

Guy's and St Thomas' NHS Foundation Trust

New ways of working, learning and organising

Overview

Guy's and St Thomas' NHS Foundation Trust's education strategy aims for the organisation to have competent and values driven staff, while opening employment opportunities for local residents, in order to attract and retain talent and prepare for the changing demand for skills in the future. The Trust has a development framework that spans clinical and administrative roles, explaining competencies required for different types of jobs and at different levels. A flexible, responsive workforce is a priority and this is being addressed through values-based recruitment, career development, shared learning and rotational work opportunities across community and hospital settings for clinicians and managers .

Challenge

- Ensure staff have competencies and values needed for the changing demand for skills in the future
- Retaining talent
- Sharing knowledge
- Extending services and providing sustainable out of hours service
- Moving the care provision closer to the community

Findings

Finding 1: Education programme

The vision is that people can come in at entry level and they can work their way up to senior management level .

"We attract really great people and we want them to grow their careers here. We are very large organisation, we have 13,500 staff so there is an opportunity for people to progress their careers in the organisation".

The Trust has developed a learning agreement with the staff side (trade union) to ensure the learning needs of individuals in entry support jobs are identified and addressed. Learning representatives have been appointed in partnership with trade unions. Their role is to engage with staff to find out about their learning needs and facilitate the communication between the L&D function and staff.

The Trust plans to maximise the use of technology to facilitate social learning and sharing knowledge internally and externally.

"we would like people to know a little about a lot of things as well as their specialism, and be able to have a conversation with somebody around the corner who they don't ever speak to , but who can help them move new ideas forward".

Our leadership and management development framework includes agility and flexibility as key leadership qualities.



Alignment to workforce key findings

Finding 2: New ways of working to meet the community needs

The Trust is reviewing the way it organises the workforce to ensure availability and quality of care. Like all organisations our challenge is to ensure safe staffing within the challenging financial environment, so flexibility is key. An HEE funded workforce redesign toolkit is supporting conversations about creative skill-mix.

The focus for moving care in the community is on integrated health and social care for older people with long term conditions. The Trust recognises that in order to improve patient experience and reduce the number of home visits required, cross-skilling of staff and a shift in mind-set around where and when they work will increasingly be required. This year all newly qualified nurses will go through a rotation programme including a community placement; and rotations are increasing in allied health and medicine too. We are soon to launch the second cohort of our management training scheme to grow our own service managers.

"the aim is for people to stop thinking about community nursing here and acute hospital here; trying to get it seamless, because that's what we need to get to in the long term".

Find out more contact

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