Kingston Hospital **NHS**
NHS Foundation Trust

Workforce Committee Board Update

Trust Board	**Item: 23**
25th November 2015	**Enclosure: Q**
Purpose of the Report: To report on the main areas of discussion at the Workforce Committee meeting held on 14 October 2015	
FOR: Information ⊠ **Assurance** ⊠ **Discussion and input** ☐ **Decision/approval** ☐	
Sponsor (Executive Lead):	Martin Grazier, NED Chair of the Workforce Committee
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	Staff satisfaction is linked to improved organisational performance and patient outcomes
Link to Relevant Corporate Objective:	Strategic Objective 2 - To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
Link to Relevant CQC Domain: Safe ⊠ Effective ⊠ Caring ⊠ Responsive ⊠ Well Led ⊠	
Document Previously Considered By:	
Recommendation& Action required by the Trust Board : The Trust Board is asked to note the main areas of discussion at the October 2015 Workforce Committee	

Issues Discussed	Actions/Update/Comments
Operational KPI's	The A&E Service Line Trio were in attendance to discuss their workforce KPI's. They informed the committee about significant improvements that they had made and the additional funding they had received in relation to their nursing workforce. They informed the committee about the key leadership roles that they have filled at CD and service manager level and their innovative plans to recruit to that would reduced their vacancy rate from 20.09% to 11.31%. The committee approved their requested to enhance consultant roles via the offer of sabbaticals
Retention and exit interview feedback	**Admin & Estates Staff** It was reported that the Top 3 areas that staff enjoyed were, relationship with team colleagues, working as a team and responsibility. When looking at what leavers found frustrating and did not enjoy, the top three reasons were: Focus on finance rather than patient care; Lack of development opportunities; and lack of structure in department. In all questions relating to training and development, this staff group scores consistently below the average. Only 35% indicated that they have a PDP. 73% of Admin & Estates staff indicated they feel valued by Trust – this is 8% lower than Trust average. New starters were asked to say whether they felt there was anything the Trust could do the help with retention. Top responses include: training and development, Support and Value each other; and Management. **Actions to address retention of staff** Development, structure and feeling valued are the key areas that should be focused on in terms of retaining Admin & Estates staff. Managers must ensure they have meaningful 1-1s and agreed PDPs with their staff. It is important that Managers of Admin & Estates staff are equipped with the skills to manage and develop their staff to make them feel valued. **Qualified Nursing Staff** Respondents were asked what they enjoyed the most about working at the Trust and what they found frustrating and didn't enjoy. The top three areas that staff enjoyed were: Relationship with team colleagues; Working as a team; and developing in their new role. When looking at what leavers found frustrating and didn't enjoy the top three reasons were: Focus on finance rather than patient care; Lack of development opportunities; lack of structure in department and too much responsibility. Overall the staff group record more positive score than the Trust overall for feeling valued; particularly for feeling valued by their Manager. Leavers were asked to cite three things that the Trust could do to make

Issues Discussed	Actions/Update/Comments
	working here a more enjoyable experience. Top reasons were staffing levels, and support and value.
	When asked about meetings only 36% of respondents said they received regular 1:1 meetings with their Line Manager. Only 41% of nursing staff indicated that they actually have a PDP.
	New starters were asked to say whether they felt there was anything the Trust could do the help with retention. Top responses include: Staffing levels, 'nothing'; and training and development.
	Leavers were then asked to prioritise the top three reasons for leaving the Trust. Responses were: Staffing Levels, Career development, and moving home. The majority of leavers moved to another NHS Trust.
	Actions to address retention of staff
	Any retention plans around qualified nursing staff need to consider the impact of staffing levels. Clear recruitment plans should be progressed and these should be communicated to staff so they are aware that it is a priority.
	Managers must ensure they have protected time for 1-1s with all of their direct reports. All new starters should have agreed objectives and agreed a Personal Development Plan within their first 3 months of service to address their individual training and development needs. Managers should also ensure they have attended the Coaching approach workshops and use the skills outlined in this course in their 1-1s.
Positivity Programme	TR informed the committee that only 51 out of 600 leaders had attended the positivity sessions. It was agreed that there would be a further push on attended by the CEO and COO.
Equality and Diversity – Results	Feedback from the 2014 staff survey advised that our BAME staff were more likely to experience harassment, bullying or abuse from patients, relatives, the public and even their colleagues. In addition, data reported in our 2015 WRES report also highlighted that BAME staff were less likely to have equal access to promotion or career opportunities.
	In line with the Trust action plan for Equality & Diversity it was agreed by the Equality & Diversity committee establish a BAME staff network which would enable BAME staff to have an active voice within the Trust to address.
	The First BAME focus group was held on the 18th August 2015 and a total of 33 members of staff attended the event. Further focus groups were run during September 2015.
	Where necessary, the BAME group should also have access to the Board and be able to bring up issues which the group believe need to be addressed.

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