

Board of Directors: 11.1.18
 Agenda Item: Bo.1.18.17

Report from the Workforce Committee 29 November 2017

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| Presented by: | Selina Ullah, Non-Executive Director | Author: | Jacqui Maurice, Head of Corporate Governance |
| Previously considered by: | N/A | | |

| Key points | Purpose: |
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| 1. This paper provides a brief summary of the key matters that were discussed at the meeting of the Workforce Committee which was held on 29 November 2017 | To discuss and note |

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| Executive Summary: |
| The purpose of the Workforce Committee, as set out in its Terms of Reference, is to provide detailed scrutiny of the Foundation Trust's workforce arrangements in order to provide assurance and, if necessary, raise concerns or make recommendations to the Board of Directors. |

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| Financial implications: |
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| Regulatory relevance: |
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| Monitor: | |
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| Equality Impact / Implications: | <p>Is there likely to be any impact on any of the protected characteristics? (Age, Disability, Gender, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sexual Orientation, Health Inequalities, Human Rights)</p> <p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>If yes, what is the mitigation against this?</p> |
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| Other: | |
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| Strategic Objective: | To provide outstanding care for patients |
| <i>Reference to Strategic Objective(s) this paper relates to</i> | To be a continually learning organisation |
| | To be in the top 20% of NHS employers |
| | To deliver our financial plan and key performance targets |
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Workforce Committee - 29 November 2017

1. Introduction

The purpose of this paper is to advise the Board of Directors of the key matters discussed and provide a brief summary of the agenda items of the Committee held on 29 November 2017.

2. Key matters discussed at the meeting held on 25 October 2017

- Workforce Report
- People's Strategy Workplan Quarter 2
- 'Our Values'
- Nurse Staffing Data Publication and Nurse Recruitment Update

3. Agenda items

3.1 Workforce Report

The Committee discussed in detail the key workforce trends over the last three months in relation to the following areas:

- **Staff in post and Agency / Bank staff usage**

Overall there has been an increase in staff in post over the last 3 months. Agency staff usage remained steady with an increase in Bank staff usage. The Committee discussed the positive activity that had taken place to increase the number of Bank staff.

- **Turnover**

There has been a slight increase in turnover. Turnover for all staff groups is currently 11.8% compared to 11.65% in July. The Committee noted that in October 2016 the Foundation Trust reported turnover at 11.76% so turnover has remained relatively stable.

Nursing turnover showed a slight increase at the end of Quarter 2; from 13.33% in July to 14.13% in October. The Committee noted that across Yorkshire and Humber turnover rates over the 12 months to August 2017 ranged from 8% to 17%.

- **Nurse Recruitment and Retention**

Registered nurse vacancies remained high and the Committee considered in detail the recruitment activity that had taken place and; the wide range of actions underway aimed at nurse retention. It was noted however that the position continues to be challenging.

- **Consultant Recruitment**

The Committee noted the success with regard to consultant recruitment - in particular appointments made within Maxillo Facial which would support improvements in the delivery of the service. It was noted however that Microbiology is one area that continues to struggle due to the national and regional shortage of microbiologists. The Medical Director

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reported that a working group is being established through WYAAT to consider future provision.

- **Allied Health Professions**

The vacancy position has improved in Quarter 2 however areas of concern continue to be Specialist Radiography. The Committee noted that a workforce plan is currently in development.

- **Sickness absence**

The year to date absence percentage rate in September 2017 was 4.41% which showed a reduction on the same time last year where sickness absence was recorded at 5.12%. The Committee noted the Foundation Trust wide absence rate had reduced for the 13th consecutive month. The Committee noted the focus that had been placed on 'Health and Well-Being' initiatives to support staff.

- **Flu update**

As of the November 2017, 56% of front line staff have been vaccinated. The Committee noted that the target of 70% is required to be achieved by the end of February 2018.

- **Organisational Development (OD)**

A number of initiatives are underway in relation to Organisational Development and the Committee discussed the wide range of activities which had taken place during Quarter 2.

- **Staff Survey**

The 2017 staff survey will close on 1 December 2017. The response rate as at 23 November was 33% which the Committee found disappointing. The Committee noted the efforts and initiatives undertaken to maximise the return rate.

- **Appraisals**

Completion rates showed a month on month increase during Quarter 2 from 76.47% in July 2017 to 87.29% in September 2017. The Committee noted that overall there has been a significant shift in performance over the last year with a 29% increase in completion rates since November 2016. Work is ongoing with Divisions and Departments to ensure all eligible staff have an effective appraisal.

- **Local Workforce Action Board (LWAB)**

The Committee noted that the West Yorkshire & Harrogate (LWAB) have developed a draft workforce strategy for the West Yorkshire & Harrogate Health and Care Partnership which has been out to wide consultation. The strategic recommendations have been developed. These focus on the workforce, workplace and system level workforce planning, investment and infrastructure.

- **National Workforce Strategy**

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The Committee also noted that a new national workforce strategy is currently being developed by the Department of Health. A workforce strategy consultation is expected to launch before the year end and it is expected that the final strategy will be launched during March/April 2018.

3.2 People's Strategy Workplan Q2

The Committee noted the work plans and the update on progress in relation to the five strategic aims of the People's Strategy;

- Attract
- Develop
- Retain
- Happy, Healthy and Here
- Lead

The Committee agreed to receive quarterly updates on progress.

3.3 Our Values

The Committee noted the new values and discussed the actions being taken to ensure they are embedded throughout the Foundation Trust.

3.4 Staff Friends and Family Test

The Committee noted that the discussions that had taken place in relation to the People's Strategy Work plan Q2.

3.5 Disability Update

Further to the development session held with the Staff Networks and Board of Directors in July 2017, the Committee noted the actions underway in response to the concerns raised by the Staff Disability Network. The Committee noted that a meeting has been held between the co-chairs of the Network, the Assistant Director of HR and Head of Equality and Diversity to agree the actions to be progressed. The Committee also noted that one of the co-chairs of the Disability Network had since resigned and support has been provided from the Head of Equality and Diversity to ensure that the network is able to actively participate in future initiatives to improve the working lives of disabled staff.

3.6 Nurse Staffing Data Publication and Nurse Recruitment Update

The report provided an update on the mandatory nurse staffing data for October 2017. It was noted that:

- At BRI the average fill rates for registered nurses and midwives were 84.3% during the day and 92.7% at night. The average fill rates for care staff were 109.8% and 127.2% at night.

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- At SLH and the Community Hospitals the average fill rates for registered nurses and midwives was 79.6% during the day and 103.6% at night. The average fill rates for care staff were 96.5% during the day and 92% at night.

The Committee held a full discussion with regard to those areas where the fill rates had fallen to below 70% and 80% and considered the mitigating actions in place to seek to improve the fill rates. The Committee discussed the daily monitoring of staffing levels and the mitigation in place for those areas identified as having risks.

3.7 Royal College of Nursing – Safe and Effective Staffing

The Committee discussed and noted the report.

3.7.1 Nursing Establishment Review

The Committee noted that this report would be presented to the Quality Committee scheduled for 20 December 2017.

3.7.2 Sub-Committees of the Workforce Committee

The Committee noted that the Education and Workforce Sub-Committee would report into the Workforce Committee. The Terms of Reference were subject to annual agreement by the Workforce Committee.

3.7.3 Risk Appetite

The Committee agreed to a fuller more detailed discussion of risk appetite at the next Committee meeting.

3.7.4 Board Assurance Framework

The Workforce Committee is responsible for the following strategic risk in the Board Assurance Framework (BAF). The Executive Lead is the Director of Human Resources

- SR3: To be in the top 20% of employers in the NHS

The Committee noted the earlier reports provided to the Committee and the actions underway with regard to recruitment and retention, staff engagement and organisational development as reported by the Director of Human Resources. The Committee agreed that as with 'Risk Appetite'; the Committee would also engage in a fuller discussion on this BAF area at the next meeting.

4. Escalation to the Corporate Risk Register

There were no items to escalate to the Corporate Risk Register

5. Recommendation

The Board of Directors is asked to note the above points.