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Values Based Recruitment



Update for Social Partnership
Forum Steering Group
Tuesday 23 September 2014



NHS
Health Education England

Values Based Recruitment: Update for Social Partnership Forum Strategic Group

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Purpose

This paper provides an update on Health Education England's Values Based Recruitment (VBR) programme for the Social Partnership Forum Strategic Group.

Background and strategic context

HEE's VBR programme aims to ensure that all students and staff entering the NHS not only have the right skills to care, but also the right values to care. Values Based Recruitment is an approach which attracts and selects students, trainees or employees on the basis that their individual values and behaviours align with the values of the NHS Constitution.

There have been several recent high profile reports and inquiries into the quality of care received by patients in the NHS, culminating with the report of the Mid Staffordshire NHS Foundation Trust Public Inquiry (Francis, 2013) which highlighted how vital staff values and behaviours are when providing patient care. Reports such as these have been the driving force for the system-wide focus on values, of which recruitment is just one element of a values based employment journey.

Recruiting for values may not solve all the issues presented in reports such as the Francis Inquiry. HEE's VBR programme is just one of many national and local values initiatives being undertaken across the health and social care system; it is clear that the system needs to work together in order to address the values based employment agenda.

The HEE Directions (2013) impose a statutory duty on HEE to promote the NHS Constitution. A key aim of the national VBR programme is to bring the NHS Constitution to life through promoting and supporting the embedding of these values in healthcare, education and training:

"HEE must exercise its functions under the HEE Directions with a view to ensuring that education and training for healthcare workers is provided in a way which promotes the NHS Constitution." (paragraph 2.4)

The Mandate (April 2014 to March 2015) from Government to HEE also includes VBR as a key deliverable:

"HEE will oversee delivery of a national values based recruitment framework and associated tools and resources by October 2014 and ensure that selection into all new NHS funded training posts incorporates testing of values based recruitment by March 2015." (page 25)

Furthermore, in May 2014, HEE launched Framework 15 which identifies the importance of values in developing the future workforce. It is likely that the ways in which our future workforce are trained will differ as a result of changes in population and technology;

however, the values required from our workforce to deliver safe and compassionate care will remain constant both now and in 15 years' time.

What is the framework and why was it developed?

HEE is committed to being an evidence based organisation and the VBR programme is no exception. Right from its inception in 2013, the programme has sought to build on the evidence for recruiting for values to inform the development of its framework and to ensure successful embedding of values based recruitment across the system.

An extensive [literature review](#) was conducted early on in the programme, which highlighted that a single test to assess values would not be appropriate for an organisation as large and complex as the NHS. The evidence suggested that a tailored approach would be more likely to accurately assess the values required for the diverse range of roles across the NHS. This idea was tested further with key stakeholders and a growing body of support emerged for a single framework, rather than a single test, which can be locally tailored. From this idea, the concept of a national VBR framework was born.

HEE has undertaken widespread stakeholder engagement which has been vital to the development of the framework. This has included higher education institutions (HEIs), including Deans and Admissions Leads and the UK Council of Deans of Health, employers (including over 100 NHS employing organisations as part of a network coordinated by HEE's delivery partner for this work, NHS Employers), and the support of our VBR Stakeholder Advisory Group which includes senior representation from across the system and, chaired by HEE Chair Sir Keith Pearson, helps to steer and champion the programme. Most importantly, trainees and patients have also been involved in development at both a national and local level.

An online survey of NHS funded health and healthcare programmes delivered by HEIs in England found that most are already doing some form of VBR, although for some, this is a new concept. Launching in October, the framework will ensure a single, standardised process for organisations recruiting healthcare students and NHS employees for their values.

The framework is designed around evidence based national core requirements which, along with supporting tools and resources, have been developed to support organisations to use effective evidence based VBR practice to enhance and complement their existing recruitment processes. Through this framework, HEE is also able to harness good practice and encourage a culture where organisations continue to develop and share their practice and resources to help support others who may still have further to go.

Leading up to the launch and beyond, HEE be working closely with HEIs to support the successful embedding of VBR for all NHS funded training posts by March 2015. Engagement with NHS employing organisations will continue in order to further embed VBR in the employment sector.

Next steps

The framework, including national core requirements and associated resources, will be published in October 2014 and HEE would welcome the opportunity to present this to members of the Social Partnership Forum at their meeting of 21 October 2014.