

Strategy in Action Meeting Highlights (13.09.23)



The Newcastle upon Tyne Hospitals
NHS Foundation Trust

Ewan welcomed everyone to the “Strategy in Action” meeting which this month focused on the strategic priority of **Developing our Workforce**. Ewan was also pleased to welcome Alex Self, Clinical Board Chair and Wasique Choudhury, Director of Operations for Clinical and Research Services to this month’s meeting.

Ewan started the main agenda by summarising the previous Strategy in Action meeting where, following the staff survey, four key themes were identified, and all Heads of Service had been asked to formulate their own action plans to address and progress feedback from their teams. Below and on the next page are thoughts and updates from Heads of Service and their teams.

Theme 1: Flexible Working	
Psychology	Victoria Miller confirmed that Psychology have allocated laptops to all staff as appropriate.
Physio	<p>Alan Macdonald explained how Physio have recently completed an audit to identify staff who require laptops to fulfil their roles.</p> <p>Vic Mitchinson commented that flexible working does not necessarily mean working from home, for example changes to shift patterns such as working a 9 day fortnight have brought benefits for both clinical staff and patients.</p>
Dietetics	James Callaghan described some changes made in Dietetics including flexing business hours to create standardisation across the department and implementation of a rotational working from home agreement for some admin staff as an outcome from a WMTY session with the admin team,
Speech and Language	Jane Appleton highlighted that investment in IT including laptops for admin and students has put Speech and Language in a better place.
Summary	It is important to make flexible working equitable across Therapies where possible however every area is different, and flexibility needs to be relevant to teams/depts/service.

Theme 2: Resource to do the job	
Physiotherapy	<p>Alan Macdonald commented that services are growing in complexity, and we are working hard across the teams to implement job plans, QI and Service Developments, however lack of resources/staff feels very real on the ground.</p> <p>Vic Mitchinson added that improvements are not always about big changes as sometimes small changes can also have a big impact.</p>
Speech and Language	Jane Appleton explained that support from charitable funding to purchase equipment has been invaluable, but the Speech and Language department has also changed the way they are working, for example, improving the way referrals are received i.e., through the Trust website.
Occupational Therapy	Odeth Richardson added how important strategic leadership is and linking up with peers and colleagues to find creative solutions.
Podiatry	Nikki Coates commented on feedback from staff about the suitability of some work environments.
Dietetics	James added that feedback from staff has shown that sometimes just the simple things like access to equipment or furniture such as drawers could improve the working environment for staff.
Summary	There are a variety of resource challenges from staffing to estates. Charitable funding is a great resource of funding but there are limitations as it is not available for the funding for roles. The Clinical Board management team are aware of working environment and estates issues.



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Theme 3: Promoting Wellbeing/Wellness	
Psychology	Victoria Miller explained the potential to use psychological expertise to roll out training within Therapies to address issues such as moral injury and how to deal with workplace stress that would become available through Learning Lab.
Speech and Language	There has been an increased emphasis in the Speech and Language service on the importance of encouraging people to take a 'good' break and not work longer than their shift.

Theme 4: Development and Support/CPD	
Physio	Alan Macdonald commented that feedback from staff indicates there is a definite gap between qualified and support staff in terms of CPD. Physio trialled Leadership modules for Band 2-4 with 21 staff attending in total. Plans were to roll this out across the Trust.
Dietetics	James Callaghan noted that development opportunities for staff have been provided through supervision of Northumbria Nutrition students undertaking audits, some of which are contributing to service development and could be rolled out across other services within Therapies.
Speech and Language	Jane Appleton highlighted that a WMTY session was held on 'having a good appraisal' which brought out interesting ideas about the current approach to appraisals and the potential of using the Newcastle way framework moving forward.

Following the updates, Ewan and the Heads of Service identified some key actions to continue the discussions and progress under each theme. Work under this strategic priority will be ongoing.

Workforce Development

Action Plan

01

Flexible Working

- Conduct more WMTY conversations across all services
- Laptops & equipment to support core and flexible working
- Encourage more open discussions within teams about what working flexibly means and what small ideas might be tried out

02

Resources

- Develop small and achievable changes to improve the work environments.
- Estates and environment challenges to be considered within our broader clinical board management team

03

Wellbeing

- Explore support and training around stress, burnout and moral injury
- Focus on having a good break & leaving on time
- Coaching conversations & working jointly for support

04

CPD

- Develop a focus on the importance of having a meaningful appraisal
- Develop ideas for a dedicated clinical day for preceptee's & new starters
- Work with students to develop audit and service improvements projects for learner benefit and clinician CPD opportunities



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Ewan highlighted the upcoming AHP Support Workforce Celebration Event taking place on Friday 13th October. You can nominate your Support Worker of the Year by clicking on the QR code below.

AHP Support Workforce Celebration Event...



We are delighted to invite you to Newcastle Hospital's first **AHP Support Worker Celebration Event, on Friday 13th October 2023** between 10:00am and 12:15pm.



The event will be held at the **Royal Victoria Infirmary (RVI), in the CRB Lecture Theatre.**



As part of our AHP Day agenda, we want to **celebrate the 250 members of our AHP Support Workforce**

The event is **open to everyone** across the support and registered AHP workforces, at Newcastle Hospitals.

It will cover a **range of informative topics, include an awards presentation and give opportunities for networking.**

To book a place / register interest, please e-mail:
Emily Gilberg e.gilberg@nhs.net
Education & Practice Development Lead- Therapy Services

Save the Date...



Friday
13th
October
2023

Full agenda to follow...



AHP Support Workforce Awards-
Nomination Form



Finally, Carrie Miller ended the meeting with our regular agenda slot on Sustainability and drew the group's attention to the new Sustainability section on the Newcastle Hospitals Flourish website. Click [here](#) to find details on our performance towards our Net Zero goals, our plans, information on Nature Connect, Case Studies, and much more.

Shine Sustainable Healthcare

Newcastle Hospitals is on an exciting journey to Net Zero and everyone can play a role



And in our next Strategy in Action Meeting.....

Wednesday 25th October will focus on our strategic priority theme
Adult and Community Services

With presentations on:

- Care Home Digital Education Package
- Diabetes MDT
- Primary Care Mental Health Psychology services

Please contact Tina Doyle if you would like to join the meeting.

Everyone is welcome!



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