

ITEM: 08/185

DOC: 6

**Meeting:** Trust Board  
**Date:** 17 December 2008

**Title:** HR Strategy Review of Progress

**Executive Summary:**

The Whittington's human resources strategy was ratified last year by the Trust Board as part of the Trust's Integrated Business Plan 2007/08 – 2012/13. It has six objectives which are summarised as:

- Ensuring the Trust has a workforce of the right numbers and skills to deliver quality services to patients
- Greater involvement of employees in partnership working to develop & modernise services
- Being the "Employer of Choice" by improving the quality of employees' working lives as well as their work and life balance

The HR strategy was developed in conjunction with staff, to address the national and local environment within which the Trust operates. The action plan agreed as part of the HR strategy is attached to update the Board on progress.

In summary, 5 of the 6 objectives have been met during the last year. For example:

- 96% of staff have had appraisal
- 99% of staff have had infection control training
- Additional £250k CPD funding obtained
- The *Staff Employment Promise* was developed
- Delivery of imaging services is more customer focussed through staff involvement
- New and more responsive occupational health service provider in place

Performance indicators as part of the 6<sup>th</sup> objective are to be developed. These will aim to measure the effectiveness of managers' human resource management performance. This will be a natural progression from the Trust Board's dashboard and pilot work will be completed by the end of March 2009.

The Board is asked to note the overall progress to date. The strategy will be updated in the latest version of the IBP.

<b>Action:</b> To note
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<b>Report from:</b> Margaret Boltwood, Director of Human Resources
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<b>Sponsor:</b>	
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<b>Financial Validation</b> Lead: Director of Finance	Name of finance officer
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<b>Compliance with statute, directions, policy, guidance</b> Lead: All directors	<b>Reference:</b>
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<b>Compliance with Healthcare Commission Core/Developmental Standards</b> Lead: Director of Nursing & Clinical Development	<b>Reference:</b>  C7, 8, 13, 14,15,16,17,18, 20, 22, 23
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<b>Compliance with Auditors' Local Evaluation standards (ALE)</b> Lead: Director of Finance	<b>Reference:</b>
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<b>Evidence for self-certification under the Monitor compliance regime</b> Lead: All directors	<b>Compliance framework reference:</b>
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## Human Resources Strategy 2007/8 – 2112/13 – Annual Review of Progress

Objective	Identified activity in IBP	Progress
<p><b>1. Ensure the Trust has a workforce of the right numbers and skills to deliver quality services to patients by:</b></p>	<ul style="list-style-type: none"> <li>• Education and training of staff to attract and retain staff as well as ensuring they have the right skills. Particular issues of high priority to the Trust relating to education and training are:               <ul style="list-style-type: none"> <li>- Minimising hospital acquired infections;</li> <li>- Delivering the 'Whittington Promise' to patients through more customer focussed services;</li> <li>- Health and safety in the work environment;</li> </ul> </li>   <li>• Enhancing leadership skills as a priority through an externally delivered leadership development programme for eighty clinicians and service leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce numbers are monitored on a weekly basis by the Executive Committee to ensure that services are being delivered and in a cost effective way</li>   <li>• Workforce requirements and cost efficiencies for all services have been identified for 2009/10 – 2013/14 for the revised IBP</li>   <li>• Education and training priority areas as specified:               <ul style="list-style-type: none"> <li>- 99% of staff have annual infection control training is monitored by the Infection Control Committee</li> <li>- customer care skills enhanced through delivery of series of tailored programmes. Continuing Trust priority</li> <li>- health &amp; safety training is included in mandatory and induction training for staff and is monitored by the Clinical Governance Committee</li> </ul> <p style="margin-left: 20px;">In addition the Trust successfully bid for an additional c£250k CPD funding from NHS London. This funding is to support the following education and development projects: delivering normal births, infection control, developing stroke services, customer focussed ED services, and leadership development.</p> </li>   <li>• Leadership programme for clinicians and service leaders has been locally commissioned from the Kings Fund. 2 cohorts of 70 places of the "Leading to success" programme have been delivered and a third cohort of 30 will commence in March 2009. Teams from these cohorts have presented their project outcomes to the Executive Committee and directors are acting as "sponsors" for each of the projects, linked to organisation development.</li> </ul>

## Human Resources Strategy 2007/8 – 2112/13 – Annual Review of Progress

Objective	Identified activity in IBP	Progress
<p><b>2. Greater involvement of employees in partnership working to develop services by:</b></p>	<ul style="list-style-type: none"> <li>• Greater staff involvement through the Council of Governors;</li> <li>• Encouraging all staff to contribute their views and comments on the Trust's foundation trust application and future development of services;</li> <li>• Development of an Employment Promise. The aim is to strengthen staffs' commitment to the Trust and clarify their performance responsibilities to the Trust as well as the Trust's responsibilities to them as a good employer;</li> <li>• Modernise the staff consultation and negotiating machinery through developing a Partnership Agreement to continue a constructive employee relations climate</li> </ul>	<ul style="list-style-type: none"> <li>• 4 staff governors have been elected and participated in development for membership of the Board of Governors</li> <li>• Programme of open meetings, CEO and FT project Board briefings were delivered prior to the Trust's initial FT application. Briefings and discussions will take place from January to April 2009 in support of the Trust's renewed application.</li> <li>• Staff Employment Promise was developed interactively through open sessions with staff, focus groups, graffiti board, all staff emails, staff representatives,. It has been publicised to all staff and prospective employees.</li> <li>• When the NHS Constitution is finalised, the opportunity will be taken to engage staff in reviewing the Trust's Employment Promise to ensure it is fit for purpose.</li> <li>• 3 partnership workshops have been held to date to jointly review and modernise the machinery. Proposals in partnership with staff representatives will be considered by the Executive Committee in early 2009.</li> </ul>

## Human Resources Strategy 2007/8 – 2112/13 – Annual Review of Progress

Objective	Activity	Progress
<p><b>3. Modernise services by:</b></p>	<ul style="list-style-type: none"> <li>• Actively involving staff in the development of service changes, for example the Day Treatment Centre, thereby helping to develop and embed new improved working practices;</li> <li>• Promotion of flexibility and team working to enhance efficiency, productivity and the quality of patient care;</li> <li>• Review of human resource implications of any service changes together with the financial and quality aspects.</li> </ul>	<ul style="list-style-type: none"> <li>• Imaging process mapping workshop held to help change the booking systems November 2007. It was attended by the majority of the Department</li> <li>• Westminster Kingsway College delivered NVQ in 'Lean' business redesign for 30 staff at band 4 level. These staff will be involved in the development of revised systems and processes for the new Access centre</li> <li>• Funding has been secured from Skills for Health to deliver 2 programmes developing coaching skills for first level managers in order to motivate staff and improve performance - 2 courses to be run and evaluated for 8 participants: November 2008 and May 2009</li> <li>• 18 week waits: A series of workshops to map and improve pathways in order to achieve 18-week wait timescales have been delivered             <ul style="list-style-type: none"> <li>- Urology event April 2008 with Trust, PCT and GP staff</li> <li>- Chest medicine June 2008 event with Trust, PCT and GP staff</li> <li>- Falls event May 2008 with cross section of staff from wards, Imaging, ED and OPD. Earlier interventions recommended to meet both national audit and 18 week wait targets</li> <li>- Endoscopy process mapping event is scheduled for February 2009 to deliver changes and improvements to scheduling processes. A cross section of staff will be involved in this event</li> </ul> </li> <li>• Staff have been extensively involved in a pilot project to extend access to patients and joint working across physiotherapy and occupational therapy within Therapies directorate. Two consultation events each attended by 60 – 80 staff held in May and October 2008. Attended by external organisations. Planning underway for end of project consultation event Feb/March 2009</li> </ul>

## Human Resources Strategy 2007/8 – 2112/13 – Annual Review of Progress

Objective	Identified activity in IBP	Progress
<p><b>4. Be “Employer of Choice” by improving the quality of employees’ working lives as well as their work and life balance</b></p>	<ul style="list-style-type: none"> <li>• Ensuring that staff are paid based on principles of equity and fairness;</li> <li>• Continuing to recruit locally when possible, for example by using the Camden Local Job shop and building on our “Ambassadors” scheme with Islington Local Authority linking with local schools and colleges to encourage careers in the NHS;</li> <li>• Actively facilitate flexible working arrangements for staff to help balance home and work lives;</li> <li>• Provide occupational health services and counselling services for all staff when needed;</li> <li>• Providing a safe and healthy working environment for staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff are paid on nationally agreed terms and conditions, based upon job evaluation</li> <li>• We continue to recruit locally where practical, using the Camden Local Job Shop and Jobcentre Plus. Visits are also made to local schools and colleges to encourage links, as well as providing work experience for local children.</li> <li>• All jobs are advertised as suitable for part time, or flexible working and information is regularly circulated to staff explaining how to access flexible working arrangements</li> <li>• Following tendering of our occupational health services service level agreement, the Trust has a new provider: The Health &amp; Work Centre from the Royal Free but still based upon this site. The new pro-active approach to provision has been well received by managers</li> <li>• The Trust has a vibrant and active health and safety committee with active participation from staff side representatives. To further promote a safe and healthy working environment, for subcommittees carry out detailed work on behalf of the main H&amp;S committee; The Fire Safety Committee, The Security and Personal Safety Committee, The Environmental and Food Safety Committee, And the Laboratory Safety Committee. In addition the Trust has continued to invest in the environment setting aside regular capital sums to address identified health and safety risks including those under That Is the Disability Discrimination Act.</li> </ul>

## Human Resources Strategy 2007/8 – 2112/13 – Annual Review of Progress

Objective	Activity	Progress
<p><b>5. Increase workforce productivity by:</b></p>	<ul style="list-style-type: none"> <li>• Effective management of the Trust's utilisation of temporary staff;</li>   <li>• Reduction in sickness absence to maximum of 4.2% by 2009 (Trust target) by proactive management of absence by managers, supported by HR proactive policies;</li>   <li>• Dedicated HR project management of individual high absences;</li>   <li>• Including productivity indicators and benchmarking of the performance of managers;</li>   <li>• Providing proactive support to return staff to work or alternatively to leave the Trust;</li>   <li>• Improved rostering of staff to ensure cost effectiveness as well as meeting patients' aspirations to be their hospital of choice;</li>   <li>• Review staffing levels to ensure value for money.</li> </ul>	<ul style="list-style-type: none"> <li>• The Executive Committee monitors for action, on a weekly basis, the effective management of temporary staff, in particular the split between substantive, bank and agency staff, across directorates and pinch points such as theatres, ITU and the emergency department</li>   <li>• Detailed action plan is in place which aims to reduce sickness absence. Sickness rate October 2008 is 5% - a steady reduction over the past months.</li>   <li>• Employees with excessively high sickness absences have all been allocated an HR case worker to work closely with them and their manager to proactively reduce their sickness absence</li>   <li>• Development of the Trust's dashboard will be explored as a way of measuring managers' people management performance</li>   <li>• Services provided by the Health &amp; Work Centre and Oasis, counselling services assist managers and HR caseworkers with this work</li>   <li style="padding-left: 20px;">The feasibility of introducing an e-rostering system is currently taking place</li>   <li>• Initial data collection for staffing compared to patient activity completed July 2008. To be repeated January and June 2009. Establishments will then be reviewed to ensure they support patient activity and needs</li> </ul>

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Objective	Identified activity in IBP	Progress
<p><b>6. Equality and Diversity</b></p>	<ul style="list-style-type: none"> <li>• Implementing fair employment practices;</li>   <li>• Active steps to encourage those who may otherwise be disadvantaged to fulfil their potential in line with other staff;</li>   <li>• Continuing to deliver a leadership development programme for black and ethnic staff.</li> </ul>	<ul style="list-style-type: none"> <li>• The Trust's monitors and publishes data on its employment of staff, which links with its Single Equality Scheme employment section. Equality impact assessments are undertaken on new employment policies.</li>   <li>• 96% of staff have had an appraisal review over the past twelve months. This includes a personal development plan to identify training and/or development needs to encourage staff fulfilment of potential</li>   <li>• The Trust's local Black &amp; Ethnic Minority leadership programme is currently being repeated</li>   <li>• BME staff have also been encouraged to access the NHS national Breaking through programmes.</li> </ul>