

TRUST BOARD

31st October 2013

TITLE	Minutes of the Workforce and Organisational Development Committee meeting held on 3rd September 2013
EXECUTIVE SUMMARY	The minutes of the Workforce and Organisational Development Committee meeting held on 3 rd September 2013 are attached.
BOARD ASSURANCE (Risk) / IMPLICATIONS	The Board is assured by the scrutiny provided by the Workforce and Organisational Development Committee.
LINK TO STRATEGIC OBJECTIVE	SO2: To recruit, retain and develop a high performing workforce to deliver high quality care and the wider strategy of the Trust.
STAKEHOLDER / PATIENT IMPACT AND VIEWS	None obtained.
EQUALITY AND DIVERSITY ISSUES	The Committee will look into equality and diversity issues as they arise.
LEGAL ISSUES	None that we are aware of.
The Trust Board is asked to:	Note and receive the minutes of the Workforce and Organisational Development Committee meeting.
Submitted by:	Sue Ells, Non-Executive Director and Committee Chair
Date:	24 th October 2013
Decision:	For Receiving

**WORKFORCE AND ORGANISATIONAL DEVELOPMENT COMMITTEE
MINUTES OF MEETING HELD ON 3RD SEPTEMBER 2013, ST PETERS HOSPITAL**

Present

Valerie Bartlett	Deputy Chief Executive
Philip Beasley	Non-Executive Director
Sue Ells	Non-Executive Director (chair)
Louise McKenzie	Director of Workforce Transformation

In attendance

Danny Hariram	Deputy Director of Workforce & OD
Nikki Hill	Associate Director of Education & Development
Colleen Sherlock	Head of Workforce Planning and Intelligent

Apologies

Andrew Liles	Chief Executive
Suzanne Rankin	Chief Nurse
David Fluck	Medical Director

PART I

1.	MINUTES OF THE LAST MEETING Minutes from previous meeting were agreed as an accurate record.	
2.	MATTERS ARISING 2.1.SICKNESS ANALYSIS The paper and associated analysis was noted by the Committee. The Committee were grateful for the level of detail and analysis provided.	
3.	WORKFORCE METRICS Ms McKenzie set out the purpose of the four reports presented to the Committee and provided an understanding of the key workforce issues and actions being taken. The Committee thanked Ms Sherlock for the detailed information provided. REPORT I: WORKFORCE SCORECARD Mr Beasley raised that Mandatory training uptake had gone down. Ms Hill informed that the Mandatory steering group are meeting to review this issue and will be putting in place actions that will see a positive increase in mandatory training. The Committee were informed that a paper would be presented to TEC to discuss and agree actions needed. The Committee were informed that the staff engagement score was made up of some of the questions from the national staff survey questions. The intention is to understand where the Trust are making improvements and where further interventions are required by the Trust. REPORT II ANALYSIS OF RECRUITMENT v LEAVERS The Starters and Leavers report showed that starters are out weighing the number of leavers within the Trust. The Committee were informed that the number of leavers remains too high and that there was work being undertaken to capture the reasons for staff leaving the Trust, including a look back exercise	

	<p>to obtain the views of approximately 160 staff who have left in the last 6 months and the implementation of face to face exit interviews for all future leavers.</p> <p>The Committee were informed that the Trust does not pay a high cost area supplement comparable to London Trust but are aware of neighbouring Surrey Trusts who provide other financial benefits to their staff. It was noted by the Committee that there will be high turnover in some areas of the workforce. The Committee asked if the actions being undertaken in specific workforce areas could be presented to the Committee.</p> <p>REPORT III TEMPORARY STAFFING CHECKPOINT REPORT JULY 13</p> <p>The report set out the various actions that are being taken in order to seek a downward trend in agency usage across the Trust. These included, successfully moving to an in-house bank from 1st Aug and weekly meeting with senior nursing managers to review weekly temporary staffing usage. Work is also progressing to reduce the usage of medical locums with similar weekly meetings to review usage and working with doctors to move them from agency to the in-house bank. The Trust are currently considering a business case to move bank staff from monthly to weekly pay. Information received to date is that this would make a significant difference to agency staff moving to the Trust in-house bank.</p> <p>The Committee were informed that the migration of moving from NHSP to the In-house bank has gone well. The Committee suggested that a programme board was set up for the temporary staffing project. This would ensure that the project gets the appropriate focus and would involve a wide range of stakeholders.</p> <p>REPORT IV BANK AND AGENCY REPORT AUG 13</p> <p>The Committee noted the report and noted expenditure with regards to medical locums.</p> <p>Ms Bartlett raised the issue of junior doctors and that further work needed to be undertaken to look at on-going gaps with fill rates for junior doctor. Mr Hariram said that he would discuss this issue further with the Associate Director of Operations for Medicine and Emergency Care.</p>	<p>LMcK</p> <p>DH / Tom Smerdon</p>
4.	<p>STAFF EXPERINCE AND CULTURE PROGRAMME</p> <p>Ms McKenzie briefly described the work that is being undertaken and the outcomes of the Pulse (Local staff engagement) survey. The Committee were informed of an improvement in the following questions in a number of areas including:</p> <ul style="list-style-type: none"> • Staff recommending the Trust as a place to be treated • Motivation to do your job • Team working <p>The Committee discussed the areas which required more focus including:</p> <ul style="list-style-type: none"> • Work life balance / health and well-being • Fairness and Respect • Work Pressure <p>Ms McKenzie informed the committee that in parallel to running the local pulse survey, staff were invited to add comments or ideas/suggestions anonymously via an online site, which is known as the 'Wall'. It was noted how over a period of time the tone of the comments changed; and it was interesting to see from</p>	

	<p>peer challenge how the comments moved from negative to positive. The Committee agreed that the Wall had provided a mechanism of openness and transparency that staff clearly welcomed.</p> <p>The Committee were pleased with the progress being made and said that the Trust are focusing on the right priorities. The areas that need to be addressed are why staff are leaving the Trust and a need to improve leadership across the organisation. Mr Beasley said that the Committee are looking for on-going progress. Ms Ells asked for Board development to be added into the training and education report.</p>	
5.	<p>EDUCATION AND TRAINING Item was deferred to next meeting.</p>	
6.	<p>HORIZON SCANNING Item was deferred to next meeting.</p>	
7.	<p>ANY OTHER BUSINESS</p> <p>QUALITY DIRECTORATE RE-STRUCTURE Ms Caudle updated the committee on the proposed staff changes taking place within the quality directorate. Ms Caudle said that she had shared information with the Employer Partnership Forum (EPF). They advised Ms Caudle that it was an expensive restructure. Ms Caudle informed the Committee that the proposed restructure is cost neutral. The committee noted the changes that were taking place.</p> <p>TOPIC FOR NEXT WOD SEMINAR It was agreed that the topic of clinical engagement should be added to the next agenda for discussion.</p> <p>REFLECTION ON THE MEETING AND PAPERS</p> <ul style="list-style-type: none"> • The Chair requested that the Executive Summary on the front sheet of future papers will summarise the paper content and wherever possible recommendations for action should be made and included. • It was agreed that the agenda was again too ambitious for the time provided and that it needed to be prioritised and condensed in order to be able to complete the discussion. • To ensure that the bi-monthly Committee meeting is diarised and the alternative informal meeting is diarised for those that were able to attend. 	DH
8.	<p>DATE, TIME AND VENUE OF NEXT MEETING Informal seminar – 1st October 2013 – 3:15p.m. – 4:45 pm. Committee – 5th November 2013 – 3.15pm – 4.45pm</p>	

PART II CONFIDENTIAL

1.	<p>HIGH LEVEL EMPLOYEE RELATIONS SUMMARY The report was noted by the Committee</p>	
2.	<p>ANY OTHER BUSINESS No items were raised by the Committee</p>	