

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

HR COMMITTEE

MONDAY 23 MAY 2011

Present:

Jane Norbron (Chair)
 Kevin O'Regan
 Kath Richardson
 Debbie Padwick
 Jane Clawson
 Rhian Bishop
 Steve Burgin
 John Brierley (on behalf of Mark Gwilliam)

In Attendance:

Joy Spotswood (minute taker)

ACTION

1. **Apologies**

Apologies were received from Shirley Harrison, Mark Gwilliam, Ian Scott, David Throssell and Mark Cobb.

2. **Minutes of Previous Meeting**

The minutes of the meeting held on 14 March were accepted as a true record.

3. **Matters Arising**

Absence Management

At the last meeting, it was requested that when monthly sickness figures are above the recommended target, that a detailed breakdown is provided to the Committee. Jane Clawson agreed to provide this information for the next meeting.

Sickness figures for February were indicating 3.7% which was below the recommended target of 4%. The year to date figure was slightly above target at 4.1% which was due to the bad weather and flu outbreak in December and January.

Productivity Indicator

Debbie Padwick circulated a copy of the latest draft of the Productivity Indicator for the Committee's comments. Jane Norbron raised concern that the income figures submitted to the Board were different to those detailed on the Productivity Indicator. Debbie confirmed that variances can occur depending on which line of income was used, some income for example relates to education and hadn't been considered relevant to this calculation.

John Brierley was due to meet with Julie Broscomb (Finance) at the weekly workforce meeting, he agreed to raise this issue with Julie on Debbie's behalf in order that she could look into this and ensure that both figures mirrored one another.

JC

JB/DP

Jane Norbron confirmed that the framework itself was an excellent tool, however, there needed to be some consistency in order for the tool to be beneficial.

Debbie also presented a paper developed by Andy Bailey, Service Development which analysed income, activity and cost associated with clinical directorates. This was felt to be interesting and merited further discussion but it was agreed that the group want to look at the Trust level indicator first.

ALL

On Call Review

Jane Clawson confirmed that the on call review was ongoing. The new on call arrangements needed to be flexible to cover all fixed on call and ensure that costs are kept in line with current on call arrangements.

The next stage of the process is to provide a breakdown of the cost of all on call arrangements. The current systems are not consistent and need to be looked into more in depth to see how this is going to affect individuals.

Jane confirmed that as this is a major exercise and it may still take some months to complete which would be followed by consultation with affected staff. .

Jane Norbron asked that this item be brought back to the HR Committee in September for an update.

JC/JS

In the short term, it was agreed that further clarification regarding the guidelines for Compensatory Rest needed to be addressed as there were conflicting interpretations with regard to what staff were entitled to.

JC

4. **Staff Engagement**

Staff Survey Results

Rhian Bishop confirmed that the Trust had received a 49% response rate from this year's Staff Survey.

The results from the survey indicated that:-

STH were above average in the following areas:-

- Fewer staff work extra unpaid hours 57 % (66%)
- Less staff want to leave 2.38 (2.53)
- Less work pressure 3.06 (3.11)
- Commitment to work/life balance 3.44 (3.38)
- Report harmful incidents/errors 97% (95%)
- Less bullying from other staff 14% (15%)
- Feel pressure to work when unwell 24% (26%)
- Recommend trust for care 3.60 (3.52)
- Equal Opportunity for career progression 92% (90%)

STH were amongst the Worst 20% Acute Trusts in the following areas:-

- Feeling valued by colleagues 70% (76%)
- Quality of job design 3.32 (3.41)
- Effective team working 3.48 (3.69)
- Appraisal in last 12 months 51% (78%)
- Well structured appraisal 22% (33%)
- Appraisal with a personal devt plan 41% (66%)
- Suffering stress 33% (28%)
- Experience physical violence from patients/public 12% (8%)
- Harassment/abuse from patients/public 19% (15%)
- Impact of health& well being on life tasks

- Able to contribute to improvements at work 50% (62%)
- Job satisfaction 3.42 (3.48)
- Motivation 3.67 (3.83)
- Equality/diversity training in last year 25% (41)%

The Staff Engagement score was made up of 3 keys findings, 1) Able to contribute to improvements at work, 2) Recommending the Trust for care/to work and 3) Motivation.

The Staff Engagement score for the Trust was 3.55 which indicated that it was in the bottom 20%.

Let's Talk Findings

Rhian confirmed that 10 Let's Talk events had taken place between September 2010 – end of March 2011. The most common findings coming out of these sessions were as follows:-

Positives

- Good things about STH – colleagues.
- Terms & Conditions – good holiday/sick pay/pension.
- Worthwhile Job.

Negatives

- Staff don't feel valued by senior staff (not visible)
- Staff don't feel supported by managers especially re sickness absence 'not your fault but your problem'/Bradford index
- Vacancy freeze/workload changes, staff just expected to do more -managers don't listen /act -increased stress.
- Staff not involved in decisions which affect them
- Managers don't tackle problems especially problem people
- Staff want more face to face communication rather than emails
- Inconsistencies re. carers/special leave
- Radios/carparking/atm at RHH.

The findings arising out the Staff Survey and Let's Talk sessions would be reviewed and actioned by the Staff Engagement Steering Group.

Staff Engagement Steering Group

The first Staff Engagement Steering Group had recently taken place. The group was chaired by Andrew Cash and included nominated Staff Engagement representatives from the directorates.

The group will be supported by 3 workstreams:-

- Health & Wellbeing (Led by Steve Burgin)
- Staff Journey (Led by Rhian Bishop)
- Staff Involvement (Led by Julie Phelan)

5. Workforce Profiling Programme Update

The workforce programme for this year had produced savings of £4.3 m, which was a £2.2 m shortfall against target (£6.5 m).

Plans in Surgical Services, Head & Neck and Diagnostic and Therapeutic were not achieved within the year but the original plans were further developed and the associated work and savings have been transferred into the next financial year. The accumulative cost of these plans is approx £561k FYE which has been adjusted in the above table. There were some plans initially recorded as reductions which needed to be amended in year, to internal transfers linked to reconfiguration. The PYE Planned is higher than FYE Planned. This is

due to some plans having no official start date therefore PYE figure could not be calculated. These plans have been carried over to the next financial year 2011/12. WTD directive has not yet been fully calculated, analysis is ongoing. Sickness savings not yet completed awaiting year end figures.

Workforce Plans

Care Group plans achieved £1.5m savings in 2010/11 against a planned saving £1.8m PYE. This shortfall is made up of approx £317k in unachieved plans, £275k of which has been confirmed as being carried over to the next financial year. There has also been an overall reduction in planned savings due to changes to initial plans as some WTE reductions were amended to internal transfers following reconfiguration which accounted for approx £550k.

Cross Trust

The Workforce Team have dedicated project management support to progress development of business case production for each of the cross cutting schemes, work is underway with relevant stakeholders within the Trust to determine initial project requirements to support full business case production for the projects listed below:

Savings Potential		
Case Notes Tracking	£60-125k PYE	£240-490k FYE
Contact Centre	£100k PYE	£3.5m FYE
E-Discharge	£50k PYE	£200k FYE
Outpatients flow (check-in kiosks) – piloted in Rheumatology by Service Improvement		

– NOTE No savings projected for financial year 2010/11 projects will deliver savings in 2011/12 2012/13

E-Rostering

A business case has been approved to role out the programme and review savings against expected / projected savings with a view to implementation in other areas within the Trust. The process is also underway to recruit a suitable internal candidate to project manage this particular project. Estimated savings of approx £1.2 -£2.6m (FYE) can be achieved through implementation.

Workforce Controls

In the final quarter of 2010/11, TEG carried out a review of the mechanisms set up to monitor and control head count in-take across the Trust in 2010/11. It had been necessary to implement controls based on increase in head count noted from previous years. There has been an increase in WTE within the financial year, seeing an increase of 50.49 wte, however when externally funded posts are removed from the figures it shows a 98.73 wte reduction when compared to the beginning of the financial year in April 2010

Terms and Conditions

T&C savings for 2010/11 are detailed as follows:

- Reduction of payment in lieu of annual leave for leavers: Planned £50k PYE Actual £49,037.
- Reduction of expenditure on WTD payments: Planned £118k PYE - Initial figures show that in the first 10 months of the year the Trust spent an average of £228k per month. Following the amendment to the WTD payments in the remaining 2 months of the financial year the Trust spent an average of £38k. Further analysis is currently ongoing.
- Non-payment of professional registration fees: Planned £158k FYE Actual £158k

Policies

The Workforce Deployment and Special Leave policies have been issued and the HR Department has run awareness sessions for managers on both these policies. The Sickness Absence Policy requires further review in light of TCS transfer prior to sign off. Directorate targets for sickness absence reduction agreed to support achievement of a Trust target set at 3.5% for financial year 2011/12.

6. **Defining the Affordable Workforce**

Jane Norbron confirmed that this document had been well received by the Board. Debbie Padwick confirmed that a Recruitment leads meeting was due to take place later in the week, and they would be discussing what framework is to be put in place.

Jane Norbron asked Debbie to provide an update for the next HR Committee meeting in July.

DP/JS

7. **Appraisals**

Whilst it is recognised that there is good appraisal practice in many departments in the Trust, the 2010 NHS staff survey results indicated that only half the staff in the Trust received an appraisal annually.

Clearly there is an urgent need to take action to address the poor appraisal practice at STHFT. Therefore, as an interim measure, the appraisal process and paperwork has been simplified in line with the new national guidance to make it easier to use in departments where appraisals are not currently being undertaken.

It is **not** intended to replace established existing appraisal documentation ie. Performance Development Review/KSF systems which are being used and working well in departments.

Managers are requested to ensure that **all** staff receive an appraisal during this financial year and that this is documented and recorded appropriately.

The Trust's Staff Engagement Steering Group will be responsible for evaluating the effectiveness of the appraisal systems and reporting its findings to the Trust Executive Group. A system to monitor appraisal practice across the Trust will be introduced shortly, although further consideration needs to be given to this with a view to a Key Performance Indicator being developed which will be reported regularly to the board.

The simplified appraisal system will be launched at Operational Board in June.

8. **KPI Summary Report**

Debbie Padwick circulated a copy of the March KPI Summary report (see attached).

9. **Transforming Community Services**

Mark Gwilliam was due to give an update on Transforming Community Services, however, as he was unable to attend the meeting, it was agreed to defer this item to the next HR Committee.

10. **Schedule of Work**

A draft Schedule of Work detailing agenda items for future HR Committee meetings was circulated to the group for comments. Jane Norbron asked Committee members to contact Joy Spotswood if they have any amendments, additions to add to the draft.

ALL

11. Any Other Business

Steve Burgin reported that a Health & Wellbeing initiative was due to be launched on the 21 June (for 4 weeks). The initiative would give members of staff the opportunity to attend various events across the Trust, eg. Smoking cessation, Weight Watchers, personal safety, sustainable travel etc. Further details will be circulated to staff shortly.

Steve also confirmed that a new external website is shortly due to be launched.

12. Items to be Highlighted to the Board of Directors

- Staff Survey
- Appraisals
- Schedule of Work

13. Date and Time of Next Meeting

The next meeting will be held on **Monday 18 July at 9.30 am in the TEG Meeting Room, 11 Broomfield Road.**