

**PEOPLE & ORGANISATIONAL DEVELOPMENT COMMITTEE**  
**Minutes of the meeting held on Wednesday 23<sup>rd</sup> May at 2.30pm**  
**in the Executive Office meeting room**

**PRESENT:**

Ms Diane Leacock, Non-Executive Director (*Committee Chair*)  
Mrs Susan Aylen-Peacock Non-Executive Director  
Mr Tim Fenton Non-Executive Director  
Mrs Catherine Morgan, Director of Nursing  
Dr Angela Tillett, Medical Director  
Mrs Dawn Scrafield, Director of Finance  
Mrs Clare Edmondson, Director of HR

**IN ATTENDANCE:**

Mrs Nada Rogers, Assistant Director of HR  
Mrs Leigh Howlett, Programme Advisor  
Dr Sean MacDonnell, Guardian of Safe Working  
Mrs Sharon Wyatt, Assistant Director for Education  
Mrs Lisa Dower, Executive Assistant (Scribe)

*Items were not necessarily discussed in order of the agenda, but have been recorded here to reflect the agenda.*

**17/176 WELCOME & APOLOGIES**

Apologies were received from Mrs Dawn Scrafield, Director of Finance.

**17/177 DECLARATIONS OF INTEREST**

None to report.

**17/178 MINUTES OF THE LAST MEETING HELD ON 21<sup>st</sup> March 2018**

The minutes were approved for signature subject the below amendments:

17/180 Patient Safety Issues – The minutes to be changed to “Pertemps had flagged to us but not at the correct level”.

Para 17/181 – Patient Safety Issues. Last sentence ‘was’ to be inserted.

17/181 Job planning – team to be congratulated to be added.

17/181 Employee Relation Cases - Penultimate paragraph to be changed to ‘we noted that Surgery division had closed off their job plans’.

17/181 Mandatory Training – second sentence to be changed to Child Protection training is mandatory at Ipswich.

Subject to the above changes the minutes were accepted as an accurate recording of the meeting.

**17/179 ACTION CHECKLIST**

The action checklist was examined, updated and agreed to be accurate.

**18/45 GUARDIAN OF SAFE WORKING**

Dr Sean MacDonnell, Guardian of Safe Working, assured the Committee that there had been no trainee breaches or fines but stated that there was no mechanism to monitor additional hours worked voluntarily.

Susan Ayles-Peacock, Non-Executive Director, questioned whether this was a risk that we were unaware of. Sean MacDonnell, Guardian of Safe Working, advised that there is no mechanism to find out.

Mrs Leigh Howlett, Programme Advisor advised that the extended contract for ESNEFT will introduce rostering for doctors which will show shift deficiencies which will address this. It was confirmed that all doctors can submit exception reports. Mr Sean MacDonnell, Guardian of Safe Working, will be meeting with registrars to encourage them to make reports. It was felt that non reporting was a cultural issue which will take time to phase in. It was confirmed that there is no official clock in/clock out procedure.

Ms Diane Leacock, Non-Executive Director commented on the gap in the reporting of extra hours. Mr Sean MacDonnell, Guardian of Safe Working, commented that the change of culture takes time. There was concern around Langham ward as it was short staffed. It was noted that there was now support available for paperwork in neurology.

Mrs Susan Ayles-Peacock Non-Executive Director felt that the situation was not improving and asked what could be done to ensure that junior doctors work a safe number of hours. Mr Sean MacDonnell, Guardian of Safe Working, advised that the contract addresses hours but his concern was the number of gaps on rotas, in particular, for the medical team overnight raising concern for co-ordination and safety issues. Dr Angela Tillett, Medical Director agreed with this and commented that Junior Doctors speaking up is good and was to be encouraged but we need to act on their reports and continued focus needed to be given to sorting anticipated gaps. It was advised that Junior Doctors have offered support and have suggested solutions. Mr Sean MacDonnell, Guardian of Safe Working, advised that the Co-ordinator was now back from maternity leave which should assist matters.

It was advised that there was a wider piece of work underway on culture/OD going forward.

Dr Angela Tillett, Medical Director agreed that Langham and the Gastro team were very challenged and that gaps were difficult to fill within acute medicine. There was no quick answer but positive steps were being made. It was reported that IHT had similar issues and both Trusts were having difficulties in finding long and short term locums. This was also being looked at across the Deanery. It was felt that the formation of ESNEFT may appeal to a wider field.

It was reported that supportive roles for out of hours had been considered but we need to commit to having a rota and put funding in place and to be clear around roles. Mrs Sharon Wyatt, Assistant Director for Education confirmed that 3 Physician associates were in employment at CHUFT and meetings were in hand for more placements for 18/19.

Ms Diane Leacock, Non-Executive Director suggested that concerns around cultural issues and rota gaps should be escalated to the Board as we do not want staff to become stressed or ill.  
**Action: Ms Diane Leacock, Non-Executive Director to escalate to Board**

## **17/180 PATIENT SAFETY ISSUES**

There were no other issues to discuss.

## **17/181 WORKFORCE DASHBOARD & ASSURANCE COMMENTARY**

Mrs Leigh Howlett, Programme Advisor presented the update. She started by highlighting a positive note on page 4 in that more nurses were now in post and we had recruited more staff than had left. The reasons for leaving had been monitored and they did not relate to the merger. It was advised that a few nurses from here had relocated to Ipswich to take on different roles due to merger and vice versa and it was reported that they were enjoying having different experiences and were enjoying their new roles. The fact that we can now offer two working sites was seen as a positive alternative to staff leaving.

### **Mandatory Training**

It was reported that agreement had been reached regarding statutory mandatory training for the joint trust and a paper would be presented at the next POD meeting. **Action: Mrs Sharon Wyatt, Assistant Director for Education to present a paper at the June POD meeting.**

Mrs Susan Ayles-Peacock Non-Executive Director noted that the figures for long term sickness levels were higher. The Committee was assured that cases were being actively managed. Mrs Clare Edmondson, Director of HR added that IHT had the same issue and she suggested looking back over the past year for similar trends in long term sickness.

Mr Tim Fenton Non-Executive Director commented that the vacancy rate had increased. Mrs Leigh Howlett, Programme Advisor replied that some posts had been taken out so the baseline was different, which in turn had caused the percentage to be different. Mrs Clare Edmondson, Director of HR advised that this was expected. It was requested that an explanation be given in future years. The same rationale as before also applied to the end of fixed term contracts.

Ms Diane Leacock, Non-Executive Director noted that mandatory training was 94% compliant and asked how confident were we in getting to 95%? Mrs Sharon Wyatt, Assistant Director for Education advised that data was available and it was being tightly managed and divisions were being encouraged to focus on what was achievable. Mrs Sharon Wyatt, Assistant Director for Education was holding regular divisional meetings and sending out updated reports.

It was reported that variances in compliance are expected from 1<sup>st</sup> July which will be addressed at that time. A settling in time will be needed to get used to the new way of reporting.

Mrs Clare Edmondson, Director of HR suggested working with business information colleagues to try to predict percentages and forecast what improvement would we expect each month ie to set a trajectory? This would give assurance that we were meeting the incremental steps.

Mrs Sharon Wyatt, Assistant Director for Education reported that she had met with life support officers at IHT and they would align with CHUFT to identify needs going forward.

It was noted that the Health and Safety update will increase from 2 years to 3 years which will help with future figures.

## **Job Planning**

Dr Angela Tillett, Medical Director advised that we had gone through the discussion phase and we were awaiting sign off with all but one being logged in which was a good improvement. A quarter should be able to be signed off with many more in discussion. Dr Angela Tillett, Medical Director advised that Surgery was doing very well and there had also been a good improvement in medicine.

Dr Angela Tillett, Medical Director raised a potential concern regarding the added complexity of the transition to new divisions and divisional directors having leads in place but work was in hand.

It was reported that good candidates for Ops and Gynae had been interviewed and ED was recruiting well. A meeting would take place shortly with Health Education England to discuss how things will look in the new organisation. It was confirmed that training posts would be allocated more equitably.

Mrs Clare Edmondson, Director of HR asked whether Health Education England viewed the merger as being positive. Dr Angela Tillett, Medical Director replied that they seemed pleased that we have good teams in place. Their main focus is educational experience for juniors and patient safety. They are supportive of the merger and recognise our wealth of experience, but we do need to deliver in terms of educational experience.

Ms Diane Leacock, Non-Executive Director asked when enhanced monitoring might cease. Dr Angela Tillett, Medical Director advised there would be a discussion at the end of June but no concerns had been fed back to us lately.

### **Consultant recruitment**

Dr Angela Tillett, Medical Director advised that we had no worries about the merger at a medical level. But Anaesthetics, critical care and gastro were facing problems nationally.

### **OD update**

Mrs Sharon Wyatt, Assistant Director for Education advised the Committee that the joint programmes would be commencing next month. The 2<sup>nd</sup> cohort of Mary Seacole is underway and there will be another cohort in the autumn. Funding had been secured for 3 nominated places for the integrated leadership partnership. These would be aimed at those staff moving into senior positions.

A senior leadership conference for IHT staff had been planned for July.

Schwartz rounds took place in February, March and April and good feedback had been received. The May round had been cancelled here due to panellist non availability but will instead be moved to June. It was advised that the July topic would be 'what does it mean to be me'. Work will be undertaken to determine how to best work across the 2 sites in future. Mrs Sharon Wyatt, Assistant Director for Education agreed to send the schedule of dates to Ms Diane Leacock, Non-Executive Director. **Action: Mrs Sharon Wyatt, Assistant Director to send Schwartz round dates to Ms Diane Leacock, Non-Executive Director.**

Mrs Clare Edmondson, Director of HR advised that the summer/autumn staff engagement would be on Values. This will be discussed as the first part of the OD journey on an executive away day to set out what we want to achieve. Engagement around values would come later.

Mrs Clare Edmondson, Director of HR advised that a proposition is being worked up to determine how to best engage with staff regarding our first priority being patient care. This will be brought back to POD.

Ms Diane Leacock, Non-Executive Director asked whether a timeline was discussed. Mrs Clare Edmondson, Director of HR replied no but it was recognised that this needed to be agreed. It was confirmed that there would be one joint staff survey next year.

## **18/46 Merger Transaction**

Mrs Clare Edmondson, Director of HR presented a report and advised that senior roles had been selected and we were now down to band 8s and medical leads were being restructured. There had been very few displacements.

Mrs Clare Edmondson, Director of HR advised that LNC and the Joint Mobilisation group had been consulted with over the past 7 months. Good relationships had been formed and the team have worked well with the Trade Unions. This had been a very good example of joint partnership working which should be recognised. The aim was to arrive at a set of common policies which were listed in the report. It was advised that one or two pay policies were being worked on and there may be a new policy for new members of staff.

Mrs Susan Aylen-Peacock Non-Executive Director commented that this was a very helpful report and acknowledged the team's hard work. She was particularly impressed with the policies. Mrs Clare Edmondson, Director of HR will pass on the thanks and recognition to the teams.

Mrs Catherine Morgan, Director of Nursing stated that overall the process was going very well, considering the scale. It had been seen as a positive process and she had been pleasantly surprised by the new roles in the new structure.

Mrs Susan Aylen-Peacock Non-Executive Director asked whether a diagram might be available. It was confirmed that this could be shared shortly. Mrs Clare Edmondson, Director of HR asked if

it was possible to populate the organisation chart as this would be helpful, especially for leadership roles. **Action: Angela Tillett/Catherine Morgan to share shortly.**

Mrs Clare Edmondson, Director of HR advised that there were a few senior operations roles to go out to recruitment. There needs to be a clear message that staff continue what they are doing until the baton is handed over. It was recognised that we need to fill substantive posts.

### **Retention plan**

Mrs Catherine Morgan, Director of Nursing summarised Mrs Dawn Scrafield's report. The report contained generic information and good plans were emerging. The report advised on the potential impact of the merger. National research had been undertaken and we continued to look for sharing what worked well across the joint trusts.

Mrs Clare Edmondson, Director of HR commented that it is good that NHSi have recognised that process ambition is a good thing and added that we have not yet seen major changes in turnover and we need to recognise the differences and retention initiatives.

It was confirmed that there was no listed end date and support was ongoing. Mrs Clare Edmondson, Director of HR advised that some targets were set until 2019.

Mrs Clare Edmondson, Director of HR asked the Committee whether they felt the programme should continue in ESNEFT. The Committee agreed that this was useful and agreed that it should be continued.

### **POD RISKS**

There were no BAF updates to consider. The Risk Committee had met and the BAF remained currently unchanged. The only recognised risk was to capacity and flow.

Ms Diane Leacock, Non-Executive Director asked whether there was any benefit in looking at the July combined risks in advance. It was confirmed that this work is already in hand.

It was agreed that the proposed deep dive exercise on risk of AHPs would be carried over until after the merger.

To give assurance on the transition of the BAF, it was advised that there would be a seminar and early review by Grant Thornton on the BAF.

Ms Diane Leacock, Non-Executive Director questioned whether we had addressed all risks at this meeting. It was reflected that we had gone through most risks where possible. The committee had touched on staff engagements and medical and nursing recruitment through the dashboard and had looked at 4 risks.

It was agreed that talent mapping could be completed when all leadership posts were in place.

## **18/47 AOB**

### **Consideration of the new Committee and its remit.**

Mrs Clare Edmondson, Director of HR advised that a new set of Terms of Reference had been developed by Mrs Ann Alderton, Company Secretary. Mrs Clare Edmondson, Director of HR agreed to take the paper to a meeting with Ms Diane Leacock, Non-Executive Director and Mr Lawrence Collins, Non-Executive Director at IHT and Mrs Clare Edmondson, Director of HR will circulate the revised paper or will bring the paper to the next meeting. **Action: Mrs Clare Edmondson, Director of HR to work on paper with the two Non-Executive Directors and circulate to the Committee or bring to the June POD meeting.**

### **AF review impact on assurance committees paper**

Mrs Catherine Morgan, Director of Nursing felt that the paper summarised the process and gave good visibility. The executives were comfortable with the reported core metrics and will still have

access to local data sets. It was advised that executives were confident that the key things were visible and it was clear where work was needed.

Mrs Clare Edmondson, Director of HR commented that the new AF has a real drive on visibility. At a recent Finance and Performance meeting the author of the paper (Jason Kirk) spoke about the expectations from that Committee. It was agreed that Jason Kirk would be invited to POD to talk through the paper. **Action: Jason Kirk to be invited to the next POD meeting.**

The Committee would consider the metrics in the meantime. **Action: Committee members to consider metrics before next meeting.**

Mrs Clare Edmondson, Director of HR suggested a joint meeting with the IHT Workforce Education Development Committee meeting next month. It was agreed that there would be joint meeting on 20<sup>th</sup> June. **Action – Ruth Cullingford to work on.** Following a later conversation it has now been agreed that two separate meetings will be held.

#### **DATE OF NEXT MEETING**

**Wednesday 20<sup>th</sup> June, DSR, Trust Offices, Ipswich Hospital**