

JUNE 2018

SUSSEX COMMUNITY NHS FOUNDATION TRUST (SCFT) ADMIN DEVELOPMENT PROJECT

ORGANISATIONAL PROFILE

We are the main provider of NHS community health and care services across West Sussex, Brighton & Hove and High Weald Lewes Havens area of East Sussex. We provide a wide range of medical, nursing and therapeutic care to over 8,000 people a day. We work to help people plan, manage and adapt to changes in their health, to prevent avoidable admission to hospital and to minimise hospital stay. We work across a range of sites.

Our staff survey results in 2017 were very good, with a staff engagement score of 3.91 and our highest scores indicating that our staff feel their work makes a real difference to patients and the people who rely on our services, that they are able to contribute towards improvements at work, that they work effectively in teams and are supported by their managers.

DRIVERS FOR CHANGE

21% of SCFT employees are in administrative and clerical roles, 72% of these in bands 1-4. This is a large and valued section of our workforce who are often the first point of contact with patients and service users. Staff in these posts are carrying out a huge variety of roles, have vast experience and many have skills and knowledge they are not currently using in their current role.

Retention and talent management initiatives are a key part of our workforce strategy; ensuring we have staff who are engaged and enjoy their work and are enabled to develop is key to our aspiration to be an employer of choice.

As needs change we know our workforce will need to develop both within their current role and we encourage staff to develop for the future in order to “grow our own” to meet future workforce needs.

However, feedback from the staff survey and questions raised with the Chief Executive at staff engagement sessions indicated that this group of staff felt development opportunities were limited and some administrative staff reported not feeling valued.

WHAT THE TRUST DID

Three workshops were run by the OD team to listen to staff, ask about positive learning experiences and work with them to identify what development might be helpful.

Through these workshops good examples of best practice were identified and staff were keen and willing to share knowledge and expertise. Networks of administrative staff had been set up in some areas, especially where staff might be working in isolation, and support was given to expand these.

The workshops also identified that staff felt they were “*the forgotten workforce*,” some felt there was a disparity in banding and some reported wanting to move into a clinical setting but did not feel supported to do so.

Feedback from the workshops was shared with senior leadership teams and an admin development working group established. The Head of OD also spoke to the Manchester Eye Hospital to learn from their success in similar work

OUTCOMES

Members of the admin development working group led different strands of work including

- Designing an administrative hub on the intranet to be used for skills and knowledge swaps, resources to help, and to promote development and recruitment opportunities for administrative staff
- Developing a career development pathway to capture the range of opportunities available
- Encouraging secondments and project opportunities to enable administrative staff to extend beyond their current role
- Highlighting and promoting internal recruitment opportunities
- Extending the administrative networks
- Offering information, advice and guidance to administrative staff including coaching and mentoring
- Promoting business administration apprenticeships
- Establishing opportunities for staff to shadow clinical services
- Delivering a conference for 150 admin staff on “Admin Professionals Day” (April 25th 2018)

The conference included a welcome from the Chief Executive, speakers describing their career journeys, workshops and an exhibition space with a wide range of stands, and engagement with social media. Evaluation of the conference was overwhelmingly positive and staff reported a strong sense of feeling valued and felt it had been a valuable learning experience.

NEXT STEPS

It will be important to maintain the momentum and continue to develop the above activities. The working group will monitor progress and identify further needs. A huge factor in the success of the project has been encouraging administrative staff to lead the strands, a development opportunity in itself. It is also important to ensure managers are aware of and enabled to support this work.

There will be a project to look at consistency of banding.

The work will be shared with the STP OD network with a view to supporting administrative staff across the STP footprint.

FURTHER INFORMATION

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