

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY

REPORT TO THE BOARD OF DIRECTORS

HELD ON 28 APRIL 2020

Subject:	Administrative Profession Programme and World Administrative Day Update
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Status (see footnote):	N

PURPOSE OF THE REPORT:

To provide an update on the progress of the Administrative Profession Programme and share feedback from World Administrative Day (WAD) celebrations at the Trust.

KEY POINTS:

- The Administrative Profession Programme (APP) commenced in 2017.
- A roles framework has been developed for administrative staff.
- Work is underway to develop competencies for staff at all levels to support career progression and learning and development opportunities.
- The WAD working group are developing the implementation plan for the roles framework across the Trust.
- The framework has been shared with Care Groups, Staff Side and the Partnership Forum, with positive feedback from all these groups.
- The Trust celebrated World Administrative Day on the 22nd April 2020, in a toned down manner, noting the current COVID-19 incident.
- Commemorative mugs will be distributed to staff to mark the day.
- A range of further events are planned for later in the year.

IMPLICATIONS:

		TICK AS APPROPRIATE
1	Deliver the best clinical outcomes	✓
2	Provide patient centred services	✓
3	Employ caring and cared for staff	✓
4	Spend public money wisely	✓
5	Deliver excellent research, education & innovation	✓

RECOMMENDATION(S):

The Board of Directors is asked:

- To note progress made by the AP programme
- To recognise the celebrations undertaken for World Administrative Day

Administrative Profession Programme Update

1. Background

The purpose of this paper is to provide an update on the Administrative Profession Programme (APP) and the celebrations undertaken at the Trust for World Administrative Day (WAD).

2. Programme Progress

The APP has been underway since 2017 with the vision to deliver:

- Quality services delivered to patients underpinned by high quality, standardised administrative processes delivered through highly skilled, well trained and professional staff.

The vision is to be achieved through the following objectives:

- To develop and adopt common administrative processes across the organisation.
- To ensure that staff are provided with appropriate support and development to undertake their role and understand how different systems fit with that model.
- Operations Directors are responsible and accountable for the administrative functions within their Care Groups, including ward and clinical service based administrative staff.
- To ensure administrative staff understand their impact on clinical systems and patient care.
- To avoid, wherever possible, the development of bespoke systems and methods.
- In due course, to hold teams to account for the delivery of standard operating processes.

A significant amount of work has been undertaken in identifying the different staff roles and how they can be brought together to develop career structures underpinned by core competencies and training programmes.

3. Roles Framework

One of the key milestones of the programme is the development of a roles framework for administrative staff across the organisation to support the creation of a professional identity (Table 1 – Administrative Roles Framework). The framework has focussed on patient services roles but will expand over time to reflect other disciplines such as Information Technology, Finance and Human Resources. The framework will be used to identify the competencies that need to be demonstrated at each level and provide a clear representation of the diverse opportunities across the administrative profession within STH. It has been designed as a tool that can support a development conversation with members of the administrative profession and also to provide clarity to staff on the expectation of them in their roles.

The roles framework is not designed to prescribe the roles that can exist within STH. The expectation is that roles can be mapped to appropriate levels on the framework. It is also not to be used to downgrade staff groups or staff members.

Table 1 – Administrative Roles Framework

Patient Services Roles Framework				
STH Banding	With Line Management	Without Line Management		
		General	Secretarial	Specialist / Technical
6	Assistant Service Manager (Area)			Business Analyst (Area) Research Assistant (Area) Systems Specialist (Area)
5	Service Coordinator (Area)	Service Administrator(Area) Assistant Project Manager (Area)		Audit Facilitator (Area)
4	Team Leader (Area)	Administration Coordinators (Area) Project Support Officer (Area)	Personal Assistant (Area) Waiting List Coordinator (Area) MDT Coordinator (Area) Medical Secretary (Higher Level – Area) Patient Pathway Coordinator (Area)	Business Coordinator (Area) Information Coordinator (Area) Data Quality and Validation Coordinator (Area) Active Recovery Coordinator (Community)
3	Team Supervisor (Area)	Administration Assistant (Area) Ward Support Facilitator (Area)	Medical Secretary (Area)	Cancer Tracker (Area) Pathway Validator (Area) Active Recovery Planner (Community)
2		Administration Officer (Area)	Audio Typist (Area)	GCP Control Room Handler (Area)

The framework has been shared with Operations Directors, Organisation Development colleagues, Human Resources, Staff Side and the Partnership forum. The feedback has been very positive with staff keen to implement the framework and provide standardised, professional career structures for administrative professionals. The framework was formally approved by the Trust Executive Group in February.

The APP steering group is considering a range of implementation options for the framework, however, the current COVID-19 incident has diverted resource to other activities. The development of the competencies, standardised job descriptions and subsequent implementation of the framework will recommence in the forthcoming months.

4. World Administrative Day (WAD) 22nd April 2020- STH celebrations

The Trust celebrated World Administrative Day on the 22nd April 2020 to recognise the contribution of administrative staff across the organisation. World Administrative Day is an international celebration and it is the first time that the Trust has participated. Original plans were scaled back in light of the current social distancing/home working arrangements and focus on COVID-19 incident. However, a range of communication activities took place to acknowledge the work of this professional group.

A commemorative mug has been designed and will be distributed to our teams. Examples of the communication that went out across the Trust can be found in Appendix 1.



Further activities are planned for later in the year, post-COVID-19, including Board and TEG member visits with administrative teams.

5. Recommendations

The Board of Directors is asked to:

- Note progress made by the AP programme
- Recognise the celebrations undertaken for World Administrative Day

Appendix 1:

Communication Update 17th April – World Administrative Day on Wednesday

On 22nd April, we will be celebrating World Administrative Day to thank our administrative staff for their invaluable contribution to the delivery of patient care. Our administrative staff make up over 20% of our workforce, making them the second largest staff group in the Trust. With the current situation with regards to COVID-19, our celebrations will be slightly different to originally planned. However, the response we have seen from all administrative staff across the organisation over the last few weeks has been phenomenal and underlines the value and impact that this professional group has in supporting our clinical staff.

I feel privileged to be the Executive lead for this crucial group of staff. I myself started at the Trust in 2000, as the then Operational Manager for A&E and Endoscopy. Since then I have worked in a number of different services with many wonderful administrative staff. I genuinely feel very lucky to have had such a variety of challenging roles and to have been able to progress my career to date in a single, successful, organisation. I now really enjoy working across the entire organisation and working with individuals I have worked with throughout my 20 years at the Trust.

This is the first time that we have participated in World Administrative Day celebrations here at STH and we wanted to take the opportunity to reflect on and acknowledge the contribution that this workforce makes. In these unprecedented times it is important to recognise the contribution of all staff in the delivery of the highest quality of care for our patients.

Many thanks

Michael Harper
Chief Operating Officer

Communication (on email/ social media) – 20th April

We will be celebrating World Administrative Professionals Day this Wednesday 22nd

As part of this, we wanted to take the opportunity to thank our administrative staff and share some of the great stories of individuals who have worked, or currently work, in an administrative role within the trust.

Our administrative team amount to over 20% of our workforce, making them the second largest staff group in the Trust. As well as all of our staff, they provide an invaluable contribution to the delivery of patient care.

Today's post is about Lisa Thompson-Fox, who has been working at Sheffield Teaching Hospitals since January 2002. Her current role is Renal Service Manager.

Lisa has held several different roles throughout her time working within the Trust including Medical Secretary and Operational Manager.

We asked her a few questions about her current role and her experience working within the Trust.

What do you enjoy about your current job?

- **Variation** - I like to be busy and I enjoy working in such a diverse department which involves; outpatients, inpatients, surgery, kidney transplants and dialysis. It makes the role interesting and challenging.
- I work for a **great organisation** in the NHS- it's internationally renowned and I am proud to be a part of that.
- **Feeling valued**- Sheffield Teaching Hospitals has a great support network to progress in your career as well as ensuring you feel valued in what you do.

What skills have you developed working at Sheffield Teaching Hospitals?

Too many to mention! Confidence is the biggest thing for me. I never thought I would be a Service Manager when I started and here I am 17 years later!

What is your favourite thing about working at Sheffield Teaching Hospitals?

Being able to make a difference, it's what gives you a great sense of satisfaction.