

Meeting / Committee:	Board of Directors	Meeting Date:	29 April 2014
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This paper is for: (Only 1 column to be marked with x as appropriate)	Action/Decision	Assurance	Information
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Title:	The Talent for Care – Consultation Results
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Purpose:	To inform the Board of Directors of the output of the talent for care consultation undertaken across the organisation.
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Summary:	<p>The Talent for Care was published on 24 January 2014 by Health Education England (HEE) in response to the Cavendish Review. The aim is to produce a strategy for all staff working in bands 1-4 within the NHS which will focus on recognition of the need for support staff and the contribution they make to the provision of health services, formal opportunities for staff to improve and progress their career prospects and nationally agreed standards and arrangements for those staff working in bands 1-4.</p> <p>The organisation was asked by Health Education North East (HENE) (on behalf of Health Education England (HEE)) to consult on The Talent for Care document and provide feedback by the 24 March 2014. A combination of focus groups and a questionnaire were used to gather feedback from staff as part of the consultation exercise.</p> <p>Organisational feedback was provided to HENE who presented a 'North East' response to HEE.</p>
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Prepared By:	Andrew Thacker Assistant Director of Human Resources	Presented By:	Chris Harrison Director of Human Resources
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Recommendation:	Board of Directors accept the report for information.
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Implications (mark with x in appropriate column(s))	Legal	Financial	Clinical	Strategic	Risk & Assurance
				X	

BOARD OF DIRECTORS
TALENT FOR CARE – CONSULTATION FEEDBACK
APRIL 2014

Background

The Talent for Care document was produced in response to the Cavendish Review and focuses on the role and work of support staff working in bands 1-4 in the NHS. Developed by Health Education East of England on behalf of Health Education England (HEE), the consultation document describes the intention to produce a strategy with three main objectives:-

1. Nationally agreed recognition of support roles in the healthcare team and their part in delivering high quality, safe patient care
2. Formal opportunities for people to improve and progress within and beyond bands 1-4
3. Nationally agreed arrangements, consistent standards and certification, where relevant.

All organisations in the North East were asked to support the consultation exercise by asking a series of questions through focus groups and a questionnaire. Any organisational feedback would be used in the creation of a formal response to HEE from Health Education North East (HENE).

Two focus group events (the first on the JCUH site and the second at FHN) took place and both were supported by staff-side colleagues. The focus groups provided the opportunity for staff to learn more about the consultation and also provide feedback via a questionnaire. Questionnaires were also used to gain feedback from staff who were unable to attend the focus groups and were available as hard copy or through survey monkey.

The questionnaire asked a series of questions to help identify the types of development opportunities people would like access to, the main barriers and obstacles to development for staff in bands 1-4 along with preferences for career progression and supporting staff to be the best they can be in their role. A copy of the questionnaire can be found in Appendix 1.

Organisational results of the consultation

In total, 62 staff took the time to respond and provide feedback on the consultation document, almost all of which are currently employed in a post banded 1-4. Overall, there was strong support for such a strategy from both staff and staff-side colleagues with most respondents expressing a wish to receive regular updates on the development of the strategy.

Responses suggest that the focus for the strategy should be on providing opportunities for staff to develop their skills and expertise using an 'on-the-job training' model with many people wanting to remain and develop in their current role, although progression pathways from support roles into registered practitioner roles were also seen as important.

Access to support in the form of mentoring and coaching, funding for more training and dedicated time for study/development were all seen to be important ways of supporting staff to develop their skills.

Recognition of the work carried out by those in support roles also featured in the feedback with almost half of the respondents suggesting that healthcare assistants and/or assistant practitioners should form part of the registered workforce, although there were mixed thoughts on how this should be funded.

Perhaps unsurprisingly, the main barriers and obstacles to development were identified as getting time away from the day to day job to develop skills and competencies and also access to funding to support development.

The Trust's apprenticeship programme which ultimately offered access into employment was one of the schemes identified as best practice in the organisation. Staff also really valued the opportunity to access Foundation Degrees to enable progression into Assistant Practitioner roles.

A copy of the detailed responses to the questionnaire can be found in Appendix 2

HENE's response to HEE

The HENE response to the consultation was based on the views of a number of different forums:-

- Learning & Development Group (LDG) which includes representatives from all NHS Trusts in the North East
- Bands 1-4 Strategy Group
- Nursing & Midwifery Sub Group
- Allied Health Professionals Sub Group
- Partnership Forum
- Feedback from individual organisation's consultation events

In line with our own organisation's findings, there was strong support for the development of a strategy for all staff in bands 1-4, although it was recognised and reiterated that the North East has mechanisms such as the Joint Investment Framework funding (JIF) and apprenticeships which contribute to the development of bands 1-4 staff.

Recognising the need for a more consistent approach to the recruitment of bands 1-4 staff and in particular, recruiting for values and attitude and induction, support was

given to the development of the Care Certificate which was a recommendation of The Cavendish Review¹.

In order to strengthen patient safety, the introduction of standards or a code of conduct for support staff was welcomed, to be implemented at a local rather than national level. The need for support such as supervision, coaching or mentoring was also highlighted in the response as needing to be reinforced as good practice rather than be nationally prescribed.

Recognising the historical under investment in learning and development for bands 1-4 staff, HENE supported the case for change. Suggesting that a balance was needed between training and development being based on the needs of patients and organisations and supporting the aspirations of staff where possible, more flexible entry routes into nursing and other professions were supported.

A copy of the formal response from Health Education North East to Health Education England is included in Appendix 3.

Summary

Following the publication of The Talent for Care document on 24 January 2014, organisations were asked to consult with staff on the development of a national strategy for staff working in roles banded 1-4.

Two focus groups and a questionnaire were used to gather feedback from staff working in band 1-4 roles. Managers and staff-side colleagues were also given the opportunity to provide feedback on the consultation document. A total of 62 responses were gathered.

Information provided by respondents was anonymised, collated and sent to HENE to enable consistent themes to be identified and included in a North East response which was provided to HEE before the closing date of the consultation which was 24 March 2014. Organisations were not required to submit individual responses to HEE.

Andrew Thacker
Assistant Director of Human Resources
April 2014

¹The Cavendish Review – An Independent Review into Healthcare Assistants and Support Workers in the NHS and social care settings, Camilla Cavendish, July 2013

Appendices

Appendix 1	Questionnaire used as part of the organisational consultation exercise	 Questionnaire for focus groups.doc
Appendix 2	Detailed results of questionnaire responses	 BoD Summary Results - April 2014.x
Appendix 3	HENE's formal response to the Talent for Care consultation.	 TALENTFORCAREHE ESubmission.docx