

POLICY	AIM	KEY DEVELOPMENTS	FUTURE WORK
<b>NHS CULTURE AND STAFF EXPERIENCE</b>			
<b>Creating positive workplace cultures and tackling bullying in the NHS: a collective ‘call to action’</b>	Create positive workplace cultures for NHS staff and reduce levels of bullying.	<ul style="list-style-type: none"> <li>• Oct/Nov 2018 – NHS Employers liaising with the organisations that submitted a practice poster to discover progress made one year on and identify learning.</li> <li>• Sep 2018 - workforce issues group meeting – partners agreed an updated version of the call to action <a href="#">web page</a>.</li> <li>• SPF involved in events on tackling bullying - Royal College of Surgeons of Edinburgh (Sep18) and BMA (Nov18).</li> <li>• Sep 2018 - SPF led online discussion on the link between bullying and patient care.</li> <li>• June 2018 –SPF led online discussion on the role of line managers in creating positive workplace cultures.</li> <li>• June 2018 – strategic group met with the national freedom to speak up guardian. Staff side were invited to join the national guardian’s office pan sector network.</li> <li>• Nov 2017 - <a href="#">Creating Positive Cultures Summit</a> 40+ practice posters published on the <a href="#">SPF website</a>.</li> <li>• Feb – Jun 2017 – workforce issues group members attended the regional SPFs to speak on the ‘call to action’ and encourage them to respond.</li> <li>• Mar 2017 – letter from the TU and employer SPF co-chairs shared with HR leads in independent providers asking them to respond to the ‘call to action’.</li> <li>• Feb 2017 – letter on the ‘call to action’ from chairs of regional SPFs sent to provider trust chief executives, HR directors and TU leads and CCG accountable officers.</li> </ul>	<ul style="list-style-type: none"> <li>• Practice posters ‘one year on’ to be published on the SPF website.</li> <li>• Online SPF meeting Jan 2019 on connecting the work going on across the NHS on creating positive workplace cultures.</li> <li>• Partners continue to raise awareness of the initiative and catalyse action through their networks and develop and publicise further materials, where required.</li> <li>• Regional SPFs recording information on their approach to taking forward the ‘call to action’ in the <a href="#">SPF regional action log</a>.</li> <li>• Review of the ‘call to action’ – March 2019.</li> </ul>

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		<ul style="list-style-type: none"> <li>Dec 2016 - strategic group - Tackling bullying: <a href="#">call to action</a> signed by minister and employer and trade union SPF co-chairs and published.</li> </ul>	
<b>Tackling violence against NHS staff</b>	Supporting work on protecting staff from violence and reducing the number of violent attacks.	<ul style="list-style-type: none"> <li>Oct 2018 – wider group – NHS Improvement and NHS England representatives requested the SPF: promote examples of partnership working to reduce violence; share best practice around prevention, incident response and corporate awareness and feed in views from regional SPFs to work undertaken on the different elements of the violence reduction work programme and publicise outcomes.</li> <li>Sept 2018 – workforce issues group meeting, presentation by NHS England, NHS Improvement and UNISON on work they had undertaken on this issue.</li> <li>Sept 2018 – strategic group workshop – staff side put forward proposals on how the SPF could help tackle violence against staff.</li> </ul>	<ul style="list-style-type: none"> <li>SPF to confirm role in tackling violence and take forward agreed actions.</li> </ul>
<b>Talk Health and Care</b>	Encourage engagement with the secretary of state for health and care (SofS) through the <a href="#">Talk Health and Care</a> web portal.	<ul style="list-style-type: none"> <li>Oct 2018 – wider group meeting, in which SofS said the portal is a genuine workforce engagement tool. As a result of feedback through the portal there had been a change in <a href="#">policy for physician associates</a></li> <li>Sep 2018 – strategic group workshop where partners advised pre-launch on the development, promotion and the operation of the portal. SPF agreed their message on the portal to employer and trade union representatives in NHS organisations, which is: <i>to discuss the challenges mentioned on the platform and identify action that could</i></li> </ul>	<ul style="list-style-type: none"> <li>SPF to continue to encourage engagement in the Talk Health and Care web portal.</li> </ul>

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		<p><i>be carried out locally, and what needs to be addressed at a national level and should be raised with SofS.</i></p>	
<b>Disciplinary matters</b>	Enabling the NHS to make use of learning from the investigation in to the disciplinary processes at Imperial College NHS Trust.	<ul style="list-style-type: none"> <li>Sep 2018 – workforce issues group meeting – NHS Improvement representative spoke about an independent investigation of disciplinary processes at Imperial College NHS Trust, where a nurse, Amin Abdullah, was dismissed and subsequently took his own life. NHS Improvement are setting up a working group, to identify whether recommendations from the investigation can be used to improve disciplinary processes in other NHS organisations.</li> </ul>	<ul style="list-style-type: none"> <li>NHS Improvement representative to keep the SPF updated on proposals from the disciplinary working group.</li> </ul>
<b>Workforce race/disability equality standard</b>	To support NHS England, embed the standards and help them to achieve their goal of a more inclusive NHS.	<ul style="list-style-type: none"> <li>Oct 2018 – workforce issues group – engagement with NHS England and NHS Employers representatives on the development of the WDES, which will come into force for NHS trusts and foundation trusts in April 2019.</li> <li>Oct 2017 – NHS England representatives spoke at the wider group on supporting organisations address issues identified by their WRES data.</li> <li>Jul 2017 – workforce issues group fed back their views on the draft WDES.</li> </ul>	<ul style="list-style-type: none"> <li>NHS England representatives to give an update on WRES at the Nov 2018 strategic group meeting.</li> <li>WDES team to be invited to a workforce issues group meeting following the publication of the national WDES report (November/December 2019).</li> </ul>
<b>NHS staff survey</b>	Use the NHS staff survey results to identify priority areas for the SPF to focus on.	<ul style="list-style-type: none"> <li>Jul 2018 – workforce issues group contributed their opinions to plans to change the way the national NHS staff survey results are presented.</li> <li>May 2018 – NHS Employers representative updated the WIG on the 2017 NHS staff survey results and advised how they could be used to support the SPF’s work on tackling bullying.</li> </ul>	<ul style="list-style-type: none"> <li>NHS staff survey results being used to support the SPF’s ‘call to action’ on creating positive workplace cultures and tackling bullying in the NHS.</li> </ul>

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		<ul style="list-style-type: none"> <li>Mar 2018 – the SPF published a <a href="#">response</a> to the 2017 NHS staff survey results.</li> </ul>	
<b>Staff health and wellbeing framework</b>	To have a role in NHSI’s work to improve the health and wellbeing for staff in the NHS.	<ul style="list-style-type: none"> <li>May 2018 – workforce issues group meeting - NHS England and NHS Improvement representatives updated on the <a href="#">Health and Wellbeing Framework</a>, which NHS England had developed and the work NHS Improvement is undertaking with 73 NHS organisations to help improve the health and wellbeing of their staff and reduce sickness absence.</li> </ul>	<ul style="list-style-type: none"> <li>SPF to promote a partnership approach to improving the health and wellbeing of NHS staff.</li> </ul>
<b>Just culture guide</b>	Work with NHS Improvement to embed a culture of openness and learning in the NHS.	<ul style="list-style-type: none"> <li>May 18 – NHS Improvement representatives attended the workforce issues group meeting to introduce the <a href="#">Just Culture Guide</a> which supports a conversation between managers about whether a staff member involved in a patient safety incident requires specific individual support or intervention to work safely.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce issues group to be engaged in future iterations of the just culture guide.</li> </ul>
<b>SERVICE TRANSFORMATION</b>			
<b>NHS Forward View (FV)</b>	To consider the workforce implications of the FV and to support successful implementation of Sustainability and Transformation Partnerships (STPs) and Integrated	<ul style="list-style-type: none"> <li>Oct 2018 – workforce issues group – further discussion and amendments made to the staff portability resource pack. This was then sent to the BMA for review.</li> <li>Sept 2018 – workforce issues group discussed the progress of a resource pack, which is being produced in partnership, to facilitate staff portability.</li> <li>Sept 2018 – workforce issues group – staff transfer guide reviewed by partners.</li> <li>June 2018 – chief inspector of hospitals, CQC engaged with the strategic group on a CQC review into how older</li> </ul>	<ul style="list-style-type: none"> <li>BMA committees to review staff portability resource pack, with the aim to reach agreement and for the resource to be published in December 2018.</li> <li>Content of the jargon buster to be updated as and when required.</li> <li>Updated <a href="#">SPF staff transfer guide</a> being reviewed by an employment lawyer.</li> </ul>

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	Care Systems (ICSs).	<p>people move between health and social care in England. The <a href="#">final report</a> was published in July.</p> <ul style="list-style-type: none"> <li>Feb 2018 – publication of an <a href="#">case study</a> – social partnership working in Bedfordshire, Luton and Milton Keynes ICS.</li> <li>Feb 2018 – publication of NHS England and NHSI’s <a href="#">Refreshing NHS plans for 2018/19</a></li> <li>Oct 2017 – Jan 2018 - SPF fact finding <a href="#">visits to three ICSs</a>.</li> <li>Jun 2017 – SPF published a <a href="#">jargon buster</a> on system change for staff working across health and care.</li> <li>Mar 2017 – <a href="#">Next steps on the NHS Five Year Forward View</a>.</li> <li>Sept 2016 – publication of <a href="#">SPF guidance</a> on social partnership working to support system transformation.</li> <li>Dec 2015 - <a href="#">NHS planning guidance</a> on the development of STPs for place based services, was published.</li> </ul>	
<b>Wholly owned subsidiaries (WOS)</b>	To contribute the views of partners in the planning and use of WOS.	<ul style="list-style-type: none"> <li>Oct 2018 – wider group meeting – NHS Improvement representative informed the group that a <a href="#">consultation</a> had been launched to seek to address concerns with use of WOS. The consultation will run until 16 November.</li> <li>Sep 2018 – strategic group meeting - NHS Improvement representative advised, due to concerns raised by trade unions, NHS Improvement planned to update guidance on use of WOS.</li> </ul>	<ul style="list-style-type: none"> <li>Partner organisations to respond to the consultation.</li> </ul>
<b>New fair deal &amp; NHS pension access</b>	To support the use of the <a href="#">new fair deal and NHS pension access</a> .	<ul style="list-style-type: none"> <li>Mar 2018 - DHSC updated on the consultation response on proposed amendments to the NHS pension access regulations to enable staff working in accountable care organisations to access the NHS pension scheme.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce issues group to continue to be involved in plans to extend NHS pension access to staff working in integrated care providers.</li> </ul>

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<b>SERVICE DELIVERY</b>			
<b>Long-Term Plan (LTP) and the health and care workforce strategy for England to 2027</b>	The SPF to have a positive influence on the development of the workforce element of the LTP which will set out ambitions for the NHS over the next decade health and care workforce strategy.	<ul style="list-style-type: none"> <li>• Oct 2018 – wider group meeting – update from NHS Improvement that each workstream had put forward their ‘ambition’ for check and challenge.</li> <li>• Sep 2018 – strategic group workshop and meeting – partners able to engage with representatives from HEE and NHS Improvement in the development of the LTP. NHS Improvement lead confirmed the LTP will be informed by views fed into the Talk Health and Care web portal along with responses from the consultation on the draft health and care workforce strategy</li> <li>• The employer and staff side SPF co-chairs are both members of the advisory group for workforce, training and leadership workstream, one of the 17 LTP workstreams that are contributing to the LTP.</li> <li>• May 2018 – strategic group got an early sight of the themes emerging from the consultation on the draft health and care workforce strategy and highlighted other areas to be included.</li> <li>• Mar 2018 – SPF submitted its <a href="#">response</a> to a consultation on the draft health and care workforce strategy. This response was informed by employers and trade unions nationally and regionally.</li> </ul>	<ul style="list-style-type: none"> <li>• SPF to have a role in the workforce elements of the LTP.</li> </ul>
<b>Topol Review: Preparing the healthcare workforce to</b>	Support the development of the review and	<ul style="list-style-type: none"> <li>• Sep 2018 – strategic group meeting. HEE representative updated on the review and the aim was to use technology to give staff more time for care. Partners fed in views and mentioned the frustration NHS staff have</li> </ul>	<ul style="list-style-type: none"> <li>• HEE representative to attend a SPF meeting early in 2019 to update on the final report and identify how the SPF can support implementation of the recommendations.</li> </ul>

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<b>deliver the digital future</b>	implementation of recommendations.	<p>with current technology being unreliable and not having the flexibility required.</p> <ul style="list-style-type: none"> <li>• <a href="#">June 2018 SPF bulletin</a> – partners encouraged to respond to the Topol Review call for evidence.</li> </ul>	
<b>Winter preparedness and staff flu vaccination campaign</b>	To work with NHS England and NHS Improvement to help the NHS prepare for winter pressures and encourage NHS staff to be vaccinated against flu.	<ul style="list-style-type: none"> <li>• Oct 2018 – wider group meeting – employer co-chair spoke about the flu fighter campaign, being run by NHS Employers, which is supporting NHS organisations to increase the number of their staff getting the flu vaccine. Trade unions were encouraged to support NHS organisations’ flu vaccination campaigns.</li> <li>• Sep 2018 – strategic group meeting – NHS England and Improvement representatives updated on winter preparedness and that improvements in the system had freed up beds.</li> <li>• Sep 2018 - SPF co-chairs signed a letter, which was developed in partnership, to NHS chief executives on encouraging staff to get vaccinated and how trade unions can support these initiatives.</li> <li>• May 2018 – strategic group engaged on NHS England and NHS Improvement initiatives to reduce the unnecessary patient stays in hospital and further increase the number of staff getting vaccinated against seasonal flu.</li> <li>• Mar 2018 – update on the successful 2017/18 flu fighter campaign and the key role played by trade unions in encouraging NHS staff to get vaccinated.</li> </ul>	<ul style="list-style-type: none"> <li>• NHS Improvement representative to attend the SPF in the spring to lead a ‘winter debrief’.</li> <li>• SPF, including specifically trade unions, to support, amplify and promote future flu fighter campaigns.</li> </ul>
<b>Lord Carter review / efficiency</b>	To support work to make the NHS more efficient,	<ul style="list-style-type: none"> <li>• May 2018 - <a href="#">NHS operational productivity: unwarranted variations mental health services community health services</a> published.</li> </ul>	<ul style="list-style-type: none"> <li>• NHS Improvement, NHS England and the SPF to review bullying and harassment in the NHS during 2018/19. This was a</li> </ul>

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	<p>whilst ensuring the quality of services are improved or maintained.</p>	<ul style="list-style-type: none"> <li>• May 2018 – NHS Improvement representative updated on plans to consolidate pathology services. SPF emphasized the need for increased trade union involvement in these plans and in planned changes to cytology and genomic services.</li> <li>• Mar 2018 – SPF met with the Carter Mental Health team and contributed to development of a report on the operational productivity in mental health and community services.</li> <li>• Mar 2018 – discussion in the WIG on plans to improve efficiency in the provision of corporate services and the possible workforce implications.</li> <li>• Feb 2018 – discussion in the strategic group with an NHS Improvement representative on their ‘Getting it right first time’ programme.</li> <li>• Nov 2017 - NHSI sector development team mental health productivity met partners to discuss plans for improving productivity in the community and mental health sectors.</li> <li>• Feb 2016 - Lord Carter’s review report: <a href="#">Operational productivity and performance in English NHS acute hospitals: unwarranted variations</a>, was published.</li> </ul>	<p>recommendation from operational productivity report.</p> <ul style="list-style-type: none"> <li>• NHS Improvement to attend workforce issues group meetings on a quarterly basis to engage partners in developments in the corporate services programme.</li> </ul>
<p><b>Reducing NHS agency spend</b></p>	<p>SPF to advise NHSI on effective measures to reduce agency spend in the NHS.</p>	<ul style="list-style-type: none"> <li>• Feb 2018 – NHS Improvement representative attended WIG and updated on progress made so far and specific activity around the bank development.</li> <li>• Jan 2018 – DH representatives attended WIG to advise on the bank pilot scheme being established.</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce issues group to be engaged in the evaluation of DHSC’s bank pilots scheme.</li> <li>• Workforce issues group will continue to work with NHS Improvement to advise and support their work to reduce agency spend.</li> </ul>

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<b>EMBEDDING PARTNERSHIP WORKING</b>			
<b>HPMA award for partnership working</b>	To identify, reward and promote excellent partnership working.	<ul style="list-style-type: none"> <li>• Nov 2018 – launch of the SPF sponsored HPMA award for partnership working. See <a href="#">SPF website</a>.</li> <li>• SPF agreed to sponsor the HPMA award for partnership working between trade unions and employers</li> <li>• June 2018 - 2018 HPMA award ceremony. Mersey Care won the SPF sponsored partnership award. Case studies on this and the other finalists and a podcast are available on the SPF <a href="#">website</a>.</li> </ul>	<ul style="list-style-type: none"> <li>• Partners to encourage partners with examples of successful partnership working to submit an entry for the 2019 HPMA partnership award.</li> </ul>
<b>SPF evaluations</b>	To ensure the national and regional SPFs are operating effectively.	<ul style="list-style-type: none"> <li>• Sep 2018 – strategic group - SPF <a href="#">heat check</a> 2018 agreed.</li> </ul>	<ul style="list-style-type: none"> <li>• SPF to implement the recommendations from the 2018 heat check.</li> <li>• SPF to commission an organisation to undertake an independent review of the SPF – to take place in 2019.</li> </ul>