

SUMMARY FROM WORKFORCE COMMITTEE**HELD ON 18TH FEBRUARY 2019****1. BOARD ASSURANCE FRAMEWORK (BAF)**

The committee received the BAF and reviewed the two risks for Workforce Committee:

423 We need positive staff engagement to create a culture of continuous improvement

859 We need a recruitment strategy for key clinical staff to ensure the sustainability of services

The Committee recognised improvements have been seen in risk 423 following the work with Moorhouse and asked for this to be communicated to the Board. The Committee raised concerns regarding recent changes in staffing. This will be picked up in a separate risk.

The Committee requested a single recruitment strategy that detailed the actual staff in post, budgeted posts, recommended staffing levels, issues, risks and planned actions to address covering all areas / specialities. This will be developed and brought to the April Committee.

The Committee agreed that risk 423 would remain as Medium (Amber) and 859 remains High (Red).

Assurance: Moderate

2. EMERGENCY DEPARTMENT WORKFORCE FLASH REPORT

The Committee received the ED flash report and were informed that the Trust are going out to Dubai and India with the aim to recruit 20 middle grade doctors for the Emergency Department and Medicine in March. The Committee were informed that enhanced payments for bank staff for February had been offered to increase the fill rate for shifts this included the Emergency Department.

The Committee were disappointed with the lack of progress on the Medical Task and Finish Group which impacts on the assurance level and feeds in to the weekly ED Resourcing meeting.

Assurance: Low

3. OD PLAN

The Committee received a presentation on the OD Plan which has been developed through an extensive diagnostic including Staff Survey, Cultural Assessment Tool, feedback from the Freedom to Speak Up Guardians together with the Deloitte Well Led Assessment. The Committee reviewed the strategic aims and recognised that this was an honest starting point. The committee were keen to see a more developed plan in March.

Assurance: Moderate

4. WORKFORCE ASSURANCE REPORT

The Committee received the Workforce Assurance Report, a discussion was held regarding training. The Committee discussed the importance of compliance with SSU training. The Committee were advised that the Quality Improvement Plan will support a focus with improved compliance.

Assurance: Moderate

5. UPDATE FROM DIRECTOR OF NURSING

The Director of Nursing circulated a Safer Staffing paper which shows the planned nursing fill rates compared to the actual fill rates. This was following a request from the January Committee to provide assurance regarding staffing numbers. The Committee recognised that patient acuity impacts on staff numbers and in turn potential risks to quality of care. The Committee have requested a tailored report specifically around staffing issues and the process for addressing these to be brought back.

Assurance: Low

6. STAFF SURVEY

The Committee discussed the Staff Survey results (which are still under embargo) focusing on the themes emerging. The results show a decline in staff experience together with concerns: Health and Wellbeing, Safety Culture and Staff Engagement. Staff conversations are already taking place to better understand the results. The Committee will receive a full response plan in March and acknowledged that the results are disappointing, however the focus needs to be responding and improvement.

Assurance: Lowe

7. UPDATE FROM STAFF SIDE CHAIR, FREEDOM TO SPEAK UP GUARDIAN, GUARDIAN OF SAFER WORKING

The Staff Side Chair, Freedom to Speak Up Guardian (FTSU) and Guardian of Safer Working (GOSW) joined the Committee for their quarterly update to share how it is feeling in the organisation.

The GOSW said that she is receiving exception reports mainly from Foundation Year 1 doctors and predominantly in Surgery. The GOSW said that some of the junior doctors have anxieties about exception reporting in case this reflects back on them as not being able to fulfil their role in the time given. The GOSW also asked the Committee to consider purchasing an E-Leave system for doctors; the current system is a paper based one which is outdated. The Committee agreed to support the development of a business case for this. The GOSW also asked for consideration to increase her hours for this role and this will be discussed by the Executive team.

The Staff Side Chair shared that the Trade Union representatives are busy with case work and policy progression work. In addition there are issues they are being made aware of regarding behaviours but the individuals are reluctant to progress this therefore Staff Side will work together with the FTSU to support these individuals.

The FTSU Guardian provided a report to the Committee and highlighted a particular case where a member of staff was attacked by a patient was shared to highlight learning. Following this staff experience, a guide is being produced for managers on how to raise issues with the police in such circumstances. The Committee were assured that the cases are all reviewed and escalated depending on the area the issues are raised in. The FTSU report directly to the Chairman and he is involved in providing feedback in some of the cases.

Mandy Edwards
18th February 2019

**SUMMARY FROM WORKFORCE COMMITTEE
HELD ON 18TH MARCH 2019**

Assurance ratings used by Workforce Committee:

- Not Applicable
- Insufficient Assurance
- Low Assurance
- Moderate Assurance
- High Assurance

1. GENDER PAY GAP REPORT (GPGR)

The Committee received the Gender Pay Gap Report and noted the report is required to be published on 31st March 2019. The NEDs asked for clarity that individuals are paid the same rates for the same job roles. The Committee was advised that this is the case for staff working in Agenda for Change roles but there are variations with the medical workforce based on Clinical Excellence Awards.

The Committee have requested a benchmarking exercise to be presented to the Equality and Diversity Committee with recommendations on how to further improve gender associated pay gaps.

ASSURANCE: MODERATE

2. POLICIES

The Committee received and endorsed the amended Freedom to Speak up Policy which only contains minor amendments.

The Committee received the Fixed Term Contracts and Temporary Workers policy and endorsed this. The Board are asked to ratify this policy.

ASSURANCE: NOT APPLICABLE

3. DBS ASSURANCE STATEMENT

The Committee received the DBS Assurance Statement and noted that this is an excellent report.

ASSURANCE: HIGH

4. EU EXIT UPDATE

The Committee received the EU Exit report. It was recognised that planning is progressing in the face of significant uncertainty in the national policy arena. However, the Committee noted that the organisation is supporting staff in line with the steer from the NHS nationally. The Committee will continue to monitor the position.

ASSURANCE: MODERATE

5. BOARD ASSURANCE FRAMEWORK (BAF)

The committee received the BAF and reviewed the two risks for Workforce Committee:

423 We need positive staff engagement to create a culture of continuous improvement
859 We need a recruitment strategy for key clinical staff to ensure the sustainability of services

The Committee agreed to expand the risks regarding Acute Medicine and Urology and agreed to change the Risk 859 consequence score from 5 to 4. The Board are asked to support this change.

The Committee discussed the Risk Register and raised concerns around the active management of the Register and have requested a summary following each Operational Risk Group.

The Committee agreed that risk 423 would remain as Medium (Amber) and 859 remains High (Red).

ASSURANCE: MODERATE

6. EMERGENCY DEPARTMENT (ED) WORKFORCE FLASH REPORT

The Committee received the ED flash report. The service remains fragile.

The Committee recognised the risks to the smooth operation of the service if the organisation is unable to recruit sufficient middle grade doctors during the planned recruitment trip to India.

The Committee were informed that the Nursing Business Case is progressing well and will be presented at April Workforce Committee.

The NEDs expressed concerns around the graph that shows a high number of unfilled shifts at the end of the month especially at ED in PRH. The Committee asked for more information on this prior to the next meeting.

ASSURANCE: MODERATE

7. UPDATE ON UROLOGY

The Committee received a verbal update on the Urology service. The University Hospital of North Midlands are currently working with SaTH to mitigate risks to the effective service provision.

The Committee asked the care group to continue to try and recruit to posts in Urology. The Committee encouraged the care group to work with regulators, local partner organisations and other providers to control the risks of service provision for our community. The care group were also encouraged to look at joint working with other organisations experiencing similar challenges with the provision of their urology services.

ASSURANCE: LOW

8. STAFF SURVEY

The Committee received the Staff Survey update and agreed the two priority themes for focus this year as being Safety Culture and Staff Engagement. The Committee supported the action

plan for the Women's & Children Services. It was agreed that a similar organisational development approach would be helpful for all care groups.

ASSURANCE: LOW

9. OD PLAN

The Committee received the OD Plan and held a full discussion around this paper.

The opinion of the NEDS was that whilst the Trust has a high continued reliance on a temporary workforce, then there will remain significant challenge to embed improvements through this plan.

The Committee noted the significant amount of work that has been done in developing the plan with engagement from frontline staff. The NEDs expressed concerns around capacity, capability and leadership for implementation of this plan. The Committee wants further assurance that this plan is owned by the executive and senior leadership teams and not just the workforce team.

The Committee agreed to progress the 6-month plan of delivery and the OD plan for Women and Children's to Trust Board in April.

ASSURANCE: LOW

Chris Weiner
18th March 2019