



Scottish Ambulance Service

**TREATING PEOPLE WELL
(Staff Governance)
ANNUAL REPORT 2008/09**

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1. Introduction

The Scottish Ambulance Service Includes in its Corporate Objectives the following:

With Our People

- To empower the workforce through recognition, reward , promotion and opportunity for career and job development in line with the needs of the patient and the organisation
- To develop a flexible workforce capable of responding swiftly to changes in economic and technical healthcare environments.
- To develop the human resources competencies and employment policy to encourage multi-professional team working, evidence based and user focused training and practice and reduce costs by maximising application of employee skills
- To achieve through the competencies of our staff, a lead role throughout the UK and Europe in the provision of pre-hospital and ambulance care.

The Scottish Ambulance Service aims to be an exemplar employer, by following best employment practice, investing in staff training and development, undertaking integrated workforce planning and embedding partnership working.

We have as our underlying principle 'Treating People Well' and fully believe that this covers our staff as well as our patients and clients.

Staff Governance is defined as '**a system of corporate accountability for the fair and effective management of staff**'. The Staff Governance Standard now enshrined in Legislation, states that *investment in staff is a direct investment in patient care*. Importantly therefore, Staff Governance must not be seen as an end in itself, but as an integral part of the Clinical Governance agenda, the achievement of Corporate Objectives and as a means to improving health and health care services.

Workforce Planning and Pay Modernisation are also key components of Staff Governance.

This Staff Governance Annual Report provides an overview of the work of the Service and the National Partnership Forum. It outlines the progress that has been made in the Service in relation to working towards improving compliance with the standards as part of a process of continual improvement.

2. The Role and Remit of the Staff Governance Committee

The Staff Governance Committee, is a Governance Committee of the NHS Board. Its role is to make sure that the Scottish Ambulance Service has systems in place to ensure the fair and effective management and development of all staff, and that performance is monitored and evaluated. The Committee is supported in its work by the National Partnership Forum and the Agenda for Change Project Board.

The Staff Governance Standard sets out what each NHS Scotland Board must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met and that all policies and agreements are implemented.

The Committee aims to ensure continuous improvement by supporting the creation of a culture, where the delivery of the highest possible standard of staff management and development is understood to be the responsibility of everyone working in the Scottish Ambulance Service.

Staff Governance is built on the principles of partnership working between Managers, Human Resources Services, Trade Union Representatives and Staff themselves.

3. Staff Governance Legislation – The NHS Reform (Scotland Bill)

In September 2004 it became a legal requirement for Health Boards to have arrangements in place for the effective governance of staff. Sections 12H and 85A of the NHS (Scotland) Act 1978 were amended to underpin staff governance with a similar legislative duty to that of financial and clinical governance, thus ensuring equal prominence with the other governance pillars.

'It shall be the duty in relation to the governance of staff for each Health Board and Special Health Board and of the Agency to put and keep in place arrangements for the purposes of –
(a) improving the management of the officers employed by it; and
(b) monitoring such arrangements
(c) workforce planning'

Failure to comply with the duty will attract the powers of intervention contained in the National Health Service (Scotland) Act 1978. These include the general direction making powers under section 2 of the Act and the intervention power in section 77.

4. Assessment Process

Evidence to measure success in achieving the five Staff Governance Standards is provided in a number of ways; a Staff Survey, (recently undertaken), a review of the existing Staff Governance Action Plan, completion of the Staff Governance Self Assessment Audit the collection of Mandatory Statistical information along with any issues identified at our annual accountability review. The process for this was reviewed during the reporting year, with templates amended and the timing reviewed to allow external audit to complete their review of self assessments and action plans to allow the final documents to be submitted to the Scottish Government by the end of April 2009.

4.1 Self Assessment of 2008/09 Action Plan and Action Planning for 2009/10

The Self –Assessment was carried out by the National Partnership Forum in December 2008, Chaired by the Director of Human Resources and Clinical Development. The Director of Human Resources and Clinical Development and our 2 staff side Convenors conducted self assessment exercises with each of the 6 Divisional Partnership Forums and this also fed into the national self assessment process.

4.2 Mandatory Statistical Information

The collection of the Mandatory Statistical Information (MSI) was produced from the National Workforce System.

These statistics identified that sickness absence was reducing, and continuing to do so 5.2% at the end of March 2009. Actions to continue to reduce absence have been included in the 2009/10 action plan.

In regard to staff turnover this was unusually high at the senior manager level however this was due to prevailing circumstances which have since been resolved.

4.3 Staff Survey

The staff survey was conducted in November 2008 with results published in February 2009.

There was a 37% response rate within NHSS and 39% response within the Scottish Ambulance Service.

The survey consisted of 40 questions based around Staff Governance Standards, perceptions of the job and the employer and some SAS specific questions around communications and absence.

The results provided comparative information between NHSS and also 250 organisations covering 1.5 million people.

The survey used an Employee Engagement Index to categorise and analyse responses i.e.
SAY – Speaking positively about their Board
STAY – Commitment to their Board
STRIVE – Extra Effort

The key drivers for Employee engagement being the following

- I am comfortable with the level of pressure placed on me in my job
- Health and safety taken seriously by the organisation
- My board manages change effectively
- My job makes good use of my skills and abilities
- I am satisfied with the support I get from my work colleagues
- I am treated with dignity and respect in this organisation

The employee engagement score for SAS compared with the rest of NHSS, 2006 score and the external bench mark was as follows:

	SAS % positive	NHSS % positive	2006 % positive	Benchmark % positive
SAY	38	55	28	62
STAY	76	77	69	69
STRIVE	76	85	-	89
Employee Engagement Score	63	73		

Highlights for SAS were as follows:

- ❖ 76% Happy to go the extra mile
- ❖ 76% expect to still be working with the service in 12 months time
- ❖ 74% clear about what expected to do in my job

Lowlights

- ❖ 11% felt that communication between management and staff was effective
- ❖ 12% felt that SAS manage change effectively
- ❖ 16% felt that they had the opportunity to contribute their views before changes were made.

The National Partnership Forum meet in February to discuss the outcomes of the staff survey and have agreed a whole range of actions which will hopefully work towards improvements, these are included in the 2009/10 action plan.

Divisional Partnership Forums and Departmental Heads have been tasked with carrying out more detailed analysis of their results and producing Divisional Action plans.

5 Summary of Progress and Outcomes

The Staff Governance Standard sets out what each NHS Scotland employer must achieve in order to improve continuously in relation to the fair and effective management of staff. Implicit in the Standard is that all legal obligations are met and that all policies and agreements are implemented. In addition the Standard specifies that staff are entitled to be:

- Well informed
- Appropriately trained
- Involved in decisions that effect them
- Treated fairly and consistently
- Provided with an improved and safe working environment

The Scottish Ambulance Service can demonstrate improvements made in order to achieve the Staff Governance Standard, which include:

5.1 Well informed

- A Communications Manager was appointed in April 2008
- A Communications strategy was developed in consultation with staff side, managers and staff and its principles agreed by the Board
- Acting Chief Executive introduced a weekly Bulletin to update staff on issues
- Introduction of 2 new roles to support the Communications Manager with the development of our Website – internal and external and communications in general.

5.2 Appropriately Trained

- Head of Leadership and Development appointed
- KSF being implemented via e-KSF. At the end of March 2009 70% of staff had a PDP in place.
- Staff side discussions and presentation to local Partnership forums and Divisional Management Teams
- 22 staff have completed a Front Line Leadership course
- HRMT piloted a Leadership course in March 2009 with a view to cascading this to senior managers within the service.
- A draft Leadership strategy has been developed which is currently under discussion.
- Establishing leadership and development library
- Supporting coaching and mentoring, conflict resolution training
- New Ways of Clinical Working Board set up with road shows underway for all staff
- New Induction programme drafted and currently under discussion

5.3 Involved in decisions

- EMDC move to Cardonald carried out very successfully in partnership.
- Board acknowledged the high level of partnership working which without this being in place the difficult issues this year would not have been addressed so effectively
- 6 Divisional Partnership Forums which are continuing to develop well.
- Workforce plan being developed on a divisional basis and with increased staff side involvement

5.4 Treated Fairly and Consistently

- The innovative policy on the management staff with Diabetes was implemented this year and whilst we are coming across a range of issues these are being addressed proactively and effectively.
- Divisional Personnel Managers delivered management training on absence management, investigations, disciplinary procedures and conducting appraisals
- Due to range of issues our Bullying and Harassment campaign was delayed however this has now taken place supported by posters, cards, training for managers as well as Confidential Advisers.
- The implementation of AfC pay and conditions is being monitored and procedures being developed as required to ensure consistency of application.
- A conflict resolution model is being developed and 3 senior Personnel staff are now accredited mediators.
- Personnel Team restructured to ensure that there is more proactive support to operational objectives along with supporting these to be delivered using a high level of HR good practice.

5.5 Provided with an Improved and Safe Working Environment

- Additional cohort of Cleanliness Champions graduated this year
- Hand Hygiene scores moved from 30% to 89%
- Absence levels reducing – currently 5.2%
- National focus groups re occupational stress identifying causes and remedial actions
- Absence project underway funded by Scottish Government
- Fast Track Physio producing significant return on investment.

6 Workforce Planning

The 2008/9 Scottish Ambulance Service Workforce plan was produced in July 2008. This was the third workforce plan covering services provided by the Scottish Ambulance Service and partners. The plan seeks to set out an overall workforce plan within the wider context of the NHS Scotland reflecting the key messages of 'Better health, Better Care: Action Plan' Work continues to develop further the workforce planning process to ensure divisional workforce plans are more focussed and are reflected in the Local Delivery Plan.

We continue to work in partnership with Health Boards and Regional Planners to identify areas where joint working can improve patient care and clinical outcomes. A number of initiatives are being progressed with partners.

Working with NHS Highland a clinical / demographic mapping exercise has been undertaken to help determine future training needs both for the ambulance service and wider NHS.

High level discussions and in some cases formal discussions are underway in a number of joint areas. Some of these include community first responders and the development of a retained ambulance service who would potentially have specific skills for working in remote and rural locations. We also work closely with and are involved in every work stream with the Remote and Rural Implementation Group particularly in areas of skills development and service redesign.

The Local Delivery Plan provides details of the areas of focus for the Service. The Service's goals with respect to the delivery plan can be summarised:

- Save more lives
- Improve health outcomes for patients
- Treat people more locally /reduce hospital admissions

In the Accident and Emergency Service, there is a requirement to deliver enhanced skills for key staff so that they can play a key role in multidisciplinary healthcare provision within the community. This is designed to assist NHS Scotland and patients in managing long-term conditions out of hospital, whilst ensuring that A & E staff continue to be at the cutting-edge of life saving and trauma management skills.

Funding has been released to address rostered single crewing of accident and emergency services in the North West and South West divisions.

In the non emergency Patient Transport Service the Service continues to develop enhanced skills in areas such as palliative care as part of our key role in community healthcare provision.

7. Pay Modernisation - Progress

As reported previously the Scottish Ambulance Service completed assimilation onto AfC terms and conditions and the payment of back pay on target. All reviews under the evaluations scheme have been completed.

The implementation of KSF is the key strand of AfC now being progressed. Due to the focus on delivering job evaluation, assimilation and back pay we commenced KSF implementation later than expected. However this gave us the opportunity to take advantage of the progress which has been made nationally in relation to the e-KSF system. Therefore rather than implement a paper KSF system and move to the electronic system we moved straight to using the electronic system.

Whilst this approach will save us time in total, due to the need to train staff and managers on the use of the system and provide them with initial support it has necessarily taken us longer to implement KSF than if we were doing so by paper initially.

However progress has been good and as at the end of March 2009 we had 70% of staff with a PDP. We expect to reach the projected target of 80% of staff with a PDP by May 2009.

8. Information Systems

Accurate and relevant information needs to be collected to support Workforce Planning, Pay Modernisation and the Staff Governance agenda. HR Information Management and Technology systems are being enhanced at a Scottish level, in line with the eHealth Strategy, through the plans for an NHS Scotland Human Resources system. Implementation of this is estimated at April 2010 onwards.

However the Service continue to use our own Personnel system (CHRIS) in the interim and the current roll out of the Crown Workforce Planning System will support more dynamic information in relation to absence and hours lost throughout the service as well as better use of resources.

The NHS e-recruitment tool will not be in use from 1st April 2009 and we are reverting to using the Recruitment module of the CHRIS system which should further enhance our ability to provide workforce and equality information.

9. In Summary

Scottish Ambulance Service has made considerable progress in working towards implementing National strategy, achieving the Staff Governance Standards.

Priorities for next year include the following:

- Action planning from Staff Survey and monitoring progress
- Implementing Leadership training for senior and middle managers
- Implementing Communications Strategy to further support staff engagement
- Strategies to further reduce sickness absence
- Complete Implementation of the Knowledge and Skills Framework through e-KSF
- Implementing new management structures and procedures for recruitment
- Introducing New ways of Clinical Working
- Review relief and on-call working arrangements to identify ways of increasing staff satisfaction with these working arrangements.
- Supporting change management
- Developing the workforce plan further and linking this to a recruitment plan
- Implementing the bullying and harassment strategy