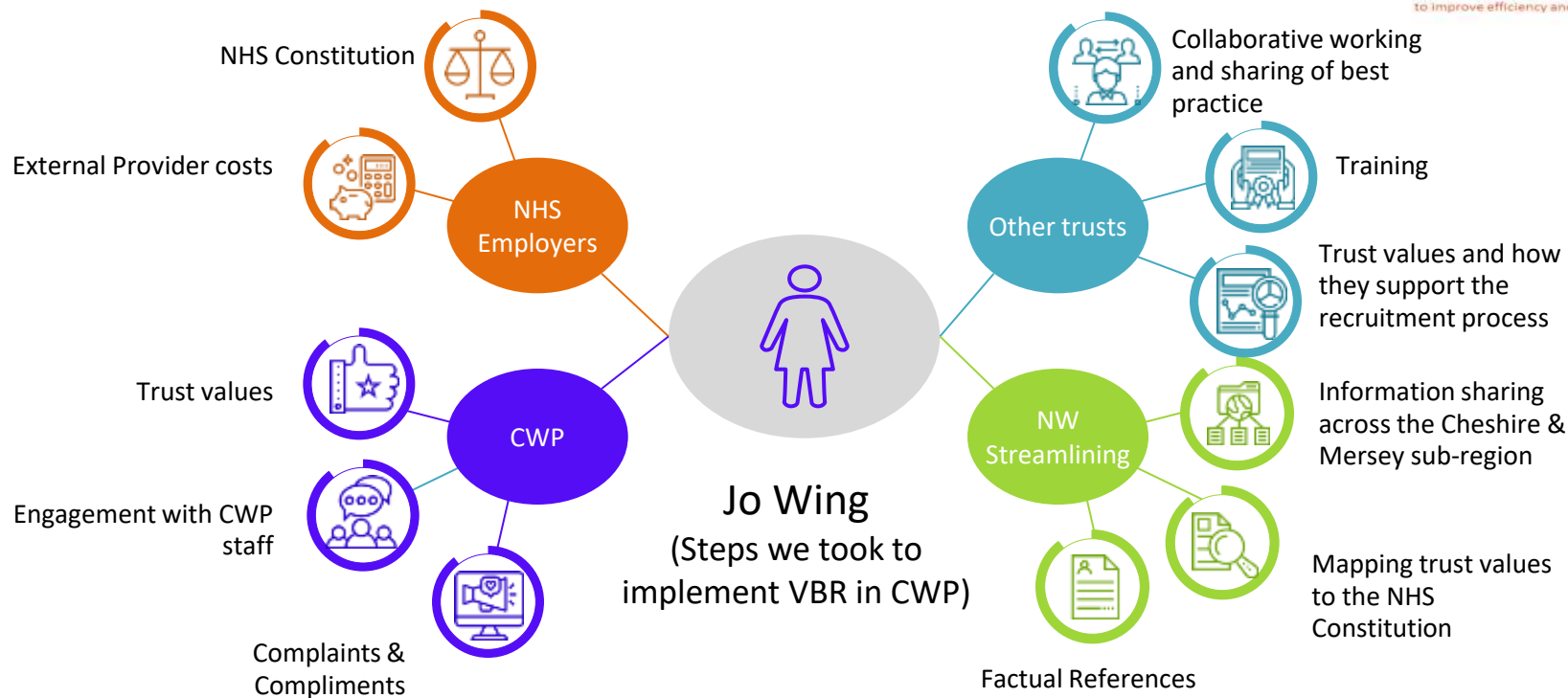
Recruitment Workstream

Why Jackson Pollock?

- This is how training across the region looked at the start of the process – in visual form
- Individual components forming the whole, messy with little structure
- Not easy to interpret or negotiate.

NHS
Health Education England

NHS Streamlining
Working together nationally and locally
to improve efficiency and staff experience

From Here…

- Organisations were sheep dipping staff at induction, not sharing or acknowledging data about CSF training
- Staff were spending time undertaking training they didn't need
- Wasting valuable training resource by delivering more training than was necessary
- Turning new staff off in their first few days of employment
- Virtually all were in agreement that something needed to be done. But what and how?

To Here….

We needed to get here…
A position that staff entering the organisation with in date training could be credited for this and set free……..not to run through the daisies chasing butterflies, but to delivering their roles.

NHS
Health Education England

NHS Streamlining
Working together nationally and locally
to improve efficiency and staff experience

Piet Mondrian
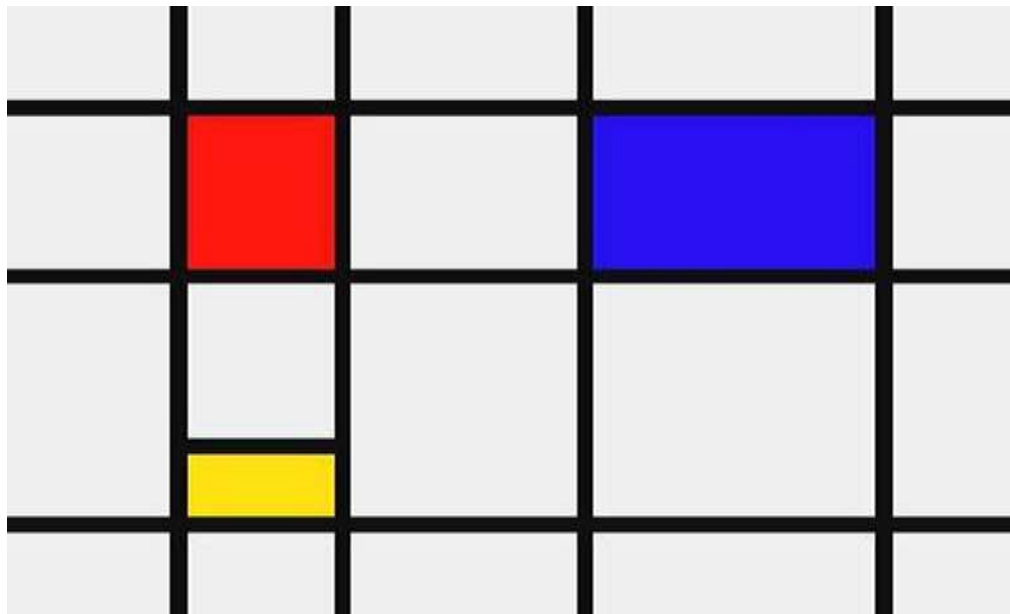
- We needed to move to a more ordered process.
- Allowing data to consistently and seamlessly transfer between Trusts in a way that made sense and could be used.
- This was not an easy process and was made a lot easier with the support of the Streamlining PMO team.

and finally…

The Streamlining journey at the start was like herding cats trying to get 18 trusts to come together and work in collaboration…..but has been worth it!

ACHIEVEMENTS

Cheshire & Merseyside

18 trusts

Recruitment
- Factual Reference implementation
- Values Based Recruitment
- Time to Hire

Training
- Aligned Refresher Periods
- Improved new starter process
- Sharing Care Certificate via IAT

Occupational Health
- C&M process for sharing Imms & Vaccs adopted across the North West

PREP
- Trade Union partnership working
- Honorary Contract
- Notice Periods aligned
- TUPE Overarching Principles

Systems
- Interfaces with ESR reviewed to ensure optimum usage
- Registration Authority/Smartcard production – leading to improvements to I.D. process for new starters

Medical Staffing
- Rapid Induction for Locums
- Acting Down Policy
- Locally Employed Doctors Ts & Cs

6 workstreams are set up in the Cheshire & Merseyside sub-region

From the workstream groups representatives from each trust formed 18 Trust Implementation Groups (TIGs)

With a robust governance structure in place and established groups at both regional and trust level the programme grew

Cheshire & Merseyside now has 6 collaborative networks which will continue to ensure consistency of approach, sharing of best practice and focus on improving the NHS employee experience
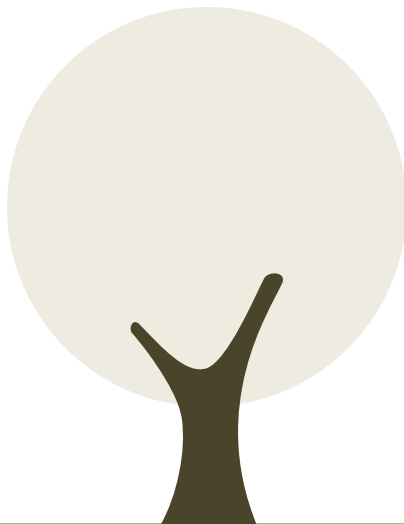
Cheshire & Merseyside sub-region were finalists in the NW HPMA HR Excellence Awards in the category of 'We Work Across Systems'

...and finally, feedback from those that matter the most, the NHS employees...

" In November, I moved from Cheshire and Wirral Partnership to Warrington and Halton Hospital. I was already fully compliant with the required mandatory training at my previous trust Cheshire & Wirral Partnership, which showed up on the IAT; I was then able to start in my new role quicker when I arrived to Warrington, without worrying about having to repeat the same training again!! **This gave a much better new starter experience for both me and my new manager!** "

Catherine Hassey
Learning and ESR System Lead
Warrington and Halton Hospitals

Staying Connected

NHS Employers support to NHS Streamlining

Lucy Judge
Senior Engagement Support Officer, North
NHS Employers

2 National Groups set up to support, influence, unblock, share and learn

National Streamlining Steering Group
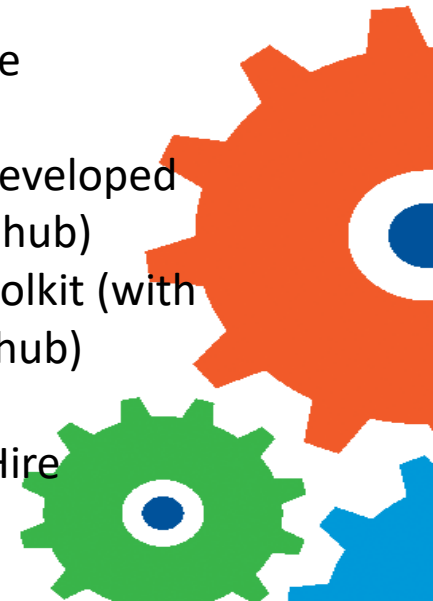National Streamlining Operational Group

Streamlining Operational Group

- Created new streamlining branding for national and regional use
- Streamlining Resource Hub
- Developed a streamlining [infographic](#) explaining and highlighting the importance of streamlining
- Improving the rotational experience for doctors in training (DiT) – Developed national resources and a readiness assessment toolkit (on resource hub)
- Mandatory and statutory training (MaST) implementation toolkit Toolkit (with 52 links to case studies, guides, templates, resources) (on resource hub)
- Streamlining and GDPR resources developed (on resource hub)
- Working with NHS Improvement to review the metrics for Time to Hire

Streamlining Steering Group

- Bringing together regional streamlining Executive Sponsors and key stakeholders (NHS Improvement, Electronic Staff Records (ESR), Health Education England etc) to influence blockers and barriers for regional streamlining programmes
- Influenced DBS to review their services
- Electronic Staff Record (ESR)
- NHS Employers stakeholder on the NHS Improvement Programme Board for Junior Doctors Streamlining

NHS Streamlining Resource Hub

Next steps

- Continue to support regional streamlining programmes with the steering group and operational group.
- Developing a template for regions to equality impact assess their streamlining programmes
- Continue with the influencing of DBS and ESR
- Continue to work with NHS I and be a key stakeholder for the DiT streamlining programme
- Streamlining week 1 -5 April

- ESR Programme Support
- ESR Enhancements to support Streamlining
- Future Developments
- Discover Your ESR

ESR Programme Support

- Since 2016 a key partner in the North West Streamlining Project

- Member of the Programme Board

- Supported Workstreams - Presentations and Workshops:
  - Overview IAT process including Pre Hire
  - Competencies
  - Factual Reference in ESR
  - OLM and e-learning

- Support for Streamlining at North West BIG SIG Network

- Supported a workshop that brought users together to identify enhancements to improve the IAT process

- ESR Annual Assessment

ESR Developments & Enhancements

Factual Reference in ESR

New IAT notification role for service history.

Enable standard reference for internal IAT's.

Add VPD to organisation name and printed standard reference.

Reason for leaving to be included on the IAT factual reference form.

A flag to identify ER information is detailed in order to populate in factual reference.

Training:

- Creation of national competencies for Educator Register.

- Ability to transfer local competencies on internal IAT's.

- Change ordering of competencies on IAT update competency notifications.

- Search and view Learner home page.

- Introduction of Auto Enrolment onto single competency based e-Learning packages.

- Bulk Competency upload feature.

- Removal of smartcard requirements for learning and class Administrators.

- Significant improvement on Reporting.

- Complete overall and redesign of setting up courses, offerings and classes to improve the efficiency of creating new courses.

- Class Scheduler to allow classes to be scheduled over a 12 month period instead of having to create a single class every time.

- New process to end date courses, offerings and close classes, 10 can be done at a time.

- Colour coding of competencies transferred through IAT.

Portlets & Functionality

- Online payslips
- Total Reward Statements
- Personal Information
- Annual Leave
- Announcements
- My e-Learning
- Direct targeted play
- My compliance
- My Favourite
- Local Links
- Employee Calendar
- Notifications
- Appraisals
- Talent profile

Over 1.14million Employees have accessed

36% + of employees now opted out of Printed Payslip

- Forgotten Username and Password function.

- Introduction of Global ID, which gave ESR users the same log in details on the N3 and on the internet.

- Two factor Authentication widening the access to ESR for managers.

- Introduction of Internet enablement for ESS and MSS users. This allows remote access for ESR away from the N3/HSCN connection on any device.

- Integrated e-Learning into the Self Service offering.

- Multiple Supervisors.

- Introduction of automatic internet enablement giving employees and applicants remote access to ESR without needing first to register on secure connection. This will allow applicants to complete e-Learning training before commencing in post and speed up the on boarding process.

- Introduction of Dashboard for OLM Administrators which ensure that monitoring compliance becomes easier via the portlets.

**ESR Future Developments & Enhancements
Subject to Successful Testing**

Applicant Dashboard

Applicant Dashboard

My Personal Information

Please reveiw and update your details as appropriate. Select the "Confirm" button when completed.

Address :
- *Building And Street
  - Address Line1
- Address Line 2
  - Address Line2
- Address Line 3
  - Address Line3
- Town and city
  - Town And City
- County
  - County
- Postcode
  - Postcode

Home : Home

Mobile : Mobile

Contacts :
- First Name of Emergency Contact
  - Name of Emergency Contact
- *Last Name of Emergency Contact
  - Name of Emergency Contact
- *Relationship
  - Relationship
- Home Number
  - Home Number
- Work Number
  - Work Number
- Mobile
  - Mobile Number

Cancel   Confirm

My Equality And Diversity

Please reveiw and update your details as appropriate. Select the 'Confirm' button when completed.

Ethnic Origin :	A White - British
Country of Birth :	United Kingdom
Sexual Orientation :	Not stated (person asked but declined to provide a response)
Religious Belief :	I do not wish to disclose my religion/belief
Marital Status :	Single ✕

Cancel   Confirm

122

Designed exclusively for NHS leadership teams and decision makers.

Our tool helps you understand how strategic workforce and business challenges can be addressed using your ESR solution.

The web based tool presents the ESR solution in a business driven format segmented into key strategic workforce and business challenges.

Electronic Staff Record Programme

NHS

To help you navigate around the tool, each segment is constructed in the same way and contains the following components:

- Strategic Introduction
- Business Challenges
- Financial Business Case
- Start a Conversation
- Operational Alignment
- System Optimisation
- Executive Summary
- Resources
- National Landscape

DISCOVER YOUR ESR

BUSINESS CHALLENGES

NATIONAL LANDSCAPE

DISCOVER YOUR ESR

Further Information

NHS

Find us at the following…	
Discover Your ESR	http://www.discover.esr.nhs.uk/
Twitter	@nhsesr
ESR Website	https://www.electronicstaffrecord.nhs.uk/
KBase	https://www.electronicstaffrecord.nhs.uk/kbase/
ESR Infopoint	https://www.infopoint.esr.nhs.uk/
Development Website	http://development.esr.nhs.uk/
ESR News Subscriptions	http://www.esrnews.nhs.uk/subscribe
ESR BI Updates	Enter your e-mail address on the NHS Introduction to BI Dashboard

Electronic Staff Record Programme

NHS

Thank You

Follow us @nhsesr for all your ESR updates

Staying Connected

Engagement Exercise
Its over to you, to consider … 'How will you'
- 15 minutes to discuss questions on tables
- 15 minutes to feedback
- Remember to nominate a speaker

How will you ......

❑ How will you stay connected within your trusts to keep Streamlining on the agenda?

❑ How will you stay connected within your area and workstream to keep collaborating on streamlining?

❑ How will you stay connected across the 3 areas of the North West to share ideas, learning & successes?

❑ How will you stay connected to what's happening nationally and will you get involved?

Lunch and Networking
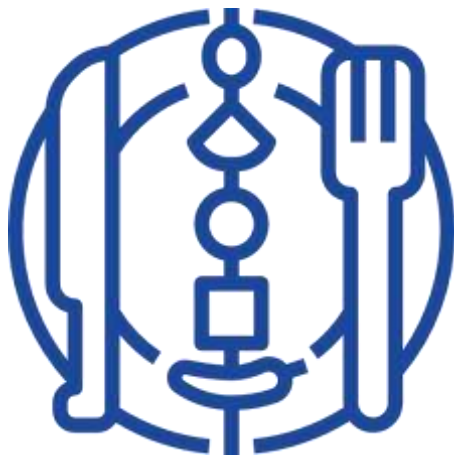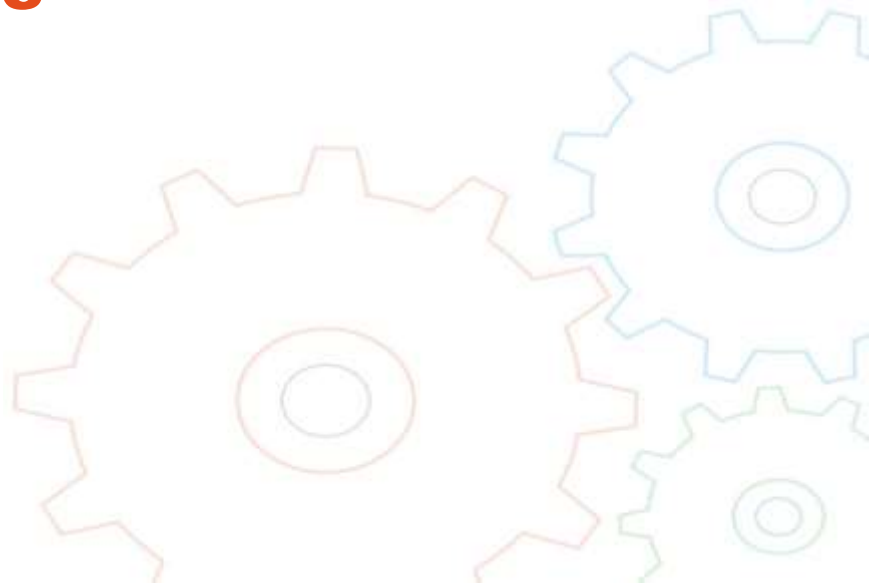
Background to STEP

System-wide

Training &

Employment

Passport

- Funded by **HEE(North)** through the National Transformation Fund
- Online skills and employment passport
- Support the recording, transfer and sharing of key data between systems
- Building on the work undertaken by **NW Streamlining** & **RoSTA**
- Phase 1 - Running up to Oct 2019
- STEP Project Team hosted by **STHK**
- Development led by **MLCSU**

RoSTA

- RoSTA developed to replace the Core Skills Register to capture the training records for Doctors in Training (DiT) and Healthcare Trainees.
- Available to all Trusts, GP practices and Hospices
- Used to check Stat & Mand training compliance

Uploaded by Trusts	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Total
096 ESR Self-Service	69	242	335	855	2,740	892	5,133
096 ESR STC	455	327	220	228	1,367	102	2,699
RoSTA	69	93	138	224	366	5	895
Uploaded to RoSTA	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar'19	Total
ESR	11,908	1,440	2,105	3,907	3,918	1,865	25,143
E-LFH	821	483	74	1,008	1,318	12,649	16,353

What STEP is…

- STEP will build and expand RoSTA
- It will capture skills, training and employment information
- STEP will have 3 separate modules:
  - Training
  - Employment
  - Occupational Health
- Allow data from various systems to be held in 1 place
- Initially focused on DiT for the Training and Employment modules

Expected Key Benefits

Benefit / KPI	Target	Start From
Reduction in duplication of Stat & Man on rotation	50% reduction in time spent for each rotation	Aug'19
Reduction in time and costs for employment checks	Reduce admin time taken for each doctor by 2 hrs	Aug'19
Demonstrate potential for increased workforce mobility	Organisations able to access and share data through STEP	Oct'19
Enable greater interoperability of systems	STEP to demonstrate sharing of data between existing systems	Oct'19
Reduction in time to hire	Reduce average time from 21 to 19 days	Aug'20

- Further details and additional benefits
  are shown in the Project Management Plan (PMP)

Systems
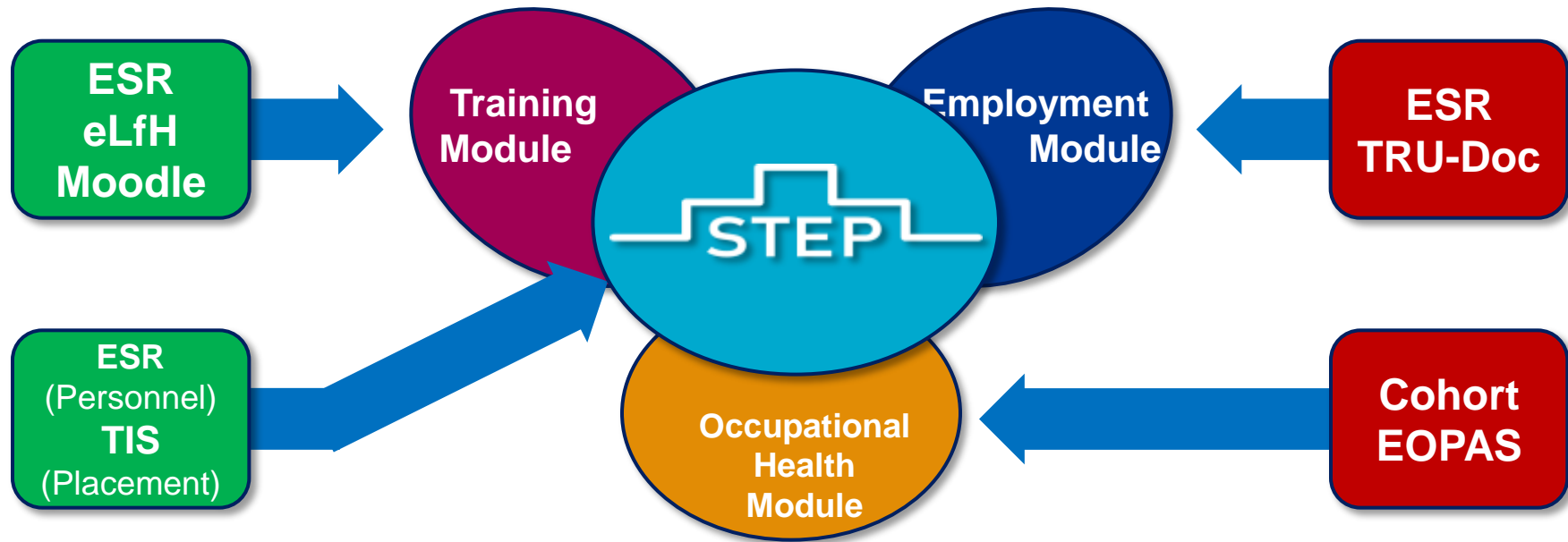
Current Position

- Project Documentation available:
  - Project Management Plan ([here](#))
  - Project Specification ([here](#))
  - Latest Project Briefing

- Employment module spec agreed following user group feedback
  - Further consultation late March

- Training Module in development
- Scheduled to be released mid May'19

First Look…

How you can get involved…

- Ensure your organisation is represented on the STEP User Groups
    - Your chance to shape and influence STEP

- Look out for the monthly Comms and Briefings

- What is required of you:
    - Continue to use the 096 ESR and RoSTA
    - Ensure your colleagues are aware of the system and its functionality

Further Information

- **Michael Foo** — Michael.Foo@sthk.nhs.uk
  STEP Project Manager

- **Bronwyn Driver** — Bronwyn.Driver@sthk.nhs.uk
  STEP Implementation Officer & Engagement Lead

- **Seán Bradbury** — Sean.Bradbury@hee.nhs.uk
  HEE - Innovation Lead, North of England

- **Claire Scrafton** — Claire.Scrafton@sthk.nhs.uk
  STHK - Deputy Director of Human Resources / Head of People Strategy, NHSI
  Collaborative Banks & Systems Optimisation

Lead Employer Streamlining Update

Claire Scrafton, Deputy Director of HR, STHK

Our Storey to date…..

- Expansion from 1 LE contract in 2010 to 6 in 2019

- Employ over 9,500 Doctors in Training

- Geography now national from Cumbria to the South East of England

- DiT on a single ESR VPD

- Model based upon the principles of streamlining

- Our vision is to optimise the use of e-systems and align processes across hosts/HEE's

- Optimisation of e-systems and processes to bring about health economy efficiencies
- Launch of LE website/HR portal to encourage self service
- The development of on- line training videos to support user's with accessing e-systems, e.g. E-payslips, e-expenses, exception reporting, ESR training records
- Consistent approach to provision of information across all regions in NW

Where we are now in Q3 2018/19

- Consolidating records & due diligence for new clients, e.g. NW & Thames Valley
- Data cleansing of legacy records – paper & electronic
- Collecting data not previously captured consistently e.g. sickness absence
- Streamlining processes with new hosts
- Look back exercise on right to work, DBS, sickness absence, employment checks and occupational health
- Encouraging supportive intervention for DIT before they get into difficulty – e.g. conduct, health issues by better collaboration between hosts and the LE
- Work with systems providers to reduce double keying, e.g. sickness absence and limited real time opportunities
- Consistent approach to imms and vacs with interim hub and scope arrangements in place with aspiration for consistent charging for spoke services to keep costs inside contractual OH envelope
- Implementation of StHK approach to early intervention and case management
- Promoting real time reporting of absence with triage and support offered within 48hours for Stress/anxiety/depression and MSK

Workforce systems – Service Improvement
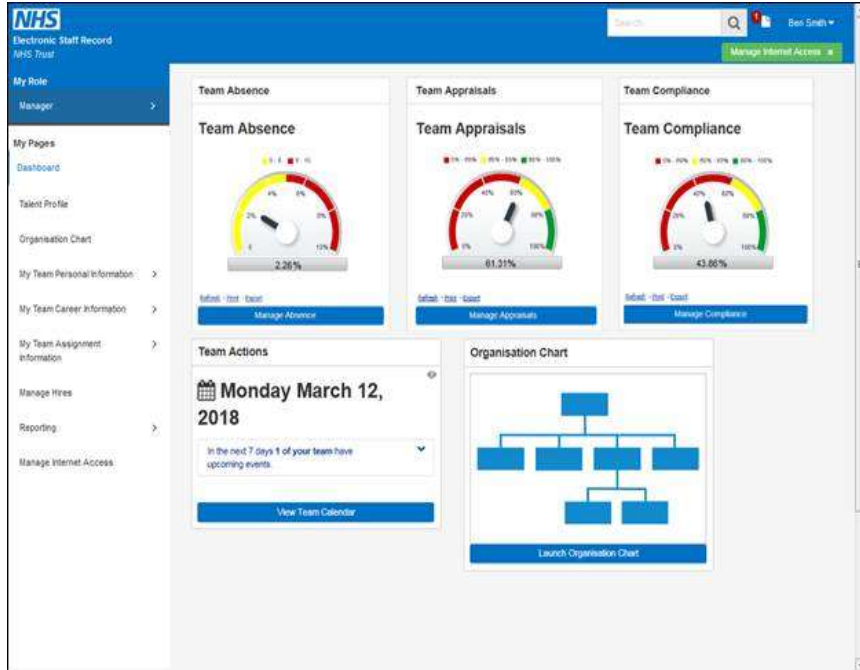
- Working to rotate trainees before the start of their new placement to ensure they are in right place at the right time
- Working with two host organisations on the transfer of absence information from Allocate to ESR to prevent duplication of entry in self service & support real time reporting
- Working on a solution to support claims for excess mileage in expenses.
- Setting up ESR Portlets for management information
- Reviewing opportunities for IATs/equivalent for employment checks to support Trusts local medics banks and the avoidance of repetition of checks – pre passporting via STEPT
- Transition excess mileage claims onto e-expenses

www.sharedservices.sthk.nhs.uk

Trainee focused mobile communication

Allocate Me

Rotation App

My ESR

HWWB App

Training App

Employment App
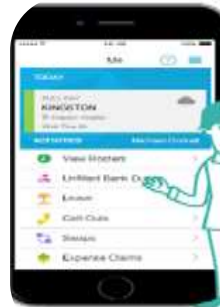
www.sharedservices.sthk.nhs.uk

Monthly Information Brief

Promoting health & wellbeing for Trainees through Telecare

Health CONNECT

HealthConnect delivers robust, IG-compliant video conferencing to your consulting room, and creates exciting new opportunities for managing patient demand.

Transition to steady state - Q4 Deliverables

- Resolution of legacy employment cases and ETs – new ways of working now BAU
- Establish host/LE/HEE focus groups to improve end to end processes
- Continue to data cleanse to ensure correct supervisors in place on ESR MSS
- On-going monitoring of TIS/ESR rotational data to ensure accuracy
- Significant reduction in the late transfer of funds from hosts to StHK which causes StHK cash flow issues
- Establishment of Shared Training Centres (STC) for central recording a reporting of training by hosts
- Additional ESR Portlets for management information to include training compliance
- Resolution of all historical queries after a very slow start due to lack of files/information
- Regular provision of management information
- Single LNC established with revised terms of reference

- Electric OH records transferred from Pennine to StHK for COHORT integration (?)
- ESR/TIS Interface fully operational – (?)

Our Focus in 2019/20

- Complete legacy look back and due diligence work
- Electric OH records transferred from Pennine to StHK for COHORT integration
- ESR/TIS/TRAC Interface fully operational
- Deliver the NHSI/HEE national DiT project requirements
- Further improve employee /stakeholder experience
- Explore opportunities to support the reduction in agency by the benefits of the single LE model

"Continue to be ambassadors for the benefits still to be realised from the next stage of Streamlining"

NHS
Improvement

Improving People Practises –Collaborative Banks & Systems Optimisation

Claire Scrafton, Head of People Strategy, People Strategy Team
North West End of Programme Event
March 2019

Improving People Practices - Collaborative Banks & IT Systems

Workforce Passports

Supporting the creation of a flexible mobile workforce by the development of workforce passport models which permit the sharing of key employment information and will:

- Follow the principles of streamlining and promote collaboration
- Electronically pull data from existing workforce systems into a single interface/portal
- Enable staff to work flexibly across organisations without the repetition of e.g. employment checks and mandatory training
- Support all staff when transferring employment between Trusts in particular DiT

Collaborative Banks

Applying streamlining principles to create collaborative banks of high quality staff who can be utilised across regions to maximum capacity and so ensure safe effective care for patients and reduce agency spend by;

- Supporting the designing & piloting inter-operational systems which will facilitate the sharing of staff across organisations
- Working across regions to find the best model that works for them, (one size does not fit all)
- Provision of a "Grow your own bank toolkit" to support Trusts in the expansion of local banks across all staff groups.
- Facilitating systems interfaces to reduce duplication in administration

Optimising Workforce Systems

Extending the use of e-rostering and e-job planning systems to AHP's and Pharmacy to support an integrated approach to workforce flexibility, workforce planning and improve productivity across multi-disciplinary teams by:

- Transferring learning from medical workforce e-job plans to other staff groups e.g. AHPs /Pharmacy
- Piloting approach within defined speciality e.g. orthopaedics
- Aligning job plans across all staff groups e.g. Specialist nursing, medical workforce to optimise activity management and improve patient flows
- Sharing learning nationally for impl

Improving People Practices - Collaborative Banks & IT Systems

Applying streamlining principles to create collaborative banks of high quality staff who can be utilised across regions to maximum capacity and so ensure safe effective care for patients and reduce agency spend

Optimising Workforce Capacity
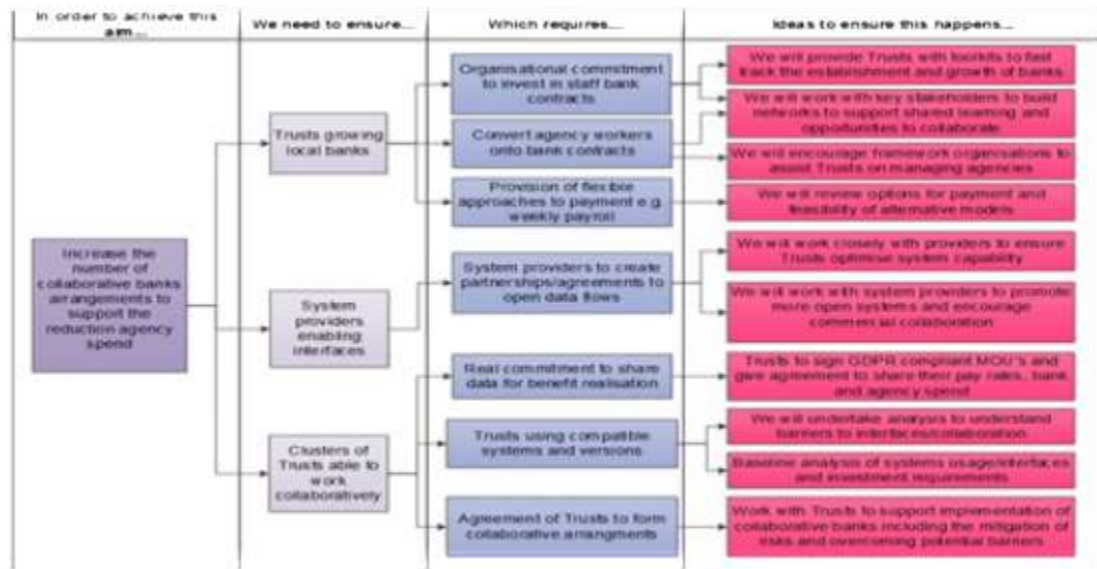
Improving People Practises –streamlining staff movements

People Strategy Team
North West End of Programme Event
March 2019

Improving People Practices – streamlining staff movements

The national programme:
Our ambition is to support an agile workforce which will move seamlessly between providers. This means:

- ✓ Enabling a more robust new starters process with reduced repeated administration

- ✓ Being able to update employment records online instead of using paper forms

- ✓ Having an onboarding process that is efficient and professionally managed.

- ✓ Having previous training and skills records recognised and transferred

- ✓ Experiencing a relevant and value adding induction

And requires us to support the implementation of the 6 widely recognised principles , which are:

- Principle 1: Meeting the Key Performance Indicators of 12/8/6 weeks prior to start as referenced in HEE's Code of Practice

- Principle 2: Using the automated interface between the Trainee Information System (TIS) and the Electronic Staff record (ESR)

- Principle 3: Completion of the Pre-Employment Inter Authority Transfer (IAT) as part of the automated process in ESR for DriT at the conditional offer stage

- Principle 4: Recording the national core skills training framework competencies (CSTF) in the ESR for DriT

- Principle 5: Agreement to the minimum standards for Immunisations and Vaccination. Consistently recording and accepting the transfer of this information through ESR

- Principle 6: Redesign Onboarding and Induction processes to minimise the number of repeated activities during this first stage of joining a trust.

Achievements to date

- Engagement with key national bodies such as the GMC, NMC and PHE.

- Establishing a strategic DiT Programme Board with an independent Chair (Tony McCarthy) and operational Integrated Programme Office.

- Placing DiT at the centre of the programme's work, with the Deputy Chair of the BMA's Junior Doctor's Committee being a member of the DiT Programme Board.

- Securing agreement with ESR to enable a generic interface with third-party learning management suppliers for the core 11 statutory and mandatory training modules.

- Advanced discussions to stabilise and secure the future of the Core Skills Training Framework , moving providers from Skills for Health to Health Education England (HEE) .

- Holding 6 end-end process mapping workshops with HEE and providers.

- Hosting a workshop to develop a core list of pre-employment immunisations and vaccinations with standard nomenclature, and explore issues around consent and the transfer of data with legal, public health and occupational health professionals.

- Commencing a review of Lead Employer models.

- A baseline survey of DiT experience is in its final stages of completion and will be tested with BMA members in March ahead of formal release on 01 April.

- Utilise short-term additional capacity made available from the DH&SC to progress work faster. This will include progression of a Memorandum of Understanding for providers to accept work of previous employers with cross-indemnity, a review of "passporting" and links to related streamlining and technology initiatives

Sustainability Plans & the future for streamlining in the NW

Greater Manchester Sustainability Plan

Greater Manchester

- GMHSCP Theme 4 Corporate Services – HR Corporate Services Workstream

- Already identified key links with Streamlining programme

- Streamlining Programme Manager has been a member of the HR Workstream project board (HR PB)

- Agreed that the GM streamlining work will now report through the above HR PB and the Theme 4 Corporate Services governance route

ollaboration
o-design
onvergence
ommonality
ontinuous improvement

Not: Centralisation

Tiered HR Services Model

Streamlining Recruitment Workstream   Streamlining Policy Workstream   **Benefits**

Increasing complexity

Increasing Proactivity

Tier 1

Self-service and administration
- Local access
- ESR availability
- Workforce dashboard

Reduced paperwork
Reduced timescales for response
Increased accuracy of workforce data

Tier 2

Guidance and support
- Local access through a portal and online tools
- Sign-posting, hints and tips
- Bringing policies to life

24/7 availability
Consistent advice 'just in time'
Reduced waiting times
Supporting managers to learn

Tier 3

Professional advice and support
- 'Helpdesk' Provision
- Direction to appropriate centre of
- excellence
- Face to face support when required

Personal support for complex issues
Directed to right person first time
Manager given options for action vs directed to act – with agreed risks and implications

Tier 4

Centres of excellence
- Proactive support for managers and staff
- Targeted interventions for issues
- Centres of excellence – specific expertise

Personal support for Lessons learnt accessible to all
Early warning of potential problems and how to avoid them

GM continued

Streamlining Occupational Health workstream:

- GM wide collaborative OHS project

- Developing common specification – NHS, local authorities and GM Fire and Rescue

- Will include systems and process alignment from the streamlining programme going forward

Cumbria & Lancashire Sustainability Plan

North West Workforce Streamlining – Cumbria & Lancashire

Networks to Continue Post-programme

Local Workforce Action Board (LWAB)

Cumbria & Lancashire HRD Forum

Training

Frequency of meetings - Quarterly

Chair - Lee Holmes

Focus - Standardised compliance reporting for statutory and mandatory training, consider further training for transfer via the IAT process (*potentially* clinical skills and care certificate)

AfC Contract Refresh (Including policy)

Frequency of Meetings - Monthly

Chair - Gertie Nic-Philib
Deputy HRD Morecambe Bay
Deputy Chair - Lyn Hadwin
Head of Workforce Delivery

Careers & Engagement

Monthly reports
Lead – Ruth Keeler
L&SC Strategic ICS Careers & Engagement

Recruitment

To be considered by Paula Roles
L&SC Strategic Workforce/HR Lead

Establishment Control

Ad-hoc meetings/workshops to be arranged as and when required
Chair - Lisa Padgeon
Streamlining outputs transferred to NHSi

Cheshire & Merseyside Sustainability Plan

Sustainability Plan for Cheshire & Merseyside

NHS Health Education England

NHS Streamlining — Working together nationally and locally to improve efficiency and staff experience

HRD Steering Group

Workstream	RECRUITMENT	TRAINING	OH	PREP	SYSTEMS	MED STAFFING
	Lead: Gemma Davies Deputy Lead: Jenny Richards	Lead: Adam Rudduck	Lead: Bobby Sharma	Lead: Vicki Wilson	Lead: Damian Byrne	Lead: Sue Hughes
Current Position	Network to continue. Gemma & Jenny will continue in their roles.	Network to continue. Adam will continue in his role as lead.	Pre-existing C&M OH Manager network to continue.	Network to continue either via current group or as a sub-group of Deputy HRDs.	Network to continue. Damian will continue in his role as lead.	Pre-existing Medical Staffing Manager network to continue.
Next Steps	HRD Steering grp to advise governance structure	HRD Steering grp to advise governance structure	HRD Steering grp to advise governance structure	HRD Steering grp to advise next steps/governance	HRD Steering grp to advise governance structure	HRD Steering grp to advise governance structure

Employee insights

05/12/2018

NHS HR often gets a bad rep.
HOWEVER.
Been at my new Trust 3 days. Just checked
my mandatory training, fully expecting it to
be screaming non compliant at me.
It has already transferred from old trust to
new Trust...without me having to do
anything.
I am actually amazed.

7   6   93
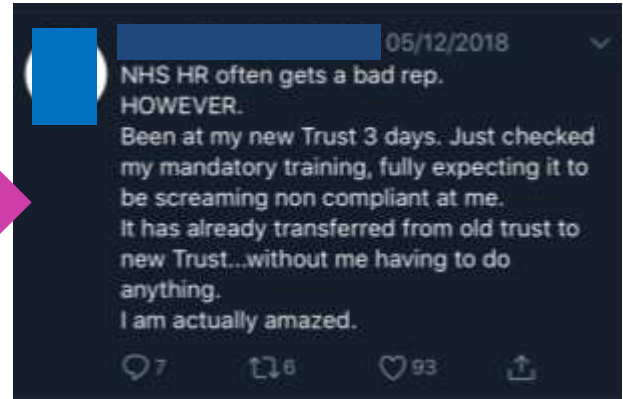
PLENARY

What we've heard today

- ✓ Inspirational stories, why people have personally been on this journey together and why others should follow in our footsteps

- ✓ Success factors and important learning – which now be shared via slides and the end programme report and you ….

- ✓ The great achievements, successes, highlights and benefits realised already and which can be realised in the future – from each of our sub regions leads and the programme team covering core and non core worktreams

- ✓ Updates on other regional and national related programmes

- ✓ Where you can find national help, support and networking to support you on this journey when the PMO arrangements will cease

What Next .....

- ✓ Sustainability Plans in each area to kick in from now

- ✓ End Programme reports at trust level will be sent to each HRDs with deputies and workstream reps cc'd – a comms pack for staff engagement on streamlining will accompany

- ✓ North West End Programmed report will be circulated and published on the website

- ✓ Success stories and signposting information will be published on the website but the generic e-mail address will be de-activated

- ✓ You will take back ideas for keeping connected and carry on streamlining! ……. lets aim to be the first region to ensure/report streamlining does not erode once the PMO ceases !

Final Comments on Success Factors

✓ **Jointly funded by HEE and Trusts –** initial HEE injection enabled set up to give the time to get the engagement we needed for longer term sustainability. Sliding scale funding ensured programme remained locally owned and driven.

Final Comments from you

Thank You

➢ Thank you to everyone who attended today for listening, providing feedback on the boards and engaging with us throughout the day & this programme

➢ Thank you to all the speakers and facilitators who have given their time and travelled from other to support today.

➢ Thank you to HEE for their ongoing commitment and support

➢ Thank you to NHS Employers for their continued support, particularly in establishing and administering the national networks

➢ Thank you to the IPP team from NHSI for coming today, for listening to us via the Ops and Steering Groups and picking up the mantel, and working to unblock national barriers in collaboration with HEE.

Final Thank You

➢Thank you to all the HRD Leads/DHRDs, workstream leads past and present and to every member of a workstream for giving their time and commitment to this huge change programme.

➢Thank you to the NW Streamlining PMO team for organising today and so many other events like today and helping make all this happen.

Have a safe journey home

CLOSE