

**NHS 24  
BOARD**

**27 AUGUST 2020  
ITEM NO: 12.2**

**KEY POINTS OF THE STAFF GOVERNANCE COMMITTEE HELD ON  
25 AUGUST 2020**

<b>Executive Sponsor:</b>	Chair Staff Governance Committee
<b>Lead Officer/Author:</b>	Director of Workforce
<b>Action Required</b>	The Staff Governance Committee is asked to note what was presented to the Board at their 25 August 2020 Board Meeting.

**1. Purpose of the report**

This report provides the NHS 24 Board with an update on key issues arising from the Staff Governance Committee held on 25 August 2020.

**2. Recommendation**

The NHS 24 Board is asked to receive and note the key points outlined.

**1. Appraisal, Objective Setting and Personal Development Planning**

The Committee endorsed NHS 24's renewed commitment to embedding an effective appraisal process within the organisation.

- Objective Setting - it was agreed that there is value in communicating the agreed Directorate objectives to colleagues within the Directorate, and that these should inform the objectives which are agreed for Senior Managers.
- There are several benefits in having an effective appraisal process in place, summarised as follows:
  - Effective appraisal is key for staff development
  - Links to talent management and succession planning
  - Provides opportunity to build on and improve relationships between staff members and managers
  - Experience of an effective appraisal process is motivational for staff
  - Value of participating in a coherent organisational endeavour. The value of the inclusion of a mid-year review was discussed, and it was noted that this approach is already in place for some staff, but is not formalised nor reported on. It should be acknowledged that whilst appraisals provide the opportunity for formal review and planning on an annual basis, regular one-to-ones and other individual and team meetings are used for year-round information sharing and feedback.

## 2. Attendance Management Update

Having endorsed the decision of the Executive Management Team to implement an Attendance Management Steering Group, the Group has met three times with structured agendas, minutes, actions logs and papers. The membership is being kept under review and attendees are invited as required.

One of the first tasks was to agree a terms of reference for the Group (attached for information). One of the other key tasks was to agree an overall aim which is now presented to the Staff Governance Committee as follows

*‘ to facilitate the delivery of a continued and sustained improvement in the next 12 months in the management of attendance, enabled through a values based approach, benchmarking our improvement in sickness absence rates with other healthcare settings. Our aim is to deliver a 2 percentage reduction in our sickness absence rate over this twelve month period’*

The Steering Group has considered a range of papers as follows:-

- Terms of reference (Appendix I), which included a wide range discussion on the importance of a values based approach, need to engage staff and to reflect on and consider the cultural implications of our current performance In developing the updated Plan; our aim is to take a change management approach
- Training and Development Plan developed in partnership and agreed; Plan includes learning outcomes; training is mandatory for all people managers - both an interactive eLearning module and facilitated online training sessions are available, and managers may opt to complete either option
- All manager communication issued (see Appendix II)
- Weekly reporting to track attendance/ completion of the training package and this data will be shared with the Executive Team and key Committees as well as with the Attendance Management Steering Group.
- Ongoing communication and engagement with managers, and feedback from delegates will help inform any refinements or the development of further supportive resources.
- Proposal for a Discovery exercise to capture insights- currently being further developed with a view to imminent implementation
- Evaluation of the East of Scotland pilot on Sickness Absence reporting approach

### Attendance Management- Discovery Phase

The purpose of the Discovery work is to seek to understand current manager and staff experience of attendance management in NHS24. Our aim is to identify gaps and barriers in the prevention and support of sickness absence across all staff groups and locations. This will enable the Steering Group to make recommendations for change, inform organisational development plans

to enable changes in culture and practice required to deliver sustainable, values based approaches.

### **3. Unscheduled Care**

The Committee noted that in early August, NHS 24 received confirmation of the commitment to redesign urgent care across Scotland. In advance of winter this year, the focus of this redesign will be in respect of the c850k people who self-present at ED given the need to ensure patient and staff safety in light of Covid-19. This cohort will be encouraged to contact 111 for initial triage and, where further assessment is required, transferred to a network of Board flow management 'hubs' where attendance at ED, or a more appropriate service, can be scheduled and directed.

Whilst there is a significant amount of work ongoing to finalise plans to deliver this work nationally, and recognising it forms a component of a wider 2-3 year programme of redesign, the expectation is that NHS 24 will be in a position to deliver a single national access route 24/7 by the end of October 2020. At this stage we are assuming the higher level of demand will result and therefore, our initial workforce modelling to meet this requires an additional 270FTE call handlers and 54FTE nurse practitioners to meet the demand, a significant proportion of which would be in hours. Whilst funding has yet to be confirmed, costs have been submitted to Scottish Government on this basis and are now being further refined to recognise the wider organisational pressures this places on NHS 24 to deliver within this extremely challenging timescale, recruitment has now been initiated. The Committee will also be aware of the additional pressure this places on our current estate and work is also ongoing to secure additional accommodation in line with our approved estates business case.