

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

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

Measures:

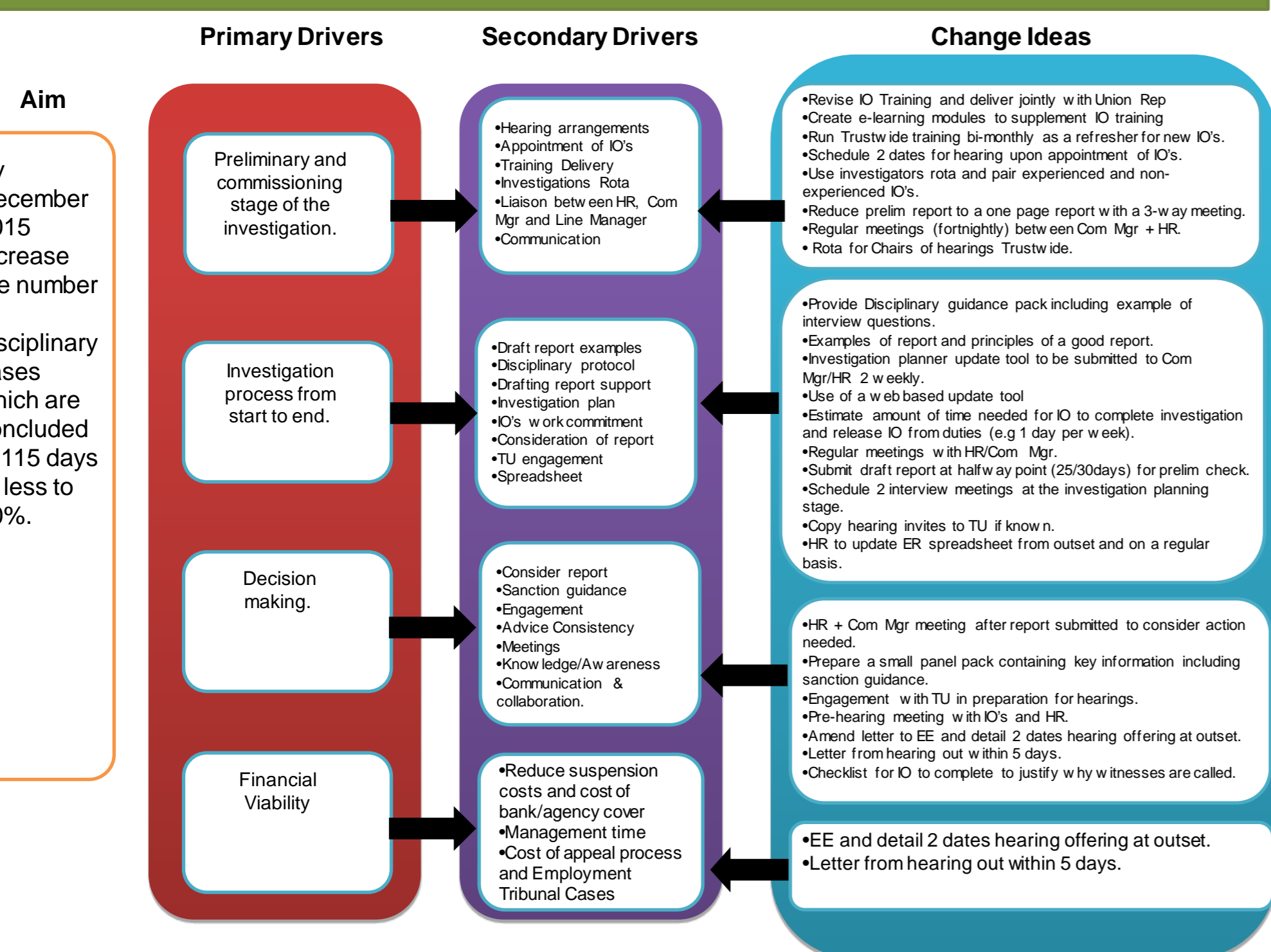
Outcome Measure:

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.

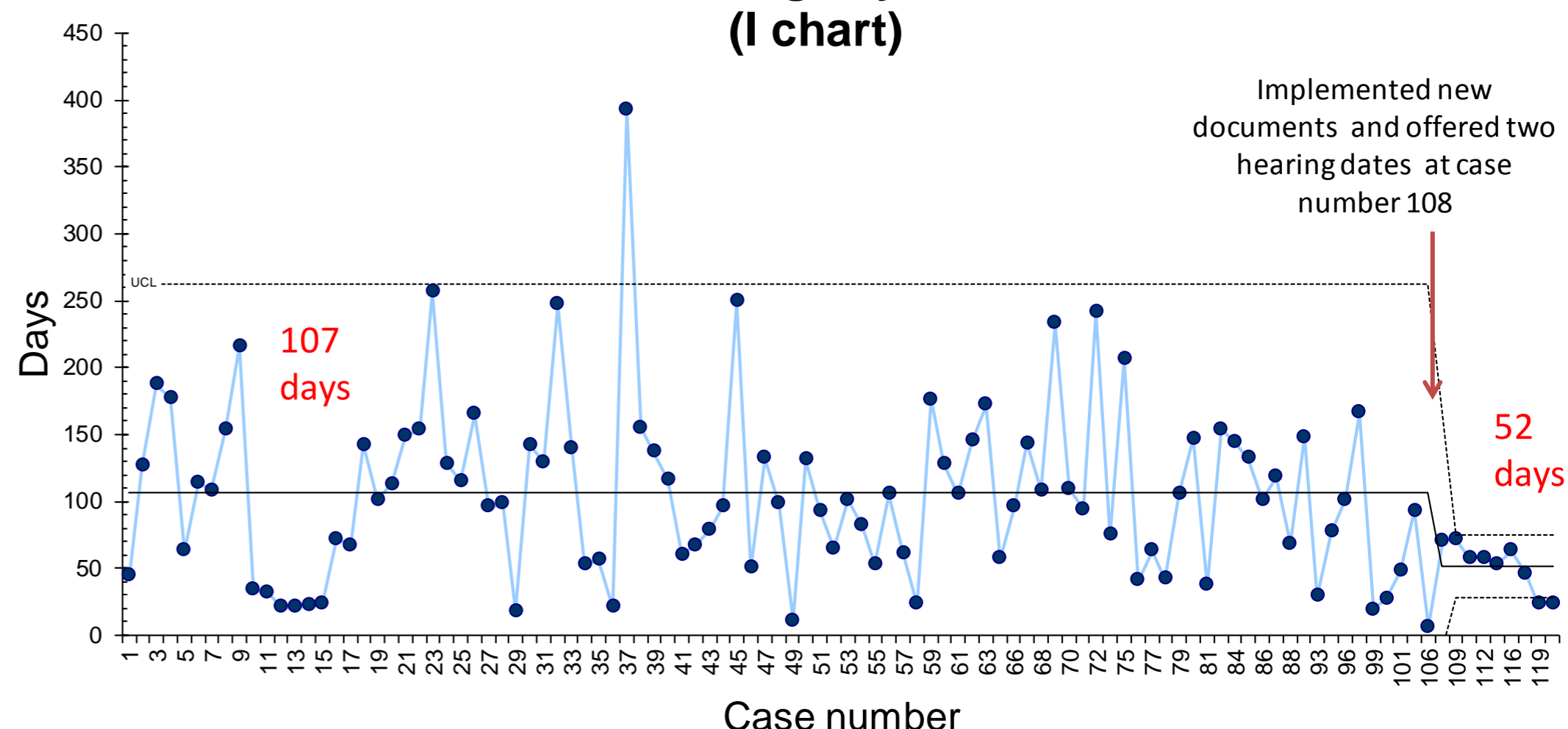
Driver diagram



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)



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