

WHITE PAPER 2020

**The Long Term Plan for  
the NHS and the Role of  
the New People Policy**

# INTRODUCTION

## The NHS Long Term Plan

Last year the NHS in England appointed, for the first time, a Chief People Officer as an integral part of the NHS Executive Group.

The role is pivotal in ensuring that the NHS has the people resources needed to implement the goal set out in the NHS Long Term Plan, the strategic vision for what is required to move the organisation forward and deliver improved patient outcomes.

This hinges on having the right number of staff with the skills required and a commensurate level of experience. It is recognised that the Long Term Plan is challenging, and will not be achieved by simply amplifying the current status quo, practices and procedures.

In particular it needs to directly address the current staff shortfall, as well as providing an environment that will realistically facilitate the recruitment of significant numbers of new people.

It also needs to join up activity and focus across a broad spectrum of stakeholders, balancing not only the delivery mechanisms but also the needs for local, regional and national adoption.

### **The NHS Chief Executive states:**

“There is now wide recognition that support for our workforce is now one of the top issues facing the NHS – promoting flexibility, wellbeing and career development, and redoubling our efforts to address discrimination, violence, bullying and harassment.”

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# OBJECTIVES AND GOALS

## What needs to be achieved

**The NHS Long Term Plan explicitly sets out a number of objectives and targets that need to be met if the NHS will evolve to be able to meet the challenges that the future holds.**

These are wide ranging but seen as fundamental to moving the organisation forward in the timeframe, and at the pace, that is required.

They balance recasting the culture within the NHS to aid staff recruitment, ensure the appropriate skills are available across the multiple disciplines, and look to address the issue of staff churn – reducing the leaving rate greatly helps in the achievement of the target staff increases.

These goals include:

- improving the overall staff retention figure by at least 2% by 2025, which is an equivalent to an extra 12,400 nurses in that year (with an aggregate increase over the period of approximately 30,000 nurses);
- shaping a modern employment culture for the NHS;
- extending the Workforce Race Equality Standard to 2025 and redoubling efforts to tackle bullying, harassment and violence;
- providing increased investment each year over a five-year period in Continuous Professional Development, and;
- supporting improvements in regional workforce planning and sharing best practice.

Fundamental to achieving these objectives is the New People Plan, which will set out in detail the actions and behaviours which will mould the culture and ethos of the NHS as it transforms.

As the title emphasises, this recognises that the people are the heart of the organisation.

# THE CHALLENGE

## Putting people first

We are all aware, through national media and personal experience, that the NHS faces enormous challenges at present. The demand for resources increases with a growing and aging population, allied to the expectations set by improvements in medical science.

It must also not be forgotten that the NHS operates in an increasingly competitive recruitment landscape, and one where the new generation of employees are more focussed on the positive aspects of their workplace, wellbeing and work-life balance. These elements are increasingly important in the career decisions that are made.

It is therefore vital, and is recognised, that the NHS develops a new offer and engagement for the on-going support of its people, setting out what they can expect from a modern and forward-looking employer.

### **As stated in the People Plan:**

“This will be framed around the broad themes of creating a healthy, inclusive and compassionate culture, enabling great development and fulfilling careers, and ensuring everyone feels they have voice, control and influence.”

**“ ... HEALTHY,  
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What characteristics and behaviours does this require? Whilst not an exhaustive list, the subjects include:

- Creating a healthy, inclusive and compassionate culture, including a focus on:
  - valuing and respecting all;
  - promoting equality and inclusion and widening participation;
  - tackling bullying and harassment, violence and abuse.
- Ensuring everyone feels they have voice, control and influence, including a focus on:
  - whistleblowing and freedom to speak up;
  - physical and mental health and wellbeing and reducing sickness absence;
  - workload, work-life balance, clear and timely rotas, flexible working, and managing unpaid caring responsibilities.

The Point of Care Foundation report in September 2018 titled The Case for Employee Engagement in the NHS succinctly states:

“Strategies for staff engagement are meaningless unless they are grounded in real practices on the ground that let employees know that senior leaders are committed to their wellbeing.”

They point out that all organisations need a dashboard of metrics to monitor the effectiveness of their engagement strategies.

Their five-tier model looks at the pros and cons of various engagement analysis and data sources, ranging from annual surveys, through patient feedback, system information (such as absence rates), and culminating in locally collected qualitative data.

The latter is seen as having most richness, but also is resource intensive. As we will see, Trickle is designed to efficiently provide the real-time employee lead interactions to unlock this potential.

# YOUR FINGER ON THE PULSE

## Trickle people engagement, recognition and wellbeing

Trickle is an innovative solution that has been developed to cost effectively and simply provide a solution across much of the people engagement that the New People Policy requires.

It provides employee engagement in a way that mimics natural discourse and removes bias, most critically allowing people to “speak their mind” at the time it is relevant via a social media type interface.

A trickle could be an idea, innovation, concern, issue or praise. Colleagues can see the trickles and add their support to those which resonate; this naturally and very quickly provides a snapshot of the most pressing issues, or best ideas.

Trickle is not however just a “talking shop” or “suggestion box”. A champion will take responsibility to work with the interested cohort until the cohort decide (democratically) that the trickle is resolved; everyone feels ownership and a real sense of inclusion.

A summary of all of this information is available via a dashboard so that “management” have a clear, concise and current view on the business, a finger on the pulse of what is actually happening across the organisation.





Improvements can also be tracked and measured against specific operational objectives. Trickle can be structured to reflect the organisation, perhaps by location, function or department, but retains the inherent ability to concatenate the data to the “top” of the pyramid for the ultimate executive view.

Praise, recognition and spreading good news is also directly facilitated through the Trickle platform. This allows people to thank others for their contribution or a specific action, and to publicise all the good things that are going on at the time that they are relevant.

Trickle also critically encompasses a real-time and pro-active capability to provide guidance around personalised wellbeing issues, and allow individuals to confidentially seek specific help when this is required.

Organisations can better leverage and pro-actively target their support materials and processes according to individual sentiment or need at the time it is required.

People can also ask for specific help, anonymously and confidentially, for particularly challenging or urgent situations via our Flare function; with this being seamlessly integrated into the Trickle platform people know where to go at moments of particular personal stress to access the help that they need.

In addition to directly helping to meet the requirements of the New People Plan, the NHS will also see direct benefits that are desired.

A better engaged workforce will be more productive, more enthusiastic in their engagement with patients creating better outcomes, staff churn will reduce, operating processes and procedures will improve, and new policies can be people tested prior to release.

We are delighted that we already have various NHS Trusts using Trickle, and that they are already starting to be able to see the benefits.





# OUR OFFER

## Try Trickle for Free

Why not explore the benefits that Trickle could bring through our offer of a free hosted trial tailored to your requirements?

The offer includes:

- A minimum four-week hosted trial of Trickle for as many people as you would like across your organisation;
- Free consultancy to plan and establish your Trickle trial parameters;
- Free engagement to raise awareness to users and ensure quick traction;
- Full installation and support for the duration of the trial.

From you saying “let’s try this”, we can have you up and running in less than two days, and within four weeks you will be able to start to see and measure the difference that Trickle makes to your people and organisation.

Please contact [mark@trickle.works](mailto:mark@trickle.works) for further information.