

Board of Directors: 10.5.18

Agenda Item: Bo.5.18.28

Confirmed Workforce Committee Minutes
31 January 2018

Presented by:	Selina Ullah, Chair	Author:	Sheridan Osbourne, Corporate Governance Officer
Previously considered by:	Workforce Committee		

Key points	Purpose:
Workforce Committee minutes 31 January 2018	To note

Executive Summary
Workforce Committee minutes 31 January 2018

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 31 January 2018	Time:	11:00-12:30
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Selina Ullah, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> Ms Selina Ullah, Non-Executive Director (SU) Ms Pauline Vickers, Non-Executive Director (PV) <p>Executive Directors:</p> <ul style="list-style-type: none"> Ms Donna Thompson, Director of Governance and Corporate Affairs (DT) in attendance for item W.1.18.6. Ms Pat Campbell, Director of Human Resources (PC) Ms Sandra Shannon, Acting Chief Operating Officer (SSh) Mrs Sally Scales, Deputy Chief Nurse (SSc), deputising for Ms Karen Dawber, Chief Nurse (KD) Prof. Alex Brown, Deputy Medical Director (AB), deputising for Dr Bryan Gill, Medical Director (BG) 		
In Attendance:	<ul style="list-style-type: none"> Mr Barrie Senior, Non-Executive Director (BS), Observing Ms Lisa Fletcher, Assistant Director of Human Resources (LF), attended for item: W.1.18.8 - presentation on 'National Workforce Strategy'. Mrs Sarah Worstead, Corporate Compliance Manager (SW), representing Ms Jacqui Maurice, Head of Corporate Governance (JM) Mrs Samantha King, Minute Taker (SK) 		

No.	Agenda Item	Action
W.1.18.1	Apologies for Absence	
	Apologies were received from: <ul style="list-style-type: none"> Ms Karen Dawber, Chief Nurse (KD) Dr Bryan Gill, Medical Director (BG) 	
W.1.18.2	Declaration of Interests	
	There were no declarations of interest.	
W.1.18.3	Minutes of the meeting held on 29 November 2017	
	Minutes of the meeting held on 29 November 2017 were accepted as an accurate record following the amendment to item W.11.17.6 to read: Action: PC/BG/KD to produce a paper on future roles to be presented to the Workforce Committee on 25 July 2018.	Director of HR / Medical Director / Chief Nurse
W.1.18.4	Matters Arising	
	There were no matters arising.	
W.1.18.5	Workforce Committee Dashboard	
	PC tabled an updated version of the dashboard. The Committee noted that the Foundation Trust would not achieve the target to reduce sickness absence to 4% by the 31 March 2018. It was noted that additional detail regarding	

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	<p>sickness rates was provided in the Workforce Report (Item W.1.18.15). A discussion took place regarding increased sickness rates in HCAs and SU enquired if these related to long serving or new staff. PC agreed to investigate and provide an update at the next Committee meeting on 28 March 2018. PC reported there had been a dip in appraisal rates and that all Divisions had been contacted to remind them of the requirement to complete appraisals. A discussion took place regarding benchmarking and PC advised the information presented was the most current available which was 'out of date'. SS advised that discussions were taking place at the Chief Nurse's Forum to see if there were other sources available for better benchmarking information. PC also advised that consideration was being given to the dashboard reporting of information with related to harassment and bullying.</p>	<p>Director of Human Resources</p>
W.1.18.6	Risk Appetite	
	<p>DT spoke to the Workforce Committee regarding the risk appetite and advised that the Committee should take account of the level of risk and should consider if this should be minimised or, would the committee accept greater risks with adequate assured controls in place. To support this required an understanding of the KPIs, the lower level objectives and the key Strategic objectives. DT advised that the questions to ask were 'are we prepared and how do we get the right results'. She further advised that the Committee should make challenges around the objectives and indicators which were key aspects of the work plan.</p> <p>SU suggested a discussion should be held on increasing the risk appetite. The Committee noted that Risk Appetite was scheduled to be discussed at the Board Session scheduled for 8 February 2018 and the risk appetite with regard to workforce could be discussed there.</p>	
W.1.18.7	Board Assurance Framework	
	<p>This was discussed within item W.1.18.6.</p>	
W.1.18.8	National Workforce Strategy	
	<p>LF gave a presentation on the National Workforce Strategy. The key points of the presentation are as follows:</p> <ul style="list-style-type: none"> • First National Health and Care Workforce Strategy for 25 years. • Sets out the challenge the service will face in meeting demand pressures over the next decade. • Builds on the NHS Five Year Forward View. • Sets out six key principles for all future workforce interventions. • The strategy is a draft for consultation, led by HEE. • Local and national organisations expected to carry out workforce impact assessment to help ensure "workforce competencies, skills and training as well as numbers are considered early in the planning phase". <p>LF spoke about the strategy for workforce growth; it was noted that the intention is to grow the workforce via, graduates, returning practitioners and recruiting from elsewhere. AB spoke about the Physician Associates role, students are trained at the Foundation Trust but we are looking at how we fund these roles going forwards. LF advised that there is a big emphasis on flexible roles to cross boundaries across other areas.</p>	

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	<p>There was a discussion about the following six principles proposed for future NHS workforce decisions:</p> <ol style="list-style-type: none"> 1. Securing the supply of staff that are needed to deliver high quality care 2. Training, educating and investing in the workforce 3. Providing career pathways for all staff rather than just 'jobs' 4. Ensuring that people from all backgrounds have the opportunity to contribute to, and benefit from, healthcare 5. Ensuring that the entire NHS is a modern model employer with flexible working patterns, career structures, and reward mechanisms 6. Ensuring that in the future service, financial and workforce planning are intertwined. <p>A consultation is taking place on a series of questions based on the six principles. The consultation is open until 23 March 2018. NHS Employers will be gathering views to submit a collective response on behalf of employers in the NHS; the final agreed strategy will be published in July 2018 and updated annually.</p> <p>SU and PV supported this and are happy to go with the Physicians Associates.</p>	
W.1.18.9	Development of a region wide Medical Staff Bank	
	<p>PC reported on behalf of BG that the 6 Trusts across WYATT are working together to develop a region wide Medical Staff Bank, BG is the Executive sponsor for BTHFT. It was noted there had been good engagement with regular meetings. A business case was being created to provide a system solution for a medical collaborative bank which was planned to be presented to the April Chief Executive meeting.</p> <p>PV advised that she was supportive of this and SU asked for it to be noted.</p>	
W.1.18.10	Guardian of Safe Working Hours Report	
	<p>AB provided an update on the Guardian of Safe Working Hours Report, which reports on junior doctor exception reporting. The Committee noted that ongoing support is needed to ensure consultant engagement with the 2016 junior doctor contract requirements.</p>	
W.1.18.11	Review of Education & Workforce Sub-Committee Terms of Reference	
	<p>The Workforce Committee reviewed and approved the Education and Workforce Sub-Committee Terms of Reference.</p>	
W.1.18.12	Equality and Diversity Update January 2018	
	<p>PC advised that this item had been discussed in Brief at the Board of Directors meeting on 11 January 2018 however it was presented here for the Committee to consider in further detail. The Committee noted that the report covered the Foundation Trust's performance from April to September 2017 and, included performance in relation to other Trusts with regard to the WRES. PC asked the committee to note the following:</p> <ul style="list-style-type: none"> • The positive movements regarding the number of promotions in the lower bandings and, those reflected at bands 6 and 7 where 40% were from Nursing and Midwifery which reflected the informal and formal focus placed on this staff group. 	

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	<ul style="list-style-type: none"> As discussed at the Board on 11 January 2018, the focus now being placed on bands 8A and above. <p>SU shared feedback from the BAME Staff Network and highlighted the concerns expressed regarding the diversity of the recruitment panels. PC confirmed that actions in relation to interview panels for 8A and above were designed to address this and would include either an external panel member or a senior BAME member of staff. PC also advised that the processes applied to 'Acting up' would also be subject to particular rigour to ensure equity of opportunity.</p> <ul style="list-style-type: none"> With regard to the EDS2 self-assessment related to the Equality Objectives 2016-2020 - attention was drawn to the following red rated indicators. <ul style="list-style-type: none"> Gender Pay Gap: The Committee noted that a system change to ERS had been required to enable the production of information. This system change had recently taken place and the Foundation Trust was now awaiting further clarification on guidance. Stonewall: Focus would be placed on the implementation of actions to support improvements in relation to this indicator over the next 12 months. The participation of the Trust in pilot related to the development of the new Workforce Disability Equality Standard which would be mandated from 2019. This was an area of priority for the Trust due to the poor experience recorded in relation to staff with disabilities. PC informed the committee that self-led focus groups, such as those held with BAME staff, would be scheduled as part of the actions to identify the issues. When comparing outcomes from the WRES 2017 data analysis with other acute Trusts and nationally, the foundation trust performs well with regard to the majority of indicators however, we do not do well with regard to 'harassment and bullying' and 'discrimination'. PC advised that 'discrimination' was a difficult one to tackle. Whilst it was reflected in the staff survey few staff chose to raise issues formally. PC assured the committee that focus would be placed on this area. <p>SU thanked PC for the report and extended the committees thanks to Lorraine Cameron, Head of Equality and Diversity for her work in this area and the BAME Staff Network for their continued engagement with the Foundation Trust.</p> <p>The Committee noted the report.</p>	
W.1.18.13	AHPs: The Workforce and the Services they provide	
	<p>SS provided an update on the Allied Health Professionals paper. It was noted that Nicola Sheehan, Head of Therapies (Physiotherapy/ Occupational Therapy) had been appointed as the new lead in the Trust. A number of forums, workshops and bi-monthly meetings have been set up to take forward this work.</p>	
W.1.18.14	Nurse Staffing Data Publication November 2017 and December 2017	
	<p>SS provided an update on the Nurse Staffing Data Publication report. SU expressed concern regarding Ward 22 Cardiology. SS advised that a</p>	

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	Divisional paper has been created on the key issues and a number of these will be put in place via the Grip and Control Committee.	
W.1.18.15	Workforce Report	
	<p>PC provided an overview of the Workforce Report covering the key workforce trends since the last meeting. The Committee discussed and noted the following:</p> <ul style="list-style-type: none"> • Staff in Post. The decrease in staff in post over the last 2 months with an overall increase in agency usage. Allied Health Professionals and Scientists have seen increases in their workforce with a decline in registered nurses and HCAs. • Staff Turnover. Nursing turnover has increased month on month, which has also increased nationally. There was a discussion around the 'Stay Interviews' that were now being conducted rather than 'Exit Interviews' and SS advised that some of the issues were regarding career progression and the education/work life balance. • Nursing Vacancies in Divisions. PC advised that the nursing vacancies are very challenging. Vacancies decreased slightly at Band 5 level in the divisions of Medicine and DADS; but increased in Women's and Children's services. • Allied Health Professionals (AHP) January 2018. The number of vacancies in Allied Health Professions has fallen slightly overall. Despite a challenging picture nationally on recruiting the AHP professions are very proactive in terms of recruitment and are able to attract candidates. • Dermatology. Dermatology remains a service under significant pressure with long-term gaps at consultant level. This is a service under pressure across WYATT. We are reviewing the workforce model and are in discussions with Leeds re-establishing an academic post. 	
W.1.18.16	Update on a review of the National Quality Board (NQB) Safe, Sustainable and Productive Staffing Resource Document	
	<p>The Committee noted the self-assessment undertaken by the Chief Nurse, which highlighted 14 areas which had changed from amber to green, with three areas remaining amber. Plans are in place to achieve a green rating within the remaining three amber areas.</p> <p>The Workforce Committee noted the update.</p>	
W.1.18.17	Education & Workforce sub-committee minutes: 15 December 2017	
	The minutes were noted.	
W.1.18.18	Any Other Business	
	There were no items to be discussed.	
W.1.18.19	Matters to Escalate to the Corporate Risk Register	
	There were no matters to escalate to the Corporate Risk Register.	
W.1.18.20	Matters to Escalate to the Board of Directors	

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	There were no matters to escalate to the Board of Directors.	
W.1.18.21	Items for Corporate Communications	
	The Committee noted to promote the use of ‘stay’ interviews rather than ‘exit’ interviews.	
W.1.18.22	Date and time of next meeting	
	Wednesday 28 th March 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 – 31st January 2018

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
31.01.18	W.1.18.3	Minutes of the meeting held on 29 November 2017: Minutes of the meeting held on 29 November 2017 were accepted as an accurate record following the amendment to item W.11.17.6	Director of HR	Workforce Committee 25 July 2018	PC/BG/KD to produce a paper on future roles to be presented to the Workforce Committee.
31.01.18	W.1.18.5	Workforce Committee Dashboard: PC agreed to investigate the increased sickness rates in HCAs and provide an update at meeting on 28 March 2018.	Director of HR	Workforce Committee March 2018	Included in the Workforce Report. <u>Item concluded</u>
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	Q3 report has been added to the meeting agenda <u>Item concluded</u>