



Birmingham East and North

REPORT TO NHS BIRMINGHAM EAST AND NORTH BOARD

TO BE HELD ON: 25 November 2009

SUBJECT: Quarterly Report
Directorate of Performance and Organisational
Development

REPORT BY: Louise Pritchard, Director of Performance and Organisational
Development

TO BE PRESENTED BY: Louise Pritchard

REQUIRED FOR: Information

PURPOSE OF REPORT:

The quarterly report is intended to bring Board members up to date with the main areas of work and progress within the Directorate. Sections are as follows:

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Organisational Development	Page 4
Process Improvement	Page 4
Performance and Information	Page 5
Equality and Diversity	Page 6
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Communications and Involvement	Page 10
Human Resources, Learning and Workforce Development	Page 22

RECOMMENDATIONS:

Board members are asked to note the report for information.

REPORT HAS BEEN DISCUSSED AT:

NAME OF SUB-GROUP:

CONTRIBUTION TO PCT GOALS (BHAGS):

FINANCIAL IMPLICATIONS:

Have the finances been approved

COMMENTS:

WORKFORCE/TRAINING IMPLICATIONS:

EQUALITY AND DIVERSITY IMPLICATIONS:

[impact assessment guidance form.doc](#)

Has an initial impact assessment been undertaken?

COMMENTS:

PATIENT AND PUBLIC INVOLVEMENT:

Does the report relate directly/indirectly to service provision?

Have patients and/or public been involved in discussion of the proposals?

COMMENTS:

What future plans for discussion have been made?

PARTNER IMPLICATIONS:

IT/INFORMATION IMPLICATIONS:

IMPLICATIONS FOR SUSTAINABILITY:

QUARTERLY PCT BOARD REPORT DIRECTORATE OF PERFORMANCE AND ORGANISATIONAL DEVELOPMENT

November 2009

INTRODUCTION

This report will update the PCT Board on a range of activities undertaken across the Directorate during the last quarter July - October 2009. The Directorate continues to be challenged in balancing developmental, planned activities with reactive events.

The following Directorate wide activities have been undertaken:

- **Feedback session from CQC inspection visit held in October-** positive feedback received on all 4 standards inspected against commissioned services.
- **Swine Flu-** the Directorate continues to support a broad range of activities through emergency planning, communications, information services and Human Resources. Staff across the Directorate have continued to work at the Richmond Primary Care Centre which is open as an anti viral distribution centre. The emergency planning team and information services have also supported the development of the city wide vaccination plan and local deployment. Principle actions include organising the distribution and redistribution of the vaccine and consumables across General Practice, secondary care providers, BADGER and Birmingham Solihull Mental Health Foundation Trust and ensuring robust communications to encourage the uptake of both seasonal and H1N1 vaccines by staff. Human Resources have also been monitoring the overall sickness and absence rates across the Trust and have organised the booking systems for vaccination sessions. Additional Flu reporting mechanisms have also been required. There are now data returns for vaccination uptake, daily FLUCON, HR returns, weekly escalation and stock management.
- **Annual Health Check Rating**
October saw the publication of our annual health rating - papers were presented to the IG&P and to the PCT Board. Two lunchtime sessions were held for staff to explain the outcome of this year's assessment.
- **International Health Learning Event**
The Directorate actively participated in this event held at the end of October including learning journeys on Organisational Development, LEAN and demonstrations of the performance accelerator system.

- **PRIME**

All teams in the Directorate have been engaged in the different work streams including the further development of GP My Practice through to the delivery of health typology workshops for staff. A learning review event for the first year of PRIME was held in September to inform future activities.

- **Use of Resources**

The Director of Performance & OD has met with the auditors to discuss area for early development for next years Use of Resources, this will include Workforce, Natural Assets and Performance.

ORGANISATIONAL DEVELOPMENT

The Organisational Development action plan is being progressed and monitored through the WCC Programme Board. The plan has focused on the following key programmes of activity which are all underway:-

- PRIME Programme
- Workforce Development & Organisational Design
- Community Health Services Development
- Planning, Innovation, Process Excellence (PIPE)
- Knowledge Management & IT Infrastructure

The OD network contract continues to be monitored on a monthly basis with August evidencing less activity but this being compensated for in September and October.

During October planning has taken place to review the current OD Plan against the WCC revised 'How To' Guide in preparation for the revised OD Plan to be completed in January. A plan for the revision is in place and an OD Plan Learning Event has been organised for the 4th December. At this event, members of the OD network, stakeholders and staff from the Trust will take a look back and look forward to inform the next OD Plan.

Following the Board observation session in July a follow up session was held in October. Further Board development sessions are being planned in relation to WCC and board governance.

PROCESS IMPROVEMENT

The LEAN awareness training sessions are continuing to be rolled out across the PCT. The Director of Process Improvement has continued to support implementation of LEAN processes across the Directorates e.g. interface of the PALs and Complaints Team, review of processes for Freedom of Information requests.

The LEAN for Leaders sessions for Directors have been initiated which have included a diary analysis, with feedback. Further sessions to identify sustainable changes have been arranged.

PERFORMANCE AND INFORMATION

PERFORMANCE

The Deputy Director of Performance & OD will be leaving the Trust in January 2010 to take up post with the Birmingham Women's Hospital as part of her career development. The post has been revised to reflect a greater emphasis on performance responsibilities particularly in respect of commissioned services. The post is currently being advertised with interviews planned for December 2009.

Standards for Better Health- CQC Declaration – Community Health services

The performance team have been working with Community Health Services to inform the 'Provider Declaration' by December 7th 2009.

The team continue to manage further CQC ratification requests as they are received.

CQC Inspection 4th June 2009

The following Standards for Better Health were inspected by the CQC in respect of PCT assurance and assurance for HEFT, BSFMHT and one other selected care pathway (we selected St Andrews which is an out of area specialised service)

- The implementation of NICE guidance
- Discrimination
- Public health cycle
- Public health partnerships

A final feedback was made in October – this was positive with only one recommendation in respect of recording ethnicity of staff undertaking training which has now been implemented. The final report contributed to our overall Trust rating for into our 'quality of commissioning' rating (Fair).

Performance Accelerator

The Performance Support Manager, Richard Johnson has continued to develop the use of the system. In addition to the existing information on Vital Signs, Core Standards and Use of Resources, further information is being loaded including WCC Health Outcome sand Strategic Initiatives, the Information Governance Toolkit and plans are being made to load our NHSLA data once inspected at the end of the year.

Performance reporting

A draft Performance, Quality and Safety Framework has been drafted by the Director of Performance & OD, this sets out our approach to the monitoring of both performance and quality safety issues with our commissioned services. This has been submitted to the July IG&P Committee.

Contractual Key Performance Indicators

The set of key Performance and Quality Indicators for our major provider of Acute Hospital services was implemented earlier this financial year. The performance and clinical governance teams have been working closely to refresh and update the 09/10 indicators based on DH, SHA and local performance and quality indicators.

A similar scorecard approach is being agreed with BSFMHT and the Community Health Services Directorate.

Equality & Diversity Update

PCT Equality Diversity & Human Rights (EDHR) Steering Group

This Group continues to meet monthly and is chaired by Qulsom Fazil a non-executive director of the PCT with support from Rosey Monaghan Deputy Director of Performance & OD & Kevin Nembhard Equality & Diversity Advisor.

The group has good attendance and is keen to take forward the many issues for service users and providers.

It is intended that an internal staff network group will be established to help staff prepare for new employees, and issues of challenge which they might face regarding facilities, environment, behaviour, access to resources or any issues to do with diversity. The network will be chaired by the Assistant Director for Human Resources, has Terms of Reference & a survey monkey to establish baseline EDHR issues for the group to address has been completed. It is intended that the first meeting will take place before the end of the year.

Core Standards: C7e & C18: Discrimination, Equality, Human Rights

NHS Birmingham East & North (NHS BEN) was inspected by the Care Quality Commission (CQC) for compliance against better standards for health C 7e in June. The recently received results show NHS Birmingham East & North to be fully compliant. The only recommendation from this inspection was that a record should be kept by HR of attendees at training by ethnicity.

Training & Education

Currently there are mandatory & recommended Equality & Diversity training opportunities for staff. These are linked to KSF core dimension number 6 requiring staff to demonstrate evidence of competence in Equality & Diversity for their roles. Mandatory provision includes on line training package & corporate induction training provided to new starters with the Equality & Diversity Adviser regularly contributing to this. Recommended training includes online training & a new round of drama workshops which started in October 2009.

Corporate Education & Development have produced an evaluation report of the previously run drama workshops. The evaluations were very positive with 344 people attending the training and 98% of them rating the session as highly beneficial. 80% stated that they felt confident of very confident in challenging inappropriate behaviour in the workplace compared to only 40% prior to training.

Another 10 sessions have been commissioned from this theatre-led training group

Updating the Internet & Intranet

A review of the Equality & Diversity section has been completed as part of the general review and updating of the information on both the Internet and Intranet has taken place. The general review has incorporated the need for accessibility in terms of language, formatting and use of spoken word. The content of equality pages for both the intranet (inward facing) & internet (outward facing) has been completed and EDHR steering group approval obtained. Both will contain equality & human rights schemes, workforce diversity monitoring, equality impact assessment information etc. The Equality & Diversity Advisor has developed the content for both pages.

The E –communications officer is developing a new Internet site for the PCT. He has attended that EDHR steering group which made recommendations about what should be considered with regard to equality & diversity, and particularly disability.

The content will be uploaded in a format tailored to the appropriate audiences. This work is scheduled for completion in November 2009.

Equality Impact Assessments (EIAs)

NHS BEN has a legal duty to undertake and publish equality impact assessments. A revised equality impact assessment (EIA) framework, devised by the Equality & Diversity Advisor and subsequently approved November 2008 has been implemented. The framework distinguishes between assessments of new & existing functions.

New functions denote activities not approved, in use yet or having been reviewed. They include:

- (1) business cases going through gateway approval,
- (2) new strategies, policies / protocols etc. going through Board & / or PEC
- (3) procurement or tender routes or the specifications or contracts employed therein going through Board approval
- (4) organisational restructuring
- (5) the local application of national NHS initiatives.

Existing functions denote activities already: approved, in use & awaiting the next review.

The Equality & Diversity Advisor has undertaken:

- EIA Briefings to SMTs of each NHS Birmingham East & North Directorate on revised EIA framework
- EIA Training of key managerial / supervisory staff identified by Senior Management Teams in each Directorate.

The Equality & Diversity Advisor continues to undertake

- EIA Support to staff assessing new functions.
- EIA Support to staff assessing existing functions.

Employment / workforce diversity monitoring

NHS BEN has a legal duty to produce and publish reports containing a breakdown of the workforce by diversity (i.e. ethnicity, disability, gender etc.).

Human resources provide quarterly reports on workforce diversity to the board via the integrated governance & performance sub committee. These also come to the EDHR steering group for monitoring.

Pacesetters Wave 2

NHS BEN as part of Wave 2 of the national Pacesetters programme is currently progressing four change ideas or work streams:

- (1) Glaucoma testing of African Caribbean diabetic people in Acocks Green/ Yardley.
- (2) Establishing a patient tracking system to improve the care pathway for Pakistani stroke patients.
- (3) Redesigning the data reporting system for interpreting services in NHS Birmingham East & North
- (4) Improving the representation of registered disabled people in NHS Birmingham East & North's workforce by at least 10% by March 2011.

This programme is intended to promote partnership working between local communities who experience health inequalities, the NHS & the Department of

Health. It focuses on innovative new ways of helping people from marginalised communities.

The overall aim is delivering equality & diversity improvements & innovations, resulting in:

- Patient, service user, staff and community involvement in the design and delivery of services; and
- Reduced health inequalities for patients and service users alongside working environments that are fair and free of discrimination.

Overall coordination & management of the workstreams & reporting to the Strategic Health Authority (SHA) / Department Of Health is managed by Pacesetters Project Manager. Unfortunately the Pacesetter Project Manager post is vacant following a poor response and low quality of applicant standard for the post. Internal secondment has not been successful. Other courses of action to fill the post are in progress. The lack of project manager in this post has put this project at risk. All projects are progressing but at a slower rate than anticipated as the work is being picked up by the Deputy Director of Performance & OD supported by the Equality & Diversity Advisor. Monthly reporting to the SHA has continued. Recruitment to the Pacesetters project manager post is underway with shortlisting in November.

Employers' Forum on Disability Standard 2009

As part of the Pacesetters Project, NHS BEN committed to increase representation of the workforce of registered disabled people by at least 10% by March 2011.

A baseline measurement was calculated from ESR which demonstrated that as of 30/4/2009, of the headcount of 1867 people who were employed by the PCT, only 11 had recorded that they had a disability, 51 had not declared, and only 529 had stated that they did not have a disability. This identified a large 'undefined' group recorded on ESR. Work is now in progress to understand the final group further.

As part of this work it undertook a benchmarking assessment of how disability confident it is to employing disabled people in the workplace. The report presents the results of the assessment, identifies priority actions as legal, risk, best practice or quick win and interprets validated scores by comparing results with the average benchmark, sector average and where appropriate industry sector and previous Disability Standard performance.

This was the first time that NHSBEN had participated in the assessment. The intention is that this assessment will be the basis for the PCT's disability action plan.

The report is based on the 'Diversity Change Model', which consists of 3 sections:

- Motivate: encourage the organisation and its people to undertake action on disability
- Act: take action in order to develop and value disability
- Impact: assess the impact of action on disability and learn from this assessment in order to improve performance.

The PCT will be able to use the EFD logo and standard in their publications following the release to the media in late October. Working with communications, the standard will be publicised locally and communications literature prepared.

CORPORATE SERVICES

Accommodation

Additional furniture has been provided for the staff room on the second floor to provide improved seating arrangements.

Car Parking

The work is progressing on the additional car park in Proctor Street and this should be completed and operational by the end of November. This car park will provide some additional parking for staff and dedicated visitor parking. Discussions are being held with Estates and Facilities to ensure secure entry and exit arrangements for staff and visitors. Administrative staff arranging training and meetings will be informed of these arrangements when finalised.

Staffing

Corporate Services staff have worked extremely hard over the summer months to cope with the extended absence of two colleagues through ill health, whilst also participating in the antiviral distribution rota at the Richmond Centre. One colleague is now on a phased return to work, however we continue to have issues with Reception because of the continued absence of the Senior Receptionist, exacerbated by the resignation of the full time Receptionist with effect from 1 November. An apprentice studying for a customer services NVQ has been recruited and will be joining the team at the beginning of December. Administrative staff in Waterlinks have been assisting by taking part in a rota to cover Reception as required over the summer period and due to the current restrictions on recruitment of temporary staff this will continue for the time being.

Tenders

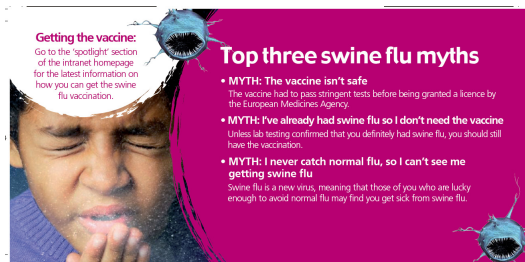
The Head of Corporate Services has the responsibility for managing the process of receipt and opening of tenders in accordance with the Trust Standing Financial Instructions. 4 tenders have been received and opened in the period July - October 2009.

COMMUNICATIONS AND INVOLVEMENT

Communications

In the last quarter the communications team has recruited a new full time Internal Communications Manager.

Swine flu and seasonal flu



With the vaccine now available to priority groups, which include front line healthcare workers, the Internal Communications Manager has organised a number of initiatives to encourage frontline staff to take up the vaccine and raise awareness of the vaccine amongst all staff. These include

awareness-raising roadshows across the trust, a regularly updated spotlight page on the intranet which also includes information on how all staff can get their seasonal flu vaccine, an article in *Cascade*, payslip attachments, distribution of national Department of Health (DH) posters and myth busting leaflets for all staff, as well as a photo opportunity with Val Jones, Director of Nursing and Clinical Development, receiving her seasonal flu vaccine.

Publications

Health News

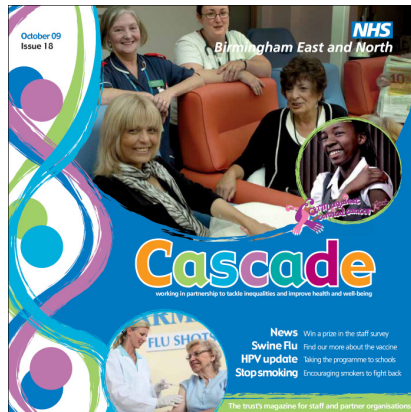


Health News has been re-launched as a pilot to include three versions aimed at the red, green and blue typology groups across east and north Birmingham. This has enabled health messages to be targeted at specific groups of people. The magazine has a fresh, modern look with a more 'magazine' feel and includes features on health issues ranging from diabetes and stroke to sexual health and alcohol.

So far, all residents who have fed back their views on the magazine (43 people) have rated it as either 'good' or excellent'. Further feedback is planned, including focus groups in the new year, which will be used to form a robust evaluation to inform the magazine's development.

The three versions of *Health News* are available to view on the intranet. Please feedback your views and comments to niki.mcgrath@benpct.nhs.uk

Cascade



The October issue of *Cascade* has just been printed and distributed to staff. December's issue is currently in development.

e-brief

In response to a need to reduce the number of all-staff emails, the Internal Communications Manager has brought in a weekly *e-brief* updating staff on all the latest news, events and training going on within the trust. Initial feedback on the newsletter has been very positive. *e-brief* currently runs in conjunction with *Staff Brief*, which is issued verbally and via email once a month. However due to poor attendance at the verbal briefings, a staff survey on this is currently running to determine how people would like to be communicated with in future.

Website

The new trust website is in the final stages of design, with a view to be launched next month. E-communications Officer Rob Benson has worked with staff, patients and partners to ensure that the new site is more accessible to patients and the public, easier to navigate with clear links to other sites.

For more information please email rob.benson@benpct.nhs.uk

'Fight Back' stop smoking campaign

The communications team has worked with Dr Foster to promote awareness of the 'Fight Back' stop smoking campaign which was launched in the red typology areas in September. The two month campaign included posters at bus stops, football grounds and shopping centres which featured the images of beaten up men and challenged people to 'fight back'. The campaign gained extensive media coverage, including Birmingham Mail, Sunday Mercury and BBC Midlands Today.

Oakleaf Medical Practice, Washwood Heath

The team has developed marketing material to promote the new practice, which opened earlier this month, including a leaflet, poster and postcards which are being distributed to local residents. We are also developing similar material for the new urgent care centre which is due to open in December.

Proactive media coverage

The communications team has sent out many proactive press releases which have received positive coverage. This includes:

- Trust awarded UNICEF breastfeeding certificate
- Birmingham Ownhealth runs roadshow in Sutton Coldfield
- New stop smoking clinics opened
- Sutton smokers encouraged to kick the habit
- Community artwork unveiled at Richmond Primary Care Centre
- Hard hitting campaign challenges Birmingham smokers to 'fight back'
- HPV vaccination programme launched
- Two non-executive directors appointed
- PCTs support alcohol awareness week
- HPV roadshow hits Birmingham
- Award helps mums give babies the 'breast' start
- Trust providing good financial management
- New surgery opens in Washwood Heath
- Richmond Primary Care Centre opens

Reactive media coverage

There have been several stories in the local and national media that the communications team have provided responses for. This coverage has included:

- PCT led wards at Heartlands and Good Hope
- Score cards for GPs
- Cost of physical activity to NHS
- HPV vaccine
- Spending on local enhanced services
- Swine flu vaccination plans
- Future of maternity services
- Complaint at Church Lane surgery
- Eye screening for primary care children
- Pan Birmingham Cancer Network

Patient and Public Involvement

Engagement database

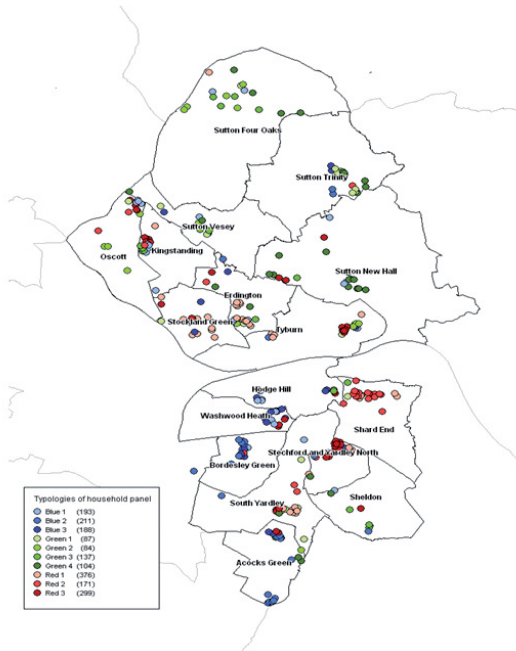


The engagement database has been launched which captures engagement activities across the trust. All staff will have view only access to this database through the intranet. Originators from different services have been identified and they will have responsibility to input engagement activities. So far 40 members of staff have received training as originators. More training sessions are being arranged alongside awareness workshops and e-learning opportunities for staff. Workshops within key

Directorates have also been arranged to raise awareness and encourage staff to use it. Until the middle of December all staff will be encouraged to suggest a name for the database to develop a sense of ownership of this tool within the trust. The database was launched with 100 preloaded activities. The link with the city council 'Be Heard' database has been established and so far 10 activities have been extracted.

The household panel is now being maintained through the engagement database and the PRIME Strategic Partnership Board will receive regular updates on the panel's level of activity. The panel is currently being used to contribute to the mental health needs assessment which is being led by Health Improvement. An online survey link has also been developed for them to respond via the internet. The panel will be invited to feedback on investment and disinvestment priorities at the end of November. In December the panel will be approached to feedback on the new *Health News* magazine.

Panel by Typology



	Count	% of panel (BEN residents only)	% of total population
Blue 1	193	10.4%	11.2%
Blue 2	211	11.4%	16.8%
Blue 3	188	10.2%	9.7%
Green 1	87	4.7%	7.3%
Green 2	84	4.5%	7.4%
Green 3	137	7.4%	10.2%
Green 4	104	5.6%	11.1%
Red 1	376	20.3%	14.3%
Red 2	171	9.2%	7.3%
Red 3	299	16.2%	4.9%
N/a	112		
Grand Total	1962		

dr foster
intelligence

NHS
Birmingham East and North

New Horizon - Towards a shared vision for mental health consultation

The national consultation started in July and ended on the 15th October. The PPI team disseminated consultation papers and engaged with various community groups to encourage responses on this new vision for mental health. Responses were very low and only a total of 28 responses were received from across the BEN patch plus additional views captured through group discussions.

Consultation activity

This has included developing the consultation programmes for improving dental access, relocating the dental hospital and redesign of the Digital Diabetic Retinopathy Screening Service. We have also supported stakeholder events for musculoskeletal services and are currently planning similar events for the stroke and end of life managed care pathways.

Partnership working

Links have been established with the City Council Regeneration teams and Castle Vale Health Improvement Forum to look at partnership approaches to dealing with worklessness.

Health and Well Being Partnership – Engagement Group

A core set of PPI standards has been agreed. A draft expenses policy for community representatives has also been developed and we are now seeking agreement on key core elements, such as mileage allowances.

LINK developments

The Birmingham Local Involvement Network (LINK) has recently elected a core group to agree their overall work plan, define priority issues and ratify key policies, such as Enter and View. The research study on public engagement in commissioning to inform the practice of the LINK and the Health and Social Care organisations in Birmingham, reports in December.

Skills for Health

After attendance at two workshops to define how we can support staff in effectively involving local people in developing patient/user centred services, we have been asked to help write the report for the Department of Health and include local case studies and examples of good practice.

The PPI Committee

The Committee continues to monitor consultation and involvement activity across the trust including COPD service redesign, the pharmacy needs assessment and the development of new GP and dental practices.

Community Health Services

The PPI team has been supporting CHS to develop PPI in service redesign and delivery. A workshop with service managers was facilitated by the PPI team to develop understanding of PPI legislation and NHS constitution within CHS. A PPI model for CHS was developed with each service offer to ensure appropriate methods of engagement embedded in each service offer and PPI is consistent across all service offers.

Other community initiatives:

The PPI team continues to facilitate community groups such as:

- Diversity & Equality Community Group
- Black and minority ethnic (BME) and Horn of Africa Women's Group
- Shard End Community Health Group
- Washwood Heath Women's Group
- Patient Focus Group

Sugar Free



This is an engagement initiative with support from the Community Diabetes Team targeting South Asian communities in Washwood Heath and surrounding areas at risk of developing and those living with diabetes. This diabetes steering group has been named 'Sugar Free' by community members and they will advise on best engagement initiatives to improve access to services

and develop a better relationship with local communities.

BME Mental Health Community Development Workers

CAMHS Wellness Recovery Action Plan (WRAP) Training

Adult WRAP training was successfully delivered in partnership with Communities Wellness Initiative. Currently WRAP training for CAMHS is being delivered.

Face Up2 Mental Health Training Tool

DVD produced by young people around understanding of mental health and barriers to access services for BME children and young people. Continue to support community and voluntary orgs to utilise DVD to train staff and discuss mental health with young people.

BME Carers Toolkit

Team involved in writing a toolkit with West Midlands BME carers subgroup for commissioners, and service providers on how better to involve BME carers in shaping services. Has undergone consultation and is due to be signed off by Feb 2010.

Caring for Carers Training

Education package for BME carers of people with mental health service users. One cohort completed. Cohort 2 due is to begin targeting Somalian women. Cohort 3 is to begin in Jan with Chinese community.

The team also continues to work on various projects such as:

- Babershop – community based magazine targeting young men from BME communities
- Post-Natal depression project - initiative targeting for Pakistani and Pushtun women living in Washwood Heath and Hodge Hill wards suffering from Post natal depression.
- Somalian Individual Budgets booklet

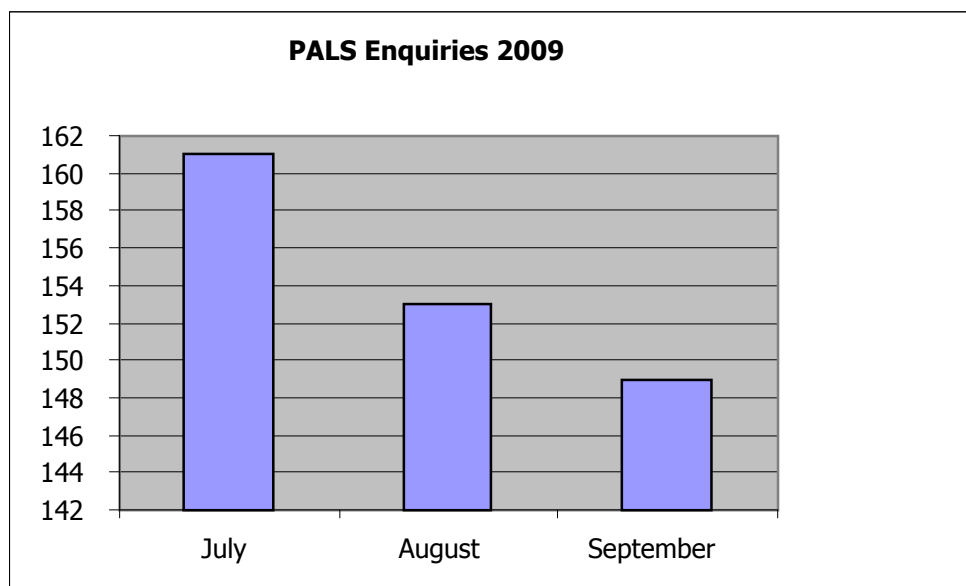
- Mental health road show – has so far we have visited 7 mosques in BEN, reaching over 5,500 people from diverse communities

Patient Advice and Liaison Service (PALS)

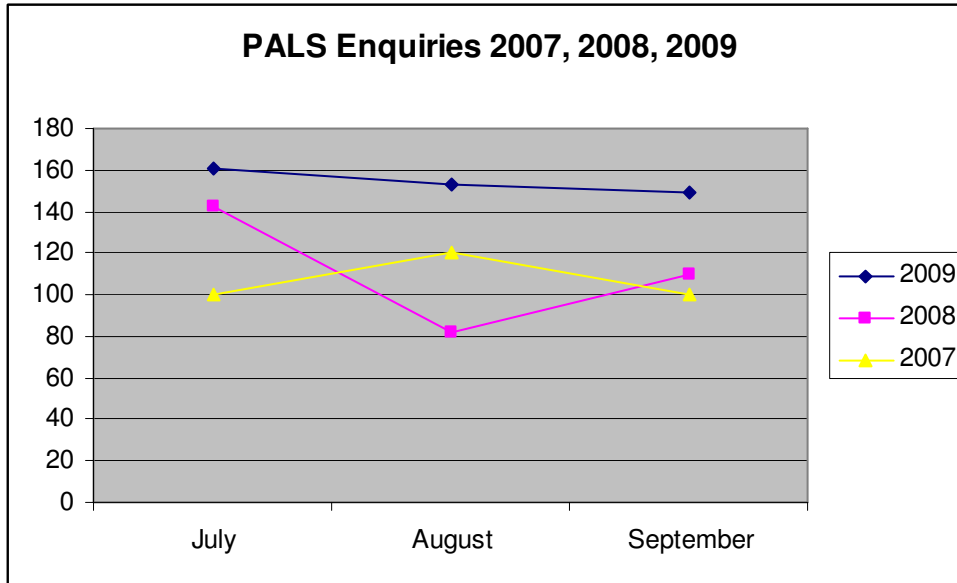
PALS enquiries

PALS has received a total of 463 enquiries in the three months between July and September 2009.

PALS received 161 calls in July, 153 calls in August and 149 calls in September.



The numbers of enquiries have risen over the past three years. This can be seen in the graph below.



PALS representatives

PALS has been successful in recruiting and training PALS representatives both within NHS BEN and externally in health and social care teams. The role of the PALS representatives is to be a champion for PALS within their service, ensuring that PALS is well publicised to other staff and to patients. They are also expected to refer on enquiries to PALS which are not about their own service area and to co-ordinate responses to PALS enquiries about their own service.

Core Competency Support Staff Programme: Communication

PALS continue to support the Personal Development Unit with their training in Core Competencies: Communication skills, attitude and behaviour, essence of care, record keeping. PALS has its own slot as part of the programme in which to raise awareness of the role of PALS and to empower health professionals to promote PALS whilst at work in the community. PALS have successfully trained a total of 24 members of staff over this quarter (lower than the usual number for a quarter as there was a break in the training sessions in August.) The team has received positive feedback from staff members with 57% of staff saying that their level of confidence after the training was very good compared to only 9% who made this statement before the training. 52% of staff see PALS as very useful when asked the importance of PALS to their role, 32% state PALS is Essential. PALS received positive feedback from staff about their satisfaction with the training, 63% stating the level as very good. These figures are taken from customer feedback forms from January 2009 to July 2009.

Speech and Language Therapy Services

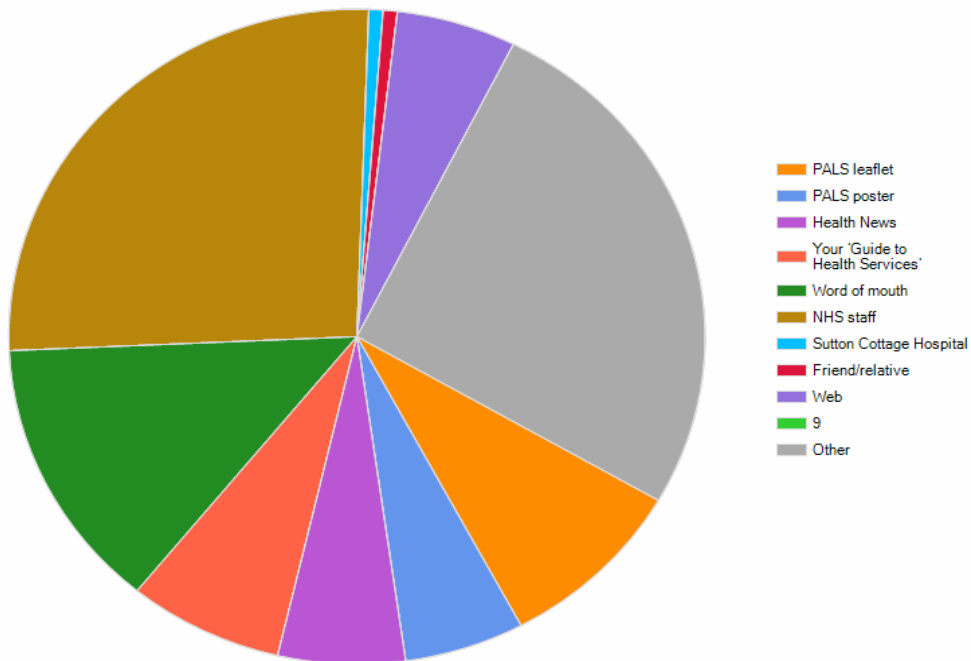
This quarter PALS have been working closely with NHS Birmingham East and North's Speech and Language Therapy Service (S<) to provide additional support to this vulnerable client group. In addition to current patients who may need PALS help

S< has a number of patients who have been discharged from the service but still require additional support which is outside the remit of the S< team. It has been agreed that these patients be referred to PALS for further information and advice. This new initiative is being closely monitored between the two services.

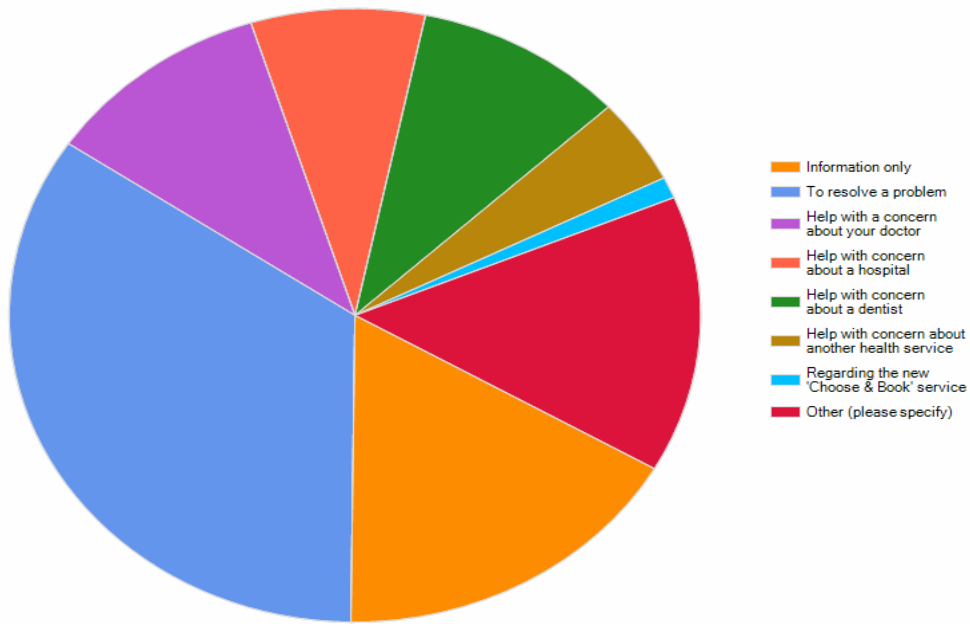
PALS feedback- Comments from Service Users.

The following information shows feedback results from the customer surveys the team send out when closing an enquiry. The following information is taken from the responses received between July and September 2009.

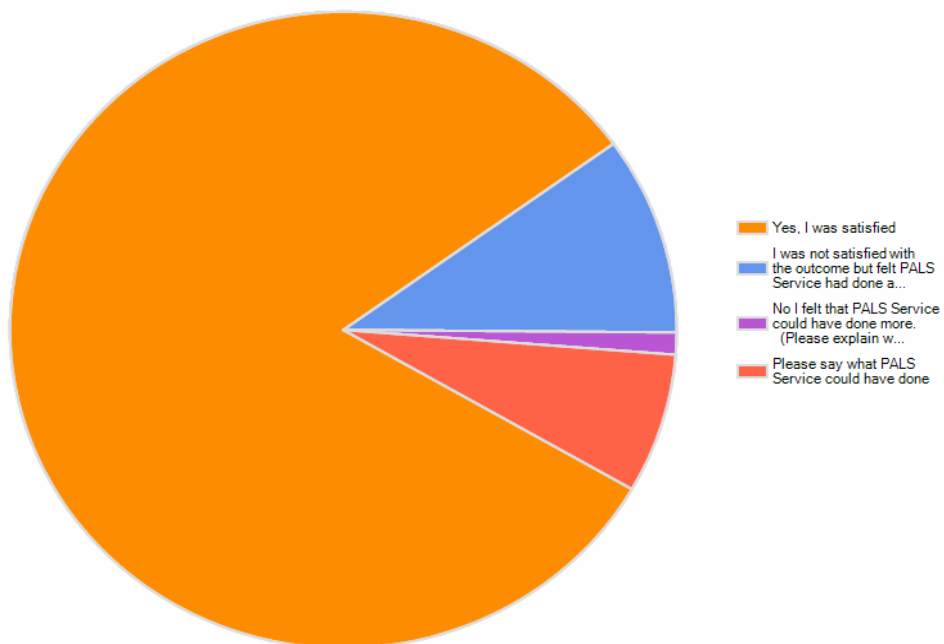
1. How did you hear about PALS Service



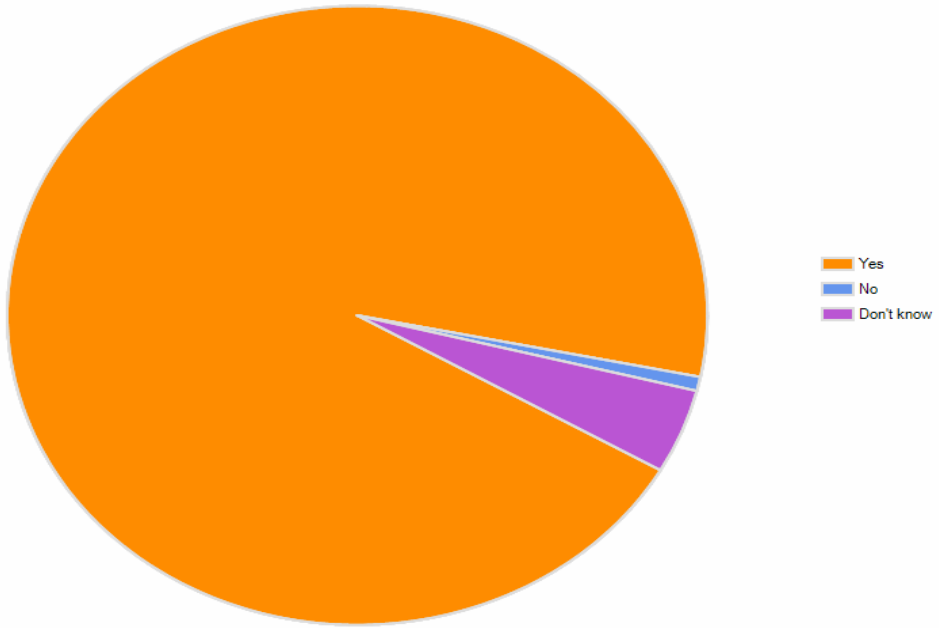
3. Why did you contact PALS Service?



6. Did PALS Service give you the help you needed?



7. Would you use PALS Service again?



HUMAN RESOURCES AND LEARNING AND WORKFORCE DEVELOPMENT

Following the restructuring there has been a period of transition as new roles and responsibilities have been established. In our determination to deliver a world class service we have recognised that there is the need for further development and refinement required to these roles and this work is currently underway.

Learning & Workforce Development Update

LHE Strategic Workforce Planning

Work continues towards building an effective approach towards workforce planning within our local health economy (LHE). NHS Birmingham East and North took the lead for the quality assurance of the workforce plans for all organisations across the local health economy and these were submitted to the SHA in July.

NHS Ben has been shortlisted for an HSJ Award in the category of Workforce Development. We will be holding lunchbox seminars to share the best practice model that we have developed.

Associated workstreams:

- Society Health & Development Diploma (SHD)
 - NHS Birmingham East & North is taking the Local Health Economy lead for the delivery of this new qualification aimed at 14-19 year olds. Partnerships with local education providers have been formed in order to deliver elements of the diploma, which aims to deliver future NHS workforce needs. The diploma is a new education framework designed with employers, to meet our requirements and to support young people in making valid carer choices.
 - Diploma will be a route to engage with hard to reach areas of our community and to combine Health Promotion messages with education.
 - A group has been established to ensure the local Health economy is working together on this project.
- Temporary Staffing Bureau (TSB)
 - In January 2010 we will launch the NHS Birmingham East & North Temporary Staffing Bureau. This will replace the use of all outside temporary staff agencies and looks to make a substantial cost saving.
 - The TSB will ensure a higher quality workforce, compliant with training requirements, clearances, greater control in responding to workforce needs, a saving on management costs and links to workforce planning whilst recruiting from our local community.
- Future Jobs Fund
 - We have secured 37 placements across the trust in which we will be placing long term unemployed individuals for a six month work placement. These placements will be fully funded via the future jobs fund, in a variety of Directorates and roles.

- Future jobs fund recruits from our hard to reach local community, some of which will of never thought about employment in the NHS before.
- Full training and development will be offered to these individuals and if successful, they may progress onto the Trusts Bank, or gain permanent employment within the LHE.
- Apprenticeships
 - The Trust is on target in offering 47 Apprenticeships during this financial year, and has secured considerable funding in order to do so.
 - Many of our past apprentices have gone on to secure permanent employment within the Trust or LHE.
 - The Apprenticeship program has taken on a new format similar to that of the TV show the Apprentice, where we support young people in developing communication and project management skills. This gives them an opportunity to practice team working and demonstrate their understanding of the trust, whilst promoting and contributing towards innovation.
- Generational Diversity
 - A small project is underway focused on understanding Generational Diversity. This will assist in communicating and promoting NHS careers/opportunities and the way in which we could communicate with Generation Y and the Digital generation, through the use of networks via Twitter and Facebook. This will be trialled with Apprentices, Careers fairs and SHD Diploma students.
- NHS LHE Employers Group
 - We have taken the lead role in establishing a Local Health Economy group, which builds links with our NHS partners, Job Centre Plus and other employment partners. This group is the operational function responding to strategic workforce plans, ensuring programs are in place to meet workforce requirements through partnership working.
 - We have secured a staff member from Job Centre Plus to work with us within our office, developing our workforce intelligence, and process improvements in relation to employment practices within the LHE.

Other ongoing work streams and developing projects

- Workforce Planning
- PRIDE Management Development Program
- Skills Realisation & Development Program
- Mandatory Training Program
- PDR & KSF
- Talent Management & Leadership Program
- Graduate Internships
- Work Experience

Human Resources Report

Policy Sub Group

The JNC sub group has been moved from a fortnightly to a monthly meeting following the successful agreement and negotiations of policies over recent months. Core policies are now under review in line with NHS LA standards.

HR Management Training

Following the introduction of this training it has been identified that specific bespoke training in the areas of Harassment and Bullying, Sickness Absence and Managing Poor Performance will be rolled out from January 2010 to further support management competence in all of these areas.

Payroll

McKesson UK commenced as the Trusts payroll provider from 1st April 2009. Concerns remain regarding a number of additional payroll processes; these concerns being formally performance managed through the contract and a further meeting is planned for early December.