

REDUCING THE LENGTH OF TIME IT TAKES TO COMPLETE THE DISCIPLINARY PROCESS

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Why: There are huge implications when disciplinary investigations aren't concluded in a timely manner:

- Breach of disciplinary policy could lead to an appeal and case going to an ET
- Increased suspension costs and cost of agency/bank to cover role.
- Impact on the person being investigated increased stress, as well as impact on the employee's colleagues and the team or service they work within.
- Also means delays in referring cases to professional bodies i.e.
 NMC

All of the above implications are likely to have a negative impact on the care that service users receive

<u>Aim:</u> By December 2015 increase the number of disciplinary cases which are concluded in 115 days or less to 80%

Measures:

Outcome Measure:

Length of time it took to complete the disciplinary process Process Measures:

- Length of time to complete new preliminary report (one page document) took to complete compared to length of time how long it used to take complete old form
- Length of time to complete each of the 6 separate stages i.e. the date HR were informed of the allegations to the date that IO's were appointed (Stage 1), the date IO's were appointed to the date when they submitted their final report (Stage 2) and so on. Which process takes longest to complete.
- Length of time it took to hold a disciplinary hearing following the process change of offering two hearing dates in the hearing invite letter to establish if this new, shorter document has led to an improvement.

Driver diagram Primary Drivers Secondary Drivers Change Ideas Aim Revise IO Training and deliver jointly with Union Rep •Create e-learning modules to supplement IO training •Run Trustwide training bi-monthly as a refresher for new IO's. •Appointment of IO's •Schedule 2 dates for hearing upon appointment of IO's. Preliminary and Training Delivery commissioning Investigations Rota December •Liaison between HR, Com stage of the •Reduce prelim report to a one page report with a 3-way meeting. Mgr and Line Manager 2015 investigation. Regular meetings (fortnightly) between Com Mgr + HR. •Communication Rota for Chairs of hearings Trustwide. increase the number •Provide Disciplinary guidance pack including example of disciplinary •Examples of report and principles of a good report. Draft report examples Disciplinary protocol Investigation cases Mgr/HR 2 w eekly. Drafting report support process from •Use of a web based update tool which are Investigation plan start to end. •Estimate amount of time needed for IO to complete investigation IO's work commitment concluded and release IO from duties (e.g 1 day per week). Consideration of report •Regular meetings with HR/Com Mgr in 115 days TU engagement •Submit draft report at halfway point (25/30days) for prelim check. Spreadsheet or less to •Schedule 2 interview meetings at the investigation planning 80%. •Copy hearing invites to TU if known. HR to update ER spreadsheet from outset and on a regular Consider report Decision making. Engagement •HR + Com Mgr meeting after report submitted to consider action Advice Consistency Prepare a small panel pack containing key information including Know ledge/Aw areness sanction guidance. Communication & Engagement with TU in preparation for hearings. collaboration. Pre-hearing meeting with IO's and HR. Amend letter to EE and detail 2 dates hearing offering at outset. Letter from hearing out within 5 days. •Reduce suspension Checklist for IO to complete to justify why witnesses are called. Financial costs and cost of Viability bank/agency cover Management time •EE and detail 2 dates hearing offering at outset. Cost of appeal process Letter from hearing out within 5 days. and Employment

PDSA cycles:

- Reduced preliminary report to a one page document
- New 3-way meeting between Commissioning Manager, line manager & HR
- New IO rota used to pair experienced and non-experienced IO's together
- New guidance pack for line managers, IO's, Commissioning Manager & panel members
- New investigation planner tool
- Offer of two disciplinary hearing dates at the outset
- New disciplinary policy



Total number of working days from start to finish (I chart) 450 Implemented new 400 documents and offered two hearing dates at case 350 number 108 300 **S** 250 200 107 days 150 100 50 Case number

If we can reduce length of suspension by 50 days, we would save £429,200 per annum (assuming same number of cases)

Data for 2014-15	
Total suspension costs	£892,341
Number of cases	29
Average cost per case	£30,770
Average number of days suspended	104
Average cost per day of suspension	£296

Lessons Learnt:

- •The importance of gaining 'buy in' from Service Directors, HR and Staff Side
- Constraints of the Disciplinary Policy
- •The disciplinary process has so many parts to it
- •Underestimated the size of the task!
- •Important to pick a project which directly impacts on your daily work.
- •Importance of regular meetings
- •Importance of whole team completing tasks and allocating tasks on a regular basis
- •You can't just reduce the time someone has to complete a part of the disciplinary process and expect them to complete it quicker
- •It takes a while to make progress