

## People Committee Meeting

Item 6.1.3.1

minutes

### Minutes of the People Committee Meeting held on 5<sup>th</sup> December, 2017

**Present:**

Mark Jones, Non-Executive Director (Chair)  
David Bricknell, Non-Executive Director

**In Attendance:**

Jo Twist, Director of Workforce Development  
Sue Pemberton, Director of Nursing and Quality  
Tony Wilding, Chief Operating Officer  
Dr Raphael Perry, Medical Director  
Leanne Williams, Head of Resourcing (observing)  
Fiona Altintas, Divisional Head of Nursing and Quality  
– Surgery (item 5.3)  
Neaka Cope, Theatre Business Manager (item 5.3)  
Julie Ryan, Executive Secretary (minutes)

**1. Apologies for Absence**

Darren Sinclair, Non-Executive Director.

Action

The members introduced themselves to new colleagues at the meeting.

**2. Declarations of Interest Relating to Agenda Items**

There were no declarations of interest.

**3. Minutes from previous meeting**

The minutes of the previous meeting were agreed as a true and accurate record.

**4. Action Log**

All outstanding items on the action log were included as items on the Agenda, with the exception of the following due to be considered/being deferred until March 2018:-

- Leadership and Management Development Review (Leadership launch only being held in late November 2017).
- AHP Staffing Strategy (JW on annual leave – deferred to March 2018 in line with annual WFT update).
- Freedom to Speak Up (FTSU) – High level report to be presented in March 2018.

LP

JW/SP

JTw

## **5. Strategy**

### **5.1 National Workforce Update**

The Director of Workforce Development informed the Committee that the Government had confirmed that public sector pay would increase beyond 1% but guidance is awaited as to the percentage involved and budgeting arrangements for this. Dependent on the outcome, it was noted that a pending ballot for strike action proposed by the Royal College of Nurses (RCN) may be called off. It was noted that this increase would affect all staff apart from doctors, who are involved in separate negotiation, and that the Government would also be requesting a review of Agenda for Change conditions of service, including pay banding and increments, in line with this.

The Committee noted the update.

### **5.2 Equality and Inclusion Strategy Plan Update**

The Director of Workforce presented this report, which highlighted the following:-

- Workforce Race Equality Standard (WRES) – This received Board approval on 31<sup>st</sup> October, 2017 and has been submitted to NHS England. Further work is required to help close the gaps and improve experiences of our Black and Ethnic Minorities workforce, with the implementation of the WRES action plan to be focused upon continuous improvement over time.
- Equality Impact Analysis (EQIA) – a new EQIA toolkit has been developed and launched with a dedicated web page providing guidance factsheets on completion. Bespoke training is being offered to managers.
- Cultural Ambassador Programme – the Trust is working with the Walton Centre to launch a 12 month pilot of the RCN Cultural Ambassadors' Programme – RCN to fund training and provide mentorship. The Director of Nursing and Quality noted that the RCN had introduced this Programme and a meeting had been held with a regional RCN representative in regards to the programme.

#### **5.2(a) BAME/Staff Survey/WRES Action Plan**

- BAME Staff Engagement Group meets quarterly – action plan progressing.
- BAME champions have been appointed to communicate their role across the Trust.
- Staff Survey - Action plan to incorporate highlighted areas of Career Progression and Bullying, Harassment and Victimisation (Dignity at Work).

The Committee discussed recruitment issues and the work being undertaken to ensure improvement in this area, with particular regard to networking and support given to international recruits. There were discussions with regard to positive discrimination but the Director of Workforce Development noted that all staff are included in the talent management and succession programmes.

It was agreed that the Committee will continue to seek assurance that all staff have the opportunity to develop with regard to career

progression, with particular emphasis given to BAME staff.

The Committee noted the report and actions being taken to improve the experience of staff with protected characteristics.

### **5.3 Theatres Culture Work – Progress Update**

The Committee received a presentation on Theatres Culture Work from the Divisional Head of Nursing and Quality for Surgery and Theatre Business Manager.

Examples of previous ways of working in theatres were highlighted, including:-

- staff not feeling engaged
- lack of communication
- poor motivation
- no visible management structure
- poor morale due to staffing levels

This was contrasted with positive changes having been made since May 2017, involving:-

- a new management structure with an open door policy
- regular staff group and senior team meetings
- new bi-monthly meeting on Audit day for all theatres staff
- the highest rate of staff survey participation in the Trust
- the implementation of an information wall
- a re-vamped newsletter

#### Where we are now

The current situation in Theatres was cited, including:-

- Active recruitment drive
- Working with Surgical Care Practitioners (SCPs)
- Visible collaborative working
- Theatre Quality Team introduced
- More responsive atmosphere
- Sharing and open culture within theatres
- Get it right first time (GIRFT) work with clinicians
- Regular one to one meetings with all staff groups
- More collective working
- Positive incident reporting – reintroduction of Critical Incident Review Meetings

The Committee expressed congratulations to the Theatre Department, having been awarded gold status due to achieving three consecutive green assessments in their EECs and being above 95% in all elements of the last assessment.

It was also noted that a Theatres staff member had won the Patient Choice Award at the recent LHCH Grand Awards event.

The Director of Nursing and Quality noted the dramatic improvement in the Theatres environment, but reported that

assurance was still not being provided with regard to staff feeling able to speak up safely, and it was agreed that further work needed to be done in this area.

The Director of Strategic Partnerships noted that the coming months would include major developments such as robotic surgery, which would provide an opportunity for Theatres staff to become involved in something new and different.

The Committee recognised the hard work undertaken by Theatres staff, together with the positive changes made, to ensure the benefits of a much improved culture going forward.

## **6. Dashboards**

### **6.1 Team LHCH/Workforce KPIs**

The Committee reviewed the Team LHCH Dashboard and workforce KPIs with reference to Recruitment, Development and Retention, together with Strategic Objective Measures for 2017/18.

The Committee were appraised of the difference between overall turnover and voluntary turnover (which excludes retention and fixed term appointments).

The Director of Nursing and Quality raised the issue of how exit interview information is evaluated as an aid to learning. The Director of Workforce Development advised this is considered at divisional performance meetings. The Committee expressed a requirement to view this information and the Director of Workforce Development agreed to include a six monthly thematic report to the Committee with regard to first impressions, intention to leave and exit interview dates.

JTw

The Committee supported the more concise format of the Dashboard but noted that, at times, extra documents would be required in order to address specific issues, but only for the duration of the issue in question and not beyond.

### **6.2 Organisational Change Update**

The Committee received a report providing an update relating to organisational change programmes which impact on the workforce.

As regards staff reactions to the Specialist Nurse review, the Director of Nursing and Quality reported that the purpose of the review was to bring together community and hospital teams to improve efficiency and provide cross cover. This had met with a mixed but mainly positive reaction, with some community staff not wishing to work in hospitals and vice versa. Also, leadership posts for each service had now been created, including direct line management. The Director of Strategic Partnerships noted that staff rotation between the community and hospitals is a model for the future.

The Committee welcomed the report and were assured that the

leadership needed to support the changes is progressing. The Committee will continue to monitor changes in other areas, e.g. seven day working and staff changes associated with security services.

### **6.3 Bank/Agency Usage**

The Committee received a report providing an update of key workforce information in relation to agency usage.

Over all, it was reported that bank and agency spend remains below target in quarter two, despite an increase in agency use this year compared to last.

Key updates were provided with regard to Finance, Medics, Radiology, Theatres and Surgical Intensive Care Unit (SICU).

The Committee particularly noted that all junior and middle tier doctor posts have been recruited to, agency spend for general radiology has ceased following successful recruitment, and that Theatres vacancies have been filled; however, it was noted that MR and CT specialties are proving difficult to recruit to.

The Committee noted the report and requested that future reports include a table of agency and band usage by key areas, in order to temporally align the data with the narrative.

LW

### **6.4 Learning and Development Action Plan Update**

The Committee received a report with regard to the current status of the Learning and Development Action Plan.

Disappointment was expressed with regard to only 55% of relevant staff having completed their Care Certificate Pathway. The Director of Workforce Development reported that this issue had been escalated to senior nurses but is also a common occurrence elsewhere.

The Medical Director advised that the Deanery visit planned for November 2017 had not taken place, with the next one not due to go ahead until around April 2018, due to restructuring at the Deanery.

With regard to engagement with junior doctors, the Medical Director noted that the next rotation of junior doctors was to commence on the day after this meeting, with a junior doctors' forum to take place on 7<sup>th</sup> December.

The Committee noted the report, together with progress made.

### **6.5 Appraisal Cycle 2017 Report**

The Committee received a report providing an update on the quality of appraisals during the 2017 appraisal window.

The Committee noted the report and that the data was encouraging, despite only 9% of staff having returned evaluation forms.

### **6.6 Key Issues from HR and Education Group**

The Committee received a report summarising key issues from the HR

and Education Group meeting held on 8<sup>th</sup> November, 2017.

The Director of Workforce Development advised that this is a new process to ensure that the three main workforce working groups feed into the People Committee, providing assurance that all workforce risks identified in the delivery of Team LHCH Framework are being identified and mitigation plans put in place. The three working groups are HR and Education Group, Workforce Utilisation Group and Equality and Inclusion Group.

#### HR/Education Group

Concern was expressed that feedback from newly qualified nursing staff had reported them as feeling de-skilled due to undertaking certain activities whilst at university, but being unable to utilise these skills in the Trust as they had not been signed off as competent. The Director of Nursing and Quality and Director of Workforce Development advised that it was planned to discuss this issue in the near future.

JTw/SP

With regard to evidence showing that a high number of nursing staff with less than two years' service are leaving the Trust, the Director of Workforce advised that engagement sessions are to be commenced with staff in post for around 18 months, to explore whether they are considering leaving and, if so, why.

#### **6.7 Key Issues from Equality and Inclusion Steering Group**

The Committee received a report summarising key issues from the Equality and Inclusion Steering Group held on 18<sup>th</sup> September, 2017.

The Committee noted this report.

#### **6.8 Collaboration Update**

The Committee received a report which was welcomed by the Committee.

With regard to apprenticeships, there was discussion with regard to links being made with universities, particularly with reference to hot spot areas such as Radiology. The Director of Workforce Development reported that the Trust has a plan to increase its apprentices and needs to further utilise the "student experience" day placements to actively engage and recruit our future workforce.

#### **6.9 Key Issues from Workforce Utilisation Group**

The Committee received a report summarising key issues from the Workforce Utilisation Group held on 2<sup>nd</sup> October, 2017.

The Committee noted this report.

### **7. Governance**

#### **7.1 Workforce Risks**

The Committee received a report detailing the top scoring (score 10 or above) identified workforce risks as listed on the Board Assurance Framework and the Corporate Risk Register, and to give assurance that these are being identified and escalated and that robust actions are in place to mitigate risks.

The Committee noted the contents of the report.

## **8. Any Other Business**

### **8.1 New Agenda Format**

The Committee discussed the new agenda format and welcomed the more concise, condensed documentation. The Director of Nursing and Quality requested that the Dashboard include more focus on the narrative with regard to actions being undertaken in response to red ratings.

JTw

### **8.2 Issues regarding Viewing of Documents on iPads**

The Committee discussed continuing problems encountered with regard to the ability to view all document content on individual iPads, with a suggestion made to look into a possible trial of the iPad Pro.

JTw/MJ

## **9. Date of Next Meeting**

The next meeting will be held on 19<sup>th</sup> March, 2018, from 11.00 a.m. until 1.00 p.m. in the Boardroom.

All