

VALUING A DIVERSE  
WORKFORCE IN THE NHS

SHA Conference

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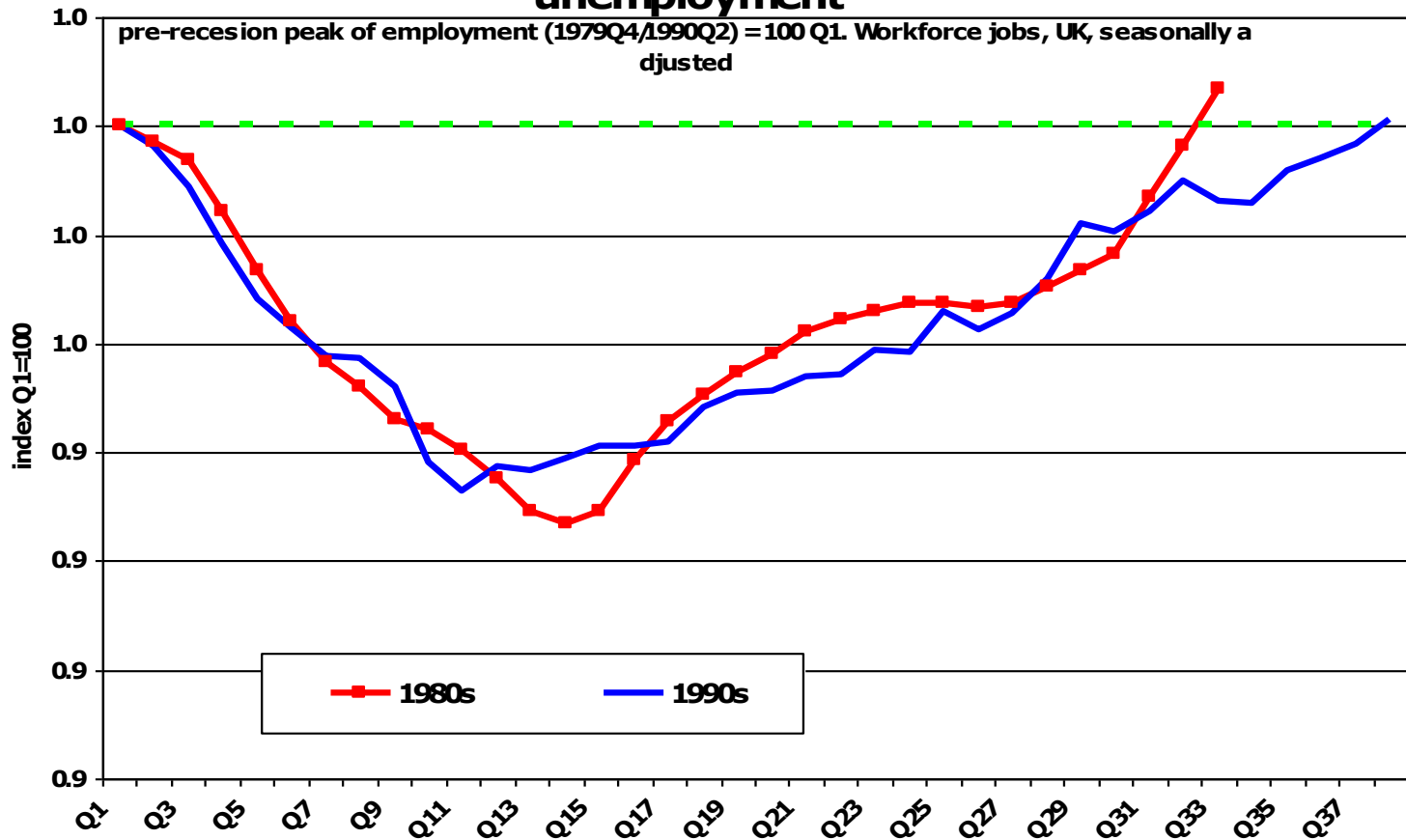


# Promoting diversity and equality

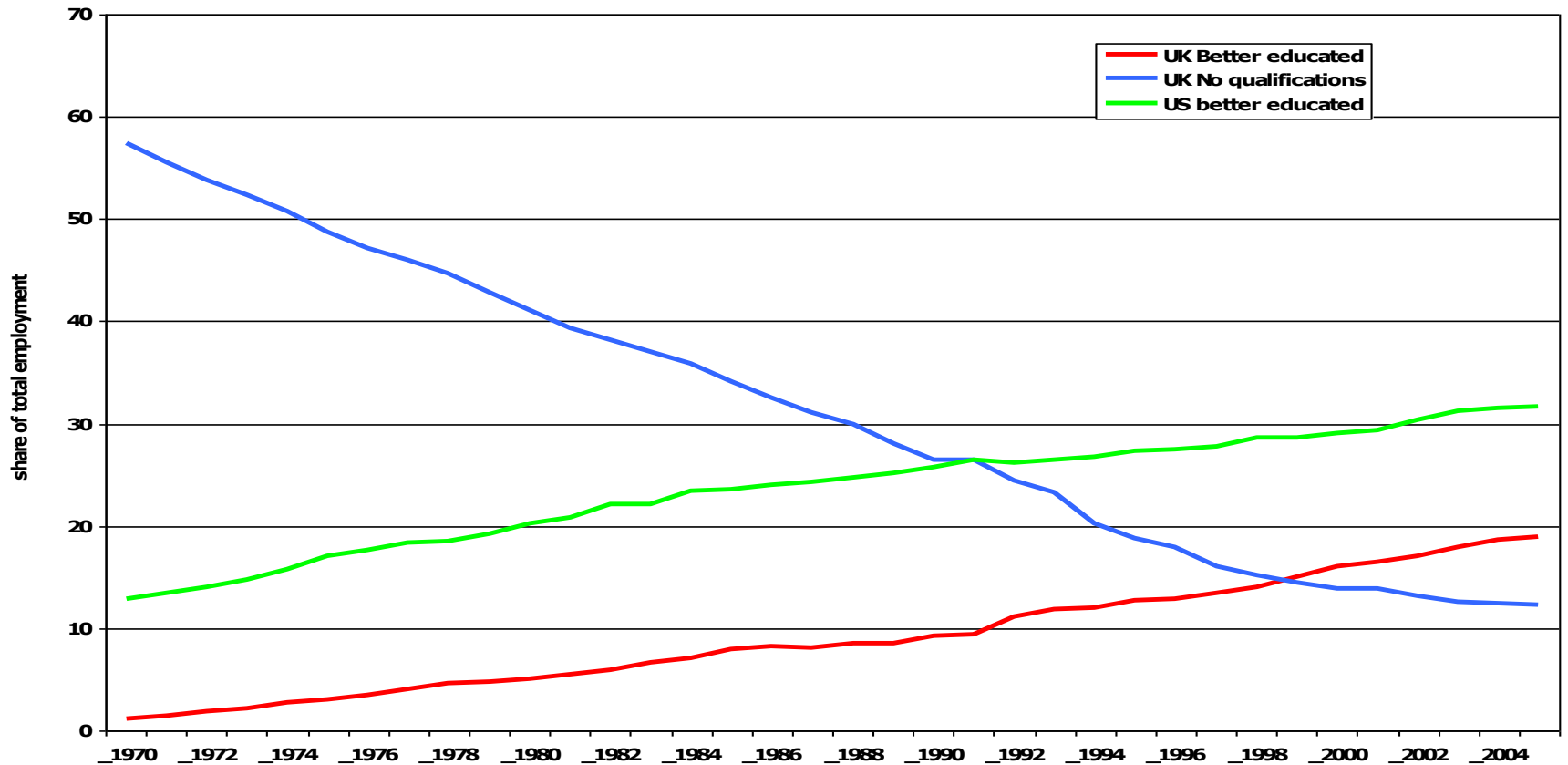
- Diversity and the changes ahead
- The real business case for diversity and equality
- The board's perspective

# The road ahead

## Employment recoveries from previous recessions - this shows the previous depth and extent of the impact on unemployment



# The changing workforce



# The new government's policy approach – implications for the workforce

- Funding and efficiencies
- Employment legislation
- Pay and regulation
- Organisational changes
- Operational performance
- Devolution to the front-line healthcare professional
- Independent and third sector providers
- Welfare to work programme
- New training support and system

A real business case:

St Not Very Diverse (lower quartile) NHS Trust

- 3,000 staff
- £150m turnover
- 500,000 patients treated each year one way or another
- How does it perform as a result of its approach?

# St Not Very Diverse (lower quartile) NHS Trust

## Financial accounts 2009/10

- Not employer of first choice (£1m)

- Lost productivity
- Recruitment difficulties
- Advertising costs
- Lack of candidates

- Legal cases (£0.3m)

- Legal advice and representation
- Compensation claims and settlements



# St Not Very Diverse (lower quartile) NHS Trust

## Financial accounts 2005/6

- Poor quality of patient services (£2m)
  - Faulty communication
  - Inaccurate diagnoses
  - Choice goes West
  - Repetition
- Lack of leadership and teamwork(0.5m)
  - Poor decision-making
  - Duplication
  - Under-performance



# St Not Very Diverse (lower quartile) NHS Trust

## Financial accounts 2009/10

- **Total lost income and unnecessary costs : (£3.8m)**

Or 6% of turnover

Or 2000 cataract operations

Or 150 extra staff



University College London Hospitals

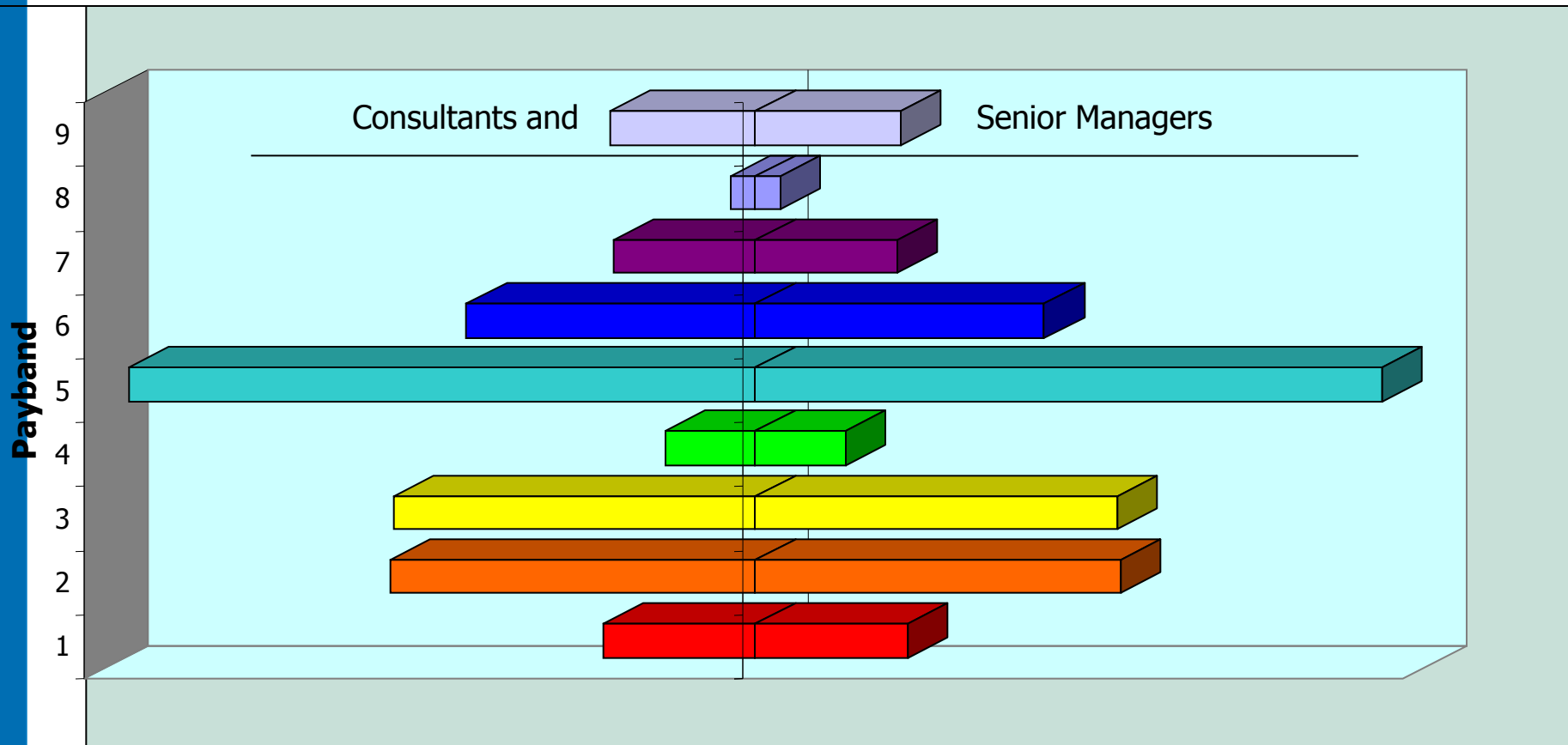


NHS Foundation Trust



Healthcare employer of first choice

# Getting the most from everyone

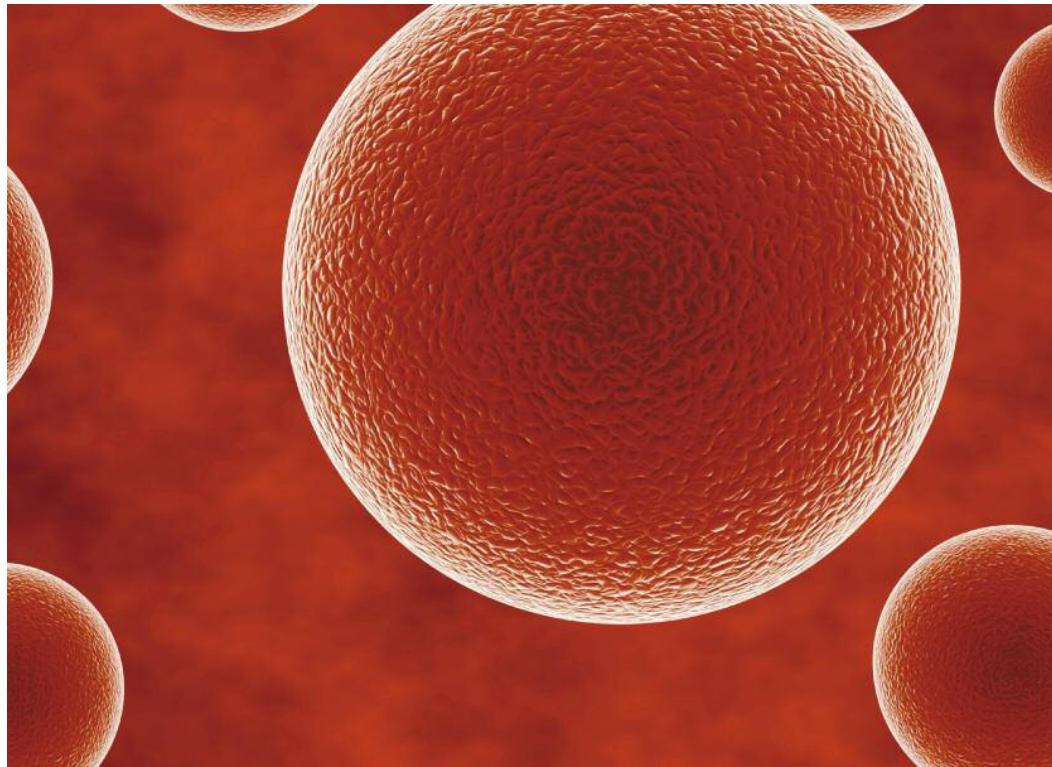
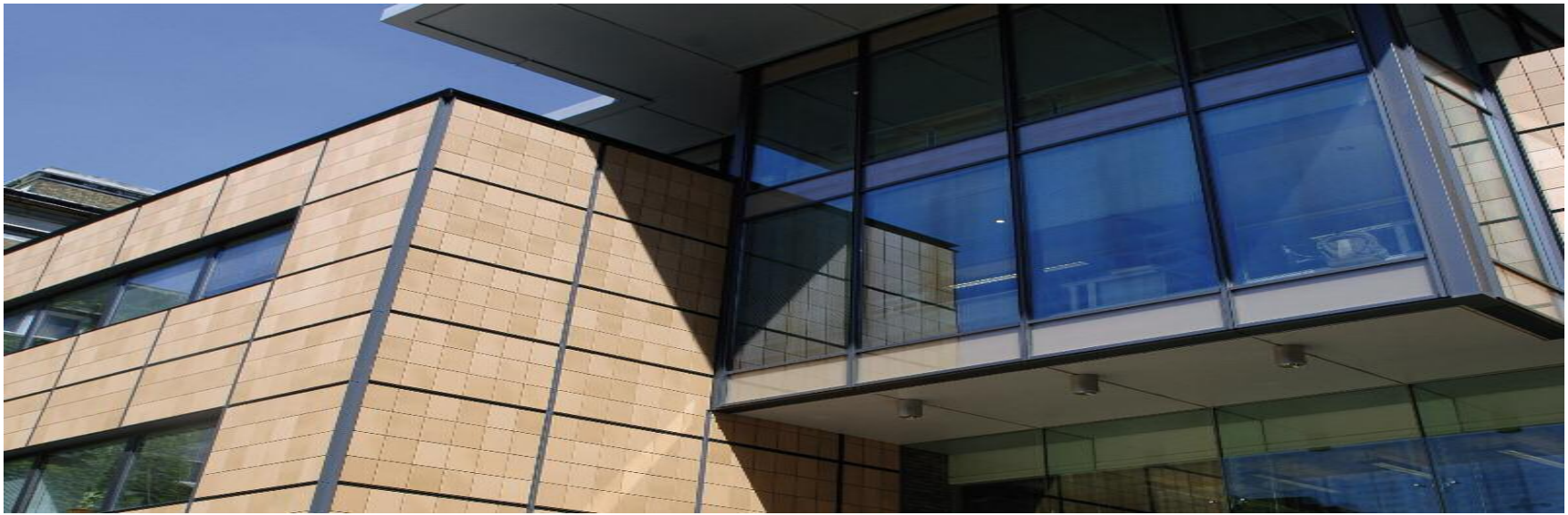


# Dealing with tensions and risks

- The three lines of unemployment:
  - Contrasting needs and competition
- Quality skills, quality services
  - Investing in skills when cash is tight
- Investing in the future graduate
  - Reducing commissions which might be a problem later
- Learning lessons from the past
  - Should we let history repeat itself
- Balancing the short with the longer term
  - Taking on those when jobs get tighter later on (or now even)
- Taking on and letting go
  - Appointing apprentices and making others redundant
- Delaying and cherishing the first-line manager
  - Taking out back-room costs and relying on local leadership
- Encouraging engagement and taking difficult decisions
  - Getting staff to engage when they are increasingly unhappy
- Interventions which bump into each other
  - Overlapping and relabelled initiatives

# Good practice - *In practice*

- Organisational values
- Track record in developing existing staff
- Support for the Skills' Pledge and skills development
- Top level commitment to staff engagement
- Alternatives to compulsory redundancy
- Active in Local Employment Partnership
- The principles of diversity and equality put into practice
- Take up of latest employment and training initiatives
- Effective performance management and HR management practices
- Sufficient capability and capacity to deliver
- Innovative in HR practice and organisational development



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