

Board of Directors: 8.3.18

Agenda Item: Bo.3.18.26

Confirmed Workforce Committee Minutes November 2017

Presented by:	Selina Ullah, Chair	Author:	Fiona Ritchie, Trust Secretary
Previously considered by:	Workforce Committee		

Key points	Purpose:
Workforce Committee minutes 29 November 2017	To note

Executive Summary
Workforce Committee minutes 29 November 2017

Financial implications:
No

Regulatory relevance:

Monitor:	
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Equality Impact / Implications:	Choose an item.
	Choose an item.
	Choose an item.
	<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>

Other:	
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Strategic Objective: <i>Reference to Strategic Objective(s) this paper relates to</i>	To deliver our financial plan and key performance targets
	Choose an item.
	Choose an item.

WORKFORCE COMMITTEE MEETING MINUTES, ACTIONS & DECISIONS

Date:	Wednesday 29 November 2017	Time:	11:00-13:00
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Selina Ullah, Non-Executive Director
Present:	Non-Executive Directors: <ul style="list-style-type: none"> Ms Selina Ullah, Non-Executive Director (SU) Ms Pauline Vickers, Non-Executive Director (PV) Executive Directors: <ul style="list-style-type: none"> Ms Donna Thompson, Director of Governance and Operations (DT) Ms Pat Campbell, Director of Human Resources (PC) Mr Bryan Gill, Medical Director (BG) 		
In Attendance:	<ul style="list-style-type: none"> Mrs Sally Scales, Deputy Chief Nurse (SS), representing Ms Karen Dawber, Chief Nurse (KD) Ms Jacqui Maurice, Head of Corporate Governance (JM) Ms Samantha King, Minute Taker 		

No.	Agenda Item	Action
W.11.17.1	Apologies for Absence	
	Apologies were received from: <ul style="list-style-type: none"> Ms Karen Dawber, Chief Nurse (KD) 	
W.11.17.2	Declaration of Interests	
	There were no declarations of interest.	
W.11.17.3	Terms of Reference	
	SU presented the ToR. She reminded the Committee that they had previously been approved by the Board of Directors. The Committee noted the Terms of Reference.	
W.11.17.4	Workforce Committee Dashboard	
	PC reported that the narrative on the dashboard had not been updated to reflect the current position. SU agreed that once corrected, the updated dashboard should be circulated to the members of the Committee.	Director of HR
W.11.17.5	Workforce Report	
	PC provided a comprehensive overview of the Workforce Report covering the key workforce trends over the last three months. The Committee discussed the following in detail: <ul style="list-style-type: none"> Staff in Post. There was an increase in numbers across all groups. The Committee noted the slight increase in the number of nurse leavers compared to the same period in the previous year. Agency and Bank Staff. The Committee noted the increase in agency and bank staff during the period – one of the key reasons was the impact of 	

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	<p>EPR implementation on rosters. Following a series of recruitment drives, there has been an increase in the number of HCAs registering as bank staff. Scrutiny continued to be applied to the use of agency staff over the longer term and how the Trust might make use of registered staff from other areas of the Trust.</p> <ul style="list-style-type: none"> • Staff Turnover. Overall turnover is stable and in line with other Trusts. Nurse turnover is however on the increase, with the Trust at 14%. The Committee noted that the nursing turnover rates in the Yorkshire & Humber region ranged from 8 to 17%. • Nursing Vacancies in Divisions. PC asked the Committee to note that the reported vacancy figure for Band 5 Paediatrics should state 13.43% and not 23.43% and, the vacancy rate should be 11% not 19.5% as shown. PC stated that whilst there were small improvements with regard to nursing vacancies the situation remained challenging. SU expressed concern with regard to the high nursing vacancy rates and asked if flexible working was helping to address vacancies. PC advised that flexible working was being actively encouraged, together with movement of staff between Wards. SS commented on the focus being placed on 'retention interviews'. The Committee noted the wide range of additional recruitment and retention activity underway with regard to nursing and support along with the increase in student places. The Committee also noted that communications were actively being tailored to promote and showcase positive aspects of the culture change at the Foundation Trust with regard to nursing and nursing staff. • Consultant Recruitment. PC stated that the position with regard to Consultant recruitment overall is fairly positive with the Foundation Trust having successfully recruited to a number of 'difficult to fill' posts as described in the report. The Committee noted however that; <ul style="list-style-type: none"> - OMFS (Head and Neck) has two vacancies; recruitment is underway for one of the vacancies. - There have been challenges in recruiting for Microbiology and Dermatology across the WYAAT footprint (with the exception of Leeds). Joint options were being pursued with partners across WYAAT. BG stated that he was the 'Medical Director Executive Sponsor' for the Development of a Region Wide Medical Staff Bank and would provide an update on developments at the next Committee meeting. • Sickness absence: The Committee considered the position with regard to each of the Divisions. In particular, it noted the improved position in the Division of Women & Children's. The Committee noted that the business case had been approved to make the Attendance Officers substantive. • Flu update. The Committee noted that, to date, 56% of front line staff had been vaccinated against the target of 70% (set for the end of February 2018). The campaign is being managed by the Occupational Health Team and a small number of peer vaccinators. • Organisational Development (OD) update, PC provided an update on OD. She further advised that the staff survey would close on Friday 1 December 2017. 	<p>Medical Director</p>

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	<ul style="list-style-type: none"> • Appraisals: The Committee noted that overall the completion rates increased during Q2 although there was a slight decrease in completion rates in October 2017. • Mandatory training. The completion rate of 87% has been maintained in Q2. The Committee was also pleased to note that the majority of the core subjects experienced an increase in compliance. • Local Workforce Action Board: PC provided an update on the outline Workforce Strategy. The Committee noted that the STP Local Workforce Action Board (LWAB) had developed a draft Workforce Strategy for the STP which has been out to wide consultation. PC advised that the Department of Health was developing a new National Workforce Strategy which would go out to general consultation imminently. The National Workforce Strategy would be shared with members of the Committee. 	Director of HR
W.11.17.6	People's Strategy Workplan Q2	
	<p>PC provided an update on the actions underway with regard to the annual work plan. The Committee noted that the delivery of Workplan was managed via the Education and Workforce Committee.</p> <p>SU thanked PC for the report and stated that the Committee would benefit from the inclusion of the outcomes expected from the areas highlighted in future reports to the Committee. DT added that assurance did need to be provided to the Committee that the plan was working. It was noted that key measures could be used to support the tracking of progress against the Workplan which could include the results from the staff survey and the staff FF test. PC agreed to provide a quarterly update to the Committee on progress in relation to the Workplan - with Q4 providing the annual summary of what has been achieved, the milestones and targets and link that back into the BAF.</p> <p>The Committee discussed staff communications with regard to the level of appraisals completed and the staff survey results. PC confirmed that the Head of Organisational Development was focussing on the inclusion of more 'good news' stories in Let's Talk in relation to staffing. PV commented on the benefits of the Board's communications with teams during walkrounds and that Board members should seek to ensure that they congratulate staff on their team's successes.</p>	Director of HR
W.11.17.7	'Our Values'	
	<p>PC confirmed that the Foundation Trust Values detailed in the paper had previously been discussed and approved by the Board of Directors. She outlined the next steps to ensure that the Values are embedded into practice across the Foundation Trust. PC stated that it was important to make the Values tangible and real for staff. Activities to support this would include;</p> <ul style="list-style-type: none"> • Sharing the outcomes from the 'Let's Talk about us' campaign. • Sharing staff stories which highlight the Values through the Let's Talk intranet hub • Embedding the Values into all practices including HR processes • A review of the Foundation Trust's PRF to ensure that the framework is aligned to the Values and supports the Foundation Trust's Mission and Vision. 	

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	SU commented on the success of the EPR Corporate Friends initiative which supported the recent EPR Go-Live and how this might support the work taking place regarding Values. DT confirmed that engagement continued with those staff who signed on as EPR Corporate Friends and, work was ongoing to build on that momentum with staff.	
W.11.17.8	Staff Friends and Family Test	
	PC provided an update on the 'Staff Friends and Family Test'. She advised the Committee that in Q2, 63% of staff would recommend the Foundation Trust as a place to work; the Committee noted that these results were on a par with Yorkshire and Humber Trusts.	
W.11.17.9	Engagement with future Workforce	
	The Committee noted the discussion that had taken place under previous agenda items that had covered: <ul style="list-style-type: none"> • Organisational Development. • The range of engagement and communication initiatives being developed which included a key focus on highlighting the successes of the workforce. • The work taking place as part of the recruitment and retention initiatives. • The work underway as part of the Bradford, Airedale and Craven work plan and, the reporting in relation to Workforce and the People's Strategy that had been requested by the committee. 	
W.11.17.10	Disability Update	
	PC provided an update on the paper presented. She advised that a network meeting had been held with the Head of Equality and Diversity, the Assistant Director of HR and the chairs of the Disability Staff Network where actions were agreed in relation to the Foundation Trust's Managing Attendance Policy. PC informed the Committee that one of the Disability Staff network chair had since resigned and SU expressed concerns regarding the situation. PC assured the Committee that support is being 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. The Committee noted that an updated Equality report would be presented to the Board of Directors on 11 January 2018.	
W.11.17.11	Nurse Staffing Data Publication & Nurse Recruitment Update	
	SS provided a comprehensive presentation of the report. The Committee noted that; <ul style="list-style-type: none"> • 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. • 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 noted that daily monitoring of staffing levels remains in place and, the mitigation in place for those areas identified as having risks.	

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	<p>The Committee also discussed in detail the wide range of actions and activities in place to address the recruitment and retention of nursing staff which included:</p> <ul style="list-style-type: none"> • The development of Nursing Associates as part of the HEE Pilot to recruit Band 4 Nursing Associate posts to bridge the gap between Health Care Assistants holding the Care Certificate and Qualified Nurses. The pilot was planning its second cohort and the role had been very well received. • The mechanisms established to employ nurses who would like to return to practice. • The appointment of new Overseas Nurses • Actions and initiatives underway to attract newly Qualified Nurses including a Facebook recruitment Campaign initiative. • The development of an apprenticeship programme for HCAs so that they can better support ward teams. • The implementation of a programme to run from January 2018 to support nurses in the development of essential skills and competencies to progress through band 5, 6 and 7 roles. 	
W.11.17.12	Royal College of Nursing – Safe and Effective Staffing	
	SS asked the Committee to note the contents of the attached report from the Royal College. The Committee noted the report.	
W.11.17.13	Nursing Establishment Review	
	SS advised the Committee that the 'Nurse Establishment Review' would be presented to the Quality Committee in December 2017.	Chief Nurse
W.11.17.14	Subcommittees of the Workforce Committee	
	The Committee noted that the Education and Workforce Sub-Committee would report into the Workforce Committee. SU requested that the minutes from the Education and Workforce Sub-Committee be added to the agenda for the Workforce Committee.	Head of Corporate Governance
W.11.17.15	Risk Appetite	
	SU agreed that this would be moved up the agenda and discussed in more detail at the next Committee meeting. DT agreed to explore the level of risk that the Committee should take on and report back to the next Committee.	Director of Governance and Operations
W.11.17.16	Board Assurance Framework	
	DT stated that the Workforce Committee is responsible for the following strategic risk in the Board Assurance Framework (BAF); 'SR3: To be in the top 20% of employers in the NHS'. DT advised that the Executive Lead is the Director of HR. SU asked the Committee to note the earlier reports provided and the actions underway with regard to recruitment and retention, staff engagement and organisational development as reported by PC. The Committee agreed that as with 'Risk Appetite'; the Committee would engage in a fuller discussion on this BAF area at the next meeting. SU requested that this item be moved up the agenda to support more detailed discussion.	Head of Corporate Governance
W.11.17.17	Any Other Business	
	There were no items to be discussed.	

No.	Agenda Item	Action
W.11.17.18	Matters to Escalate to the Corporate Risk Register	
	There were no matters to escalate to the Corporate Risk Register.	
W.11.17.19	Matters to Escalate to the Board of Directors	
	There were no matters to escalate to the Board of Directors.	
W.11.17.20	Items for Corporate Communications	
	The Committee noted the items referred to under previous agenda items.	
W.11.17.21	Date and time of next meeting	
	Wednesday 31 st January 2018, 11.00 am to 1.00 pm, Conference Room, Field House, Bradford Royal Infirmary.	

BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
ACTIONS FROM WORKFORCE COMMITTEE – 29TH November 2017

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
29.11.17	W.11.17.13	Nursing Establishment Review: The 'Nurse Establishment Review' to be presented to the Quality Committee in December 2017.	Chief Nurse	Quality Committee December 2017	Item discussed at the December Quality Committee Item concluded
29.11.17	W.11.17.4	Workforce Committee Dashboard: The narrative on the dashboard to be updated to reflect the current position and then circulated to members of the Committee.	Director of HR	Workforce Committee 31 Jan 2018	Workforce element of the Dashboard updated and added to the Board Dashboard circulated to all Board members with the January 2018 Board papers. Item concluded
29.11.17	W.11.17.5	Workforce Report - Consultant Recruitment: BG to provide an update on the Development of a Region Wide Medical Staff Bank.	Medical Director	Workforce Committee 31 Jan 2018	Item added to the January Committee agenda Item concluded
29.11.17	W.11.17.5	Workforce Report - Local Workforce Action Board: The Department of Health was developing a new National Workforce Strategy which would go out to general consultation imminently. The National Workforce Strategy would be shared with members of the Committee.	Director of HR	Workforce Committee 31 Jan 2018	Item added to the January Committee agenda Item concluded
29.11.17	W.11.17.14	Sub-committees of the Workforce Committee: The minutes from the Education and Workforce sub-committee to be added to the Workforce Committee agenda.	Head of Corporate Governance	Workforce Committee 31 Jan 2018	The minutes have been added to the January Committee agenda. Item concluded
29.11.17	W.11.17.15	Risk Appetite: Report to include the level of risk that the Committee should take on.	Director of Governance and Corporate Affairs	Workforce Committee 31 Jan 2018	Item added to the January Committee agenda Item concluded

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
29.11.17	W.11.17.15	Risk Appetite: To be moved up the agenda and discussed in more detail at the next Committee meeting.	Head of Corporate Governance	Workforce Committee 31 Jan 2018	Risk Appetite has been moved up the agenda Item concluded
29.11.17	W.11.17.16	Board Assurance Framework: To be moved up the agenda and discussed in more detail at the next Committee meeting.	Head of Corporate Governance	Workforce Committee 31 Jan 2018	Board Assurance Framework has been moved up the agenda. Item concluded
29.11.17	W.11.17.6	People's Strategy Workplan Q2: A quarterly update to be presented to the Committee on progress in relation to the Workplan - with Q4 providing the annual summary of what has been achieved, the milestones and targets linked back into the BAF.	Director of HR	Workforce Committee 28 March 2017	