Agenda Item 19e

The Queen Elizabeth Hospital King's Lynn
NHS Foundation Trust

ANNUAL REPORT

COMMITTEE / SUB-COMMITTEE
Workforce Committee
ANNUAL REPORT PERIOD
April 2017-March 2018
CHAIR
M Carson (April-December 2017) M Ashton (December 2017 onwards)
REPORTED TO
Trust Board
REPORTED ON
April 2018

THE ANNUAL REPORT OF THE WORKFORCE COMMITTEE 2017 - 2018

1 CHAIR'S INTRODUCTION

During the period covered by this report, the governance arrangements supporting and monitoring the Trust's workforce-related activity has been developed and aligned.

The committee structure has been revisited and latterly there are 3 key sub-committees reporting to the Workforce Committee:

- Recruitment and Retention Committee
- Leadership and Organisational Development Committee
- Multi Professional Education Forum

The Workforce Committee's agenda has been aligned with the Board Assurance Framework to ensure that the committee, as a committee of the Board of Directors, deals with matters appropriately at a strategic / tactical level.

The committee continues to meet every other month.

The Trust has benefited from support from NHSi for workforce development during the period under review.

2 MEMBERSHIP ATTENDANCE

MEMBER'S NAME	ATTENDANCE ?/?	SUBSTITUTE ATTENDED ?/?
M Carson, NED, (Chair April-December)	4/5	**1/5**
M Ashton, NED, (Chair from December)	2/2	
I Pinches, NED	6/6	
I Harvey, NED	5/6	
K Charman, Dir. HR	4/4	
N Lyons, MD	4/6	
E Hardwick, CN	3/6	3/6
J Green, CEO	3/5	2/5
R Jackson, Dir. Resources	1/5	

3 POLICIES / PROCEDURES RATIFIED IN THE PERIOD

POLICY	DATE RATIFIED
Education & Training Strategy	April 2017
Managing Conflicts of Interest Policy incorporating Gifts, Hospitality & Sponsorship Policy	June 2017
Medical Appraisal and Revalidation Policy	August 2017
Remediation Policy	August 2017
Policy for Maintaining High Professional Standards	October 2017
Raising & Responding to Concerns About Medical Staff	October 2017

Working in Excess of Contracted Hours	October 2017
Medical Staff Secondary Employment Policy	October 2017
Practice Learning Environment Policy	October 2017
Leaving Employment Policy	October 2017
Travel & Subsistence Policy	October 2017
Managing Junior Doctor Changeover	December 2017
Sabbatical Policy	December 2017
Stress Management in the Workplace	December 2017

4 KEY ACHIEVEMENTS

The Committee has overseen some significant workforce initiatives and developments in the period under review, including:

- Staff survey oversight – staff feedback and action planning (to departmental level)
- Workforce Race Equality action plan approval and delivery oversight
- Workforce Strategy approval / implementation oversight
- Successful introduction of TRAC and subsequent improvement in the recruitment pipeline timeframe
- Embedding of Exit Interview methodology
- Introduction and optimisation of opportunities provided by the Apprenticeship Levy
- A successful Flu Vaccination Campaign for winter 2017/18
- Successful nurse recruitment events and international recruitment initiatives
- The launch of staff involvement in the development of revised values and behaviours for the Trust, to inform the development of the organisational principles and the Leadership and Organisational Development Strategy
- Refreshed appraisal process
- Stat/Man Training review and development of accessible training offerings e.g. e-learning
- The introduction of the Trust's first Freedom to Speak-Up Guardian

5 CHALLENGES IN THE PERIOD

The Committee's agenda has facilitated oversight of some key workforce-related challenges in the period under review. These have included:

- HEE/Deanery feedback – O&G
- Staff Feedback – bullying survey
- High levels of sickness and sickness absence management
- Completion and quality of appraisals
- Mandatory training compliance
- Nurse and Medical staffing issues and risks
- Agency usage
- Vacancy rates – though latterly improved to 'under target'
- High turnover – being managed through Workforce Strategy

6 NEW LEGISLATION, GUIDANCE & STANDARDS IN THE PERIOD

- National Workforce Strategy Consultation – Facing the Facts, Shaping the Future / HEE National Workforce Strategy
- NICE QS147 – March 2017 – Healthy workplaces: improving employee mental and physical health and wellbeing
- Gender Pay Report – government requirement (submitted ahead of deadline)

7 OUTSTANDING ISSUES / RISKS AT THE END OF THE PERIOD

Challenges remaining and being addressed through the suite of workforce strategies referred to elsewhere in this report include:

- Significant medical and nurse staffing 'gaps'
- Turnover
- Sickness absence
- Agency caps
- Appraisal rate and quality
- Mandatory Training compliance in some areas
- Response to staff survey

8 SELF-ASSESSMENT AGAINST TERMS OF REFERENCE

The Committee undertook a self-assessment against its terms of reference October 2017

	COMPLIANT YES/NO/ PARTIAL	COMMENTARY AND ACTION PLAN WHERE NON-COMPLAINT
DUTIES & RESPONSIBILITIES	**Y**	
MEMBERSHIP AND ATTENDEES	**P**	See section 2
ATTENDANCE	**P**	See section 2
QUORUM	**Y**	
MEETINGS FREQUENCY	**Y**	
REPORTING ARRANGEMENTS	**Y**	CKIs provided to Board of Directors

9 CONCLUSION

As has been the case for much of the NHS, 2017/18 has been a period of significant workforce challenge for the Trust. The committee has worked to oversee, monitor, challenge and support the Trust's significant work to address these challenges.

The Committee looks forward to working with the Trust to develop and implement the following key strategies in 2018/19:

- The Leadership and Organisational Development Strategy
- The Reward and Recognition Strategy
- The Recruitment and Retention Workforce Strategy