

## **Workforce Committee**

Key summary points from the Workforce Committee held on Monday 20<sup>th</sup> August 2018:

### **1. Board Assurance Framework**

The Committee received the Board Assurance Framework (BAF). Dermatology was highlighted as an area of concern and a review of the risk scores will be carried out by the Care Group. The Committee recognised the impact that this would have on the Care Groups Cancer performance targets and were provided with assurance that the Care Group will recalculate the risk and are taking actions to mitigate the risk. The Committee agreed the risk remained the same.

### **2. Workforce Report**

The Committee received the Workforce Assurance Report and gave a focus to the use of agency staff and issues regarding stranded patients. The financial pressures as a result of the increased use of agency staff were discussed and the Committee requested more information to come to October meeting on these figures. The operational teams are reviewing actions to support the delivery of the savings required and reduce reliance.

### **3. Freedom to speak up policy**

The Committee received the Freedom to Speak Up policy which has been based on the national policy and was approved by the JNCC group. The Committee were keen to capture the positive impact that the Freedom to Speak up Guardians are having at the Trust and it was agreed to add this to the Friends and Family Test. The Committee approved the policy.

### **4. Emergency Department**

The Committee received a detailed update on the Emergency Department from the Medical Director and received assurance that both clinicians and members of the workforce team are meeting weekly to focus on these issues and a daily review of safety levels in the department are being carried out. The Committee was informed that the area of greatest challenge is cover at night and there is a continuity plan in place which would involve closing the Emergency Department at PRH overnight if safe staffing could not be provided. There is a national shortage of ED middle grade doctors and the service is being maintained due to the commitment of the medical and nursing teams but this cannot be sustained indefinitely.

### **5. Update of Doctor Revalidation**

The Committee received this report which provided an update on Doctor Revalidation for the last five years. The report shows that we are achieving well nationally. The Committee was assured that some delays in revalidation were as a result of new doctors joining the Trust and a delay obtaining information from their previous employer and that the GMC were aware of this position. The Committee noted the report.

### **6. Education Audit**

The Committee received the Education Audit and were informed that the recommendations are monitored through the Education Committee and reported to the Workforce Committee. A summary will be provided for the Board and further updates presented to the Workforce Committee in six months. This report was positively received.

### **7. Staff Survey and Cultural Assessment Tool (CAT)**

The Committee received the Staff Survey and CAT updates and noted that the CAT reinforces the staff survey results and helps to define these. The Committee recognised the short timeframe between the release of the survey results and the circulation of the next year's survey and acknowledged that to make significant changes more time would be needed to see impact. The Committee were reminded that the two key findings of focus are around reducing bullying and harassment and staff recommending the Trust as a place to work or receive care. The Committee noted the reports.

**8. A4C Pay Deal**

The Committee received a paper on the Agenda for Change pay deal and were notified that band 1 roles are being closed and staff will be supported to progress to band 2 roles. The Committee noted the report and asked for a further update.

**9. People Priorities**

The Committee received the People Priorities along with an exception report. The Committee discussed the recent Rapid Progress Improvement Week which had positive impact on staff engagement and recognised some significant areas for change including combining job roles. The Leadership Academy is being presented at the Senior Leadership Team meeting by Peter Latchford who is the Professorial Chair of the Academy and a new project plan is being developed. The Committee noted the paper.

Chris Weiner  
20<sup>th</sup> August 2018

## Workforce Committee

Key summary points from the Workforce Committee held on Monday 17<sup>th</sup> September 2018:

### 1. People Priority

The Committee discussed People Priorities monthly update and the exception report. The Committee reviewed the exception report and focused on the Ward Model following the recent Rapid Process Improvement Week (RPIW). Some positive innovations have been delivered following the RPIW however there is still more to do to achieve workforce sustainability. An example was highlighted to the Committee which was a 5s process carried out for drug trolleys which has reduced the drug rounds by 40 minutes. The Committee recognised the wider impact of an extra 40 minutes, for each drug round, on each ward, if this was implemented across the Trust. A further update will come to Workforce Committee in October. The Committee noted the report. The Board will now receive each month the People Priorities and exception report as an appendix to this summary.

### 2. Board Assurance Framework (BAF)

The Committee received the Board Assurance Framework and the flash report. The Committee discussed the need to recognise Bullying and Harassment as a risk to employment experience; this will be included in the BAF. The Committee was also informed that a new risk would be added concerning the potential impact on recruitment following the recent press surrounding the organisation.

### 3. DBS

The Committee received the quarterly progress report on the DBC checks, which are ahead of plan, and expressed thanks to the team for their positive progress ahead of plan on these checks.

### 4. Equality and Diversity including WRES update

The Committee approved the Workforce Race Equality Scorecard (WRES) and asked the Board to endorse this approval. The WRES will be published on 28<sup>th</sup> September 2018. The Committee agreed to establish an Equality, Diversity and Inclusivity Committee and for this to report in to the Workforce Committee with a note presented to the Quality and Safety Committee. The Committee received and approved the position. It was confirmed that Chris Weiner would be the Non-Executive Director responsible for Equality and Diversity.

### 5. Weekly Pay Update

The Committee considered the quarterly update following the re-introduction of weekly pay and it was noted that the application of two pay systems (monthly and weekly) and the approach to tax had created a level of confusion. The Committee asked that this was reviewed and a further update presented in quarter 3.

### 6. Note Guardian of Safe working report.

The Committee received the Guardian of Safe Working Quarterly Report which covered the period of 1<sup>st</sup> May – 31<sup>st</sup> July 2018. The Committee were informed that additional administrative support is being funded by the Workforce budget to support this role and asked for a benchmarking exercise be carried out to compare time provided for GSW.

### 7. Medical Education Committee (MEC)

The Committee reviewed the draft Medical Education Committee minutes from June 2018. A focus was given around the Junior Doctor's mess at PRH and an improved space is being considered. The achievement of University status was discussed and further information including timelines have been requested from the Medical Director.

## **8. Organisational Development (OD) January 2019**

The Committee received a high level Organisation Development Plan and a more detailed plan is scheduled for November. The Committee agreed that the key plan is to see an improvement and recognised that cultural change can take some time and it may be 18 months before we see an improvement. The Committee was informed that we are using the Friends and Family Test to monitor some of the issues and Director led engagement sessions have been put on which all provides information to include in the plan. An OD update was brought to the Committee to share the progress being made on this agenda. To support an informed view of what is needed a series of diagnostics have been deployed, including:

- Best companies 8 factors of workplace engagement
- Cultural Assessment Tool
- Staff Survey
- Staff Engagement events

To further inform the plan both the Deloittes Well Led Assessment and CQC inspection will be utilized to ensure the plan is responsible to the needs of the Trust. In addition discussions are taking place regarding utilising the NHSI cultural tool. The Committee was pleased to see that the agenda was moving forward and isn't waiting. The Committee are keen that a finalized plan is produced for the Board to approve.

## **9. Staff survey**

The Committee received the Staff Survey update and was informed that the response rate was 44% last year and a target of 54% is being set for this year which means 500 more voices. A clear approach will be used to support staff and managers and weekly monitoring of the response rates will be carried out. The Committee supported the increased target but acknowledge that once this is achieved we need to continue to increase the target. The Committee asked for monthly feedback on response rates by area.

Chris Weiner  
17<sup>th</sup> September 2018

**Exception Report on People Priorities**

This document should be considered alongside the People Priorities Gantt chart (*hard copy to be provided at the meeting*). The purpose is to highlight any issues or concerns on delivery to plan to workforce committee in an easy to view way.

The following table identifies at 10<sup>th</sup> September 2018 areas where delivery to plan is currently behind schedule

<b>Work stream</b>	<b>Risk</b>	<b>Mitigation</b>
Ward Model	Commencement of 2 <sup>nd</sup> & 3 <sup>rd</sup> ward delayed	Pilot sites identified and reviewed with the Value Stream Sponsor team 10 <sup>th</sup> September and for final approval with Care Groups.
New Roles	Yet to finalise a date with HEE colleagues to support delivery of 'new ways of working' workshop.	Working with local HEE colleagues to finalise a date likely to be November 2018.  Workforce SSP workstream expanded to include representation from Transformation team.
Leadership Academy	SLT agreement on offer, redesigned offer to be launched.	Check and challenge in care groups to be complete by end of October.  Informal feedback through structured conversations across staff groups being undertaken.
Respect and behaviour	Scoping of work to be complete and KPI's to be defined.	Freedom to Speak up safely policy and strategy approved through Trust Board.  Triangulation with staff survey metrics to inform KPI's.
Recruitment	Monthly KPIs for recruitment to be included in Workforce Assurance report.	Review of information for Workforce Assurance report with launch of Business Intelligence (ESR) module end of September.

Culture	Review of First Year learning from Leadership Academy to inform OD plan.	Using multiple data sources (staff survey, friends and family test and informal feedback from staff conversations) to triangulate cultural indicators.
Health and wellbeing	Review and agree areas of focus for 2019 with OH team.  Introduction of EAP scheme	2018 priorities progress reviewed in September meeting to set 2019 priorities and ensure on target.  Procurement view on contact management to be finalised.