

TRUST BOARD – 26 September 2013

WORKFORCE & OD COMMITTEE – 21 August & 18 September 2013

OVERVIEW REPORT TO BOARD

1	<p><u>Reasons for Board consideration</u></p> <p>For Board scrutiny of the key matters within the remit of the Committee.</p>
2	<p><u>Key headlines/issues</u></p> <p><u>21st August 2013</u></p> <p>IQPR: The focus of the Committee was in relation to 3 areas within the IQPR; appraisal & mandatory training, agency spend and recruitment.</p> <p><u>Appraisal & Mandatory Training</u> It was noted that the overall trust position continued to be strong, with the only divisional exception to this was in relation to hosted services.</p> <p><u>Agency Spend</u> Agency spend remains high and although the spend is within the divisional financial envelope, it is recognised that further effort should be given to reduce the agency spend and noted that this is not just a financial issue as the use of agency staff could have a potential impact on quality.</p> <p><u>Recruitment</u> There was concern with the time taken to recruit staff. It was noted that there was working on going to address this, however this will remain a focus for WOD and a further update has been requested for the September meeting.</p> <p>BAF Risks: The committee reviewed all three of the workforce related BAF risks, and noted that there has been a progress with a number of the mitigating actions. It was also noted that given the continued improvement in the mandatory training position, the level of risk 366 had been reduced, however it had been decided that this should remain a BAF risk until it was clear that progress had been sustained.</p>

Learning Beyond Registration (LBR) Funding:

The LBR funding supports non-medical healthcare professional to access education which will improve the quality of care patients receive but is not mandatory. It is allocated and managed as a central fund by the Health Education East Midlands (HEEM) and Local Education and Training Board (LETB) with some local provision co-ordinated by the Leicestershire arm of the LETB. The committee heard that as a result of a reduction of funding allocated to the East Midlands through the LETB, there has been a significant reduction of 22.5% on the LBR budget allocated to LPT for 2013/14. The funding allocation for LLR is £105,000 and this has been split by headcount between UHL and LPT, with LPT receiving £42,500. As a result, training needs required significant review and prioritisation in order to remain within the allocated budget.

18th September 2013**IQPR:**

The focus of the Committee was in relation to 3 areas within the IQPR; sickness absence, agency and recruitment, with latter two areas being treated as specific agenda items.

Priority Mandatory Training & Revised Training Register:

The committee noted the sustained progress that continues to be made with respect to the overall trust position. The revised delivery options were also supported which will come on line over the next six months. This would be supported by a revised training register and reporting framework to be applied from October. It was also discussed that as the trust starts to report on a wider range of mandatory training requirements, it is likely that it may initially indicate that the trust has an increased number of "red" rated training areas. However, this will be as a result of reporting on more than just the priority training areas, which have received the most focus over the previous 4 months.

Listening into Action (LiA):

The committee reviewed and agreed the metrics to be used to determine success factors for the implementation of the LiA programme.

Staff Survey Update:

The initiatives to support the staff survey actions were reviewed and supported, although concern was raised with respect to the pace of implementation. It was recognised that most of the initiatives required additional funding and this needed to be considered within the context of the wider financial constraints.

Agency Booking:

The committee discussed at length an outline report to use the new version of E-roster to provide a level of centralised booking and reporting for agency across the trust. It was agreed by all members that further discussion and work was required in order to identify the most appropriate

option to address this, however it was clear that there were two distinct elements of work, firstly to centralised reporting on agency use across the trust and the second to reduce the agency spend across the trust. It was agreed that further discussion would be needed at the October WOD before seeing a revised paper in November. It was also discussed that interim measures may also be required before a full electronic system could be established. AMH may be used as a pilot for the use of the E-roster system to book agency staff as e-roster is fully embedded within their inpatient areas.

Recruitment:

Given the current position with regards to the time to recruit, there was significant discussion on this and the impact it had on divisions and other indicators. Given the current IQPR metric is always reviewing the previous 12 weeks plus, it was noted that it will take some significant time before this indicates an improvement. As such additional weekly metrics were being reviewed to provide a more up to date position. The committee requested projections as to when this will be addressed and agreed that this must remain as a WOD standing agenda item until it is fully addressed. It was also recognised that although there were improvements with the HR element of recruitment, it appears that there are increasing delays with regard to the line manger elements. Some of the actions currently in place since the last meeting to address this issue include:

- Named individual responsible for addressing this
- Weekly reports of on the current position
- Additional resources are being put in to address the backlog
- We have put in an additional 2 WTE members of staff on a permanent basis
- We are reviewing/streamlining the processes in order to improve the position and this will also be done as an LiA approach
- Reviewing option of a fast track Disclosure & Barring Scheme (DBS), previously known as CRB
- Monitoring time scales from 3 aspects:
 - HR responsibility
 - Manager responsibility
 - External influences (e.g. references, DBS, etc)

Additional actions such as recruitment fair were also discussed at the meeting and will be considered. It was noted that as a result of the skill mix shift within AMH, there was a large batch of additional unplanned recruitment underway in order meet that demand.

BAF Risks:

The committee reviewed all three of the workforce related BAF risks. It was agreed that following the concerns with recruitment time scales that likelihood of risk 116 should be increased from 3 to 4 and that further actions needed to be incorporated to mitigate this risk.

3	<u>Recommendation</u> The Trust Board is made aware of these elements of discussion and note the issues raised.
4	<u>Author</u> Alan Duffell – Director of HR & OD
5	<u>Presented by (Chair of Committee)</u> Nagesh Bhayani, NED