

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>10 September 2020</b>	<b>Agenda item</b>	<b>Bo.9.20.22</b>

## Staff Wellbeing and Resilience Update

Presented by	Pat Campbell, Director of HR		
Author	Pat Campbell, Director of HR		
Lead Director	Pat Campbell, Director of HR		
Purpose of the paper	To provide an update on our COVID-19 Health and Wellbeing approach		
Key control	Supporting the health and wellbeing of our staff is key to our People Strategy		
Action required	To note		
Previously discussed at/ informed by	Our wellbeing approach has been informed by discussions at HR SLT, Silver Command discussions, the Workforce Work stream and the Communications Work stream.		
Previously approved at:	Committee/Group	Date	
Key Options, Issues and Risks			
<p>The paper provides an update on our staff engagement and health and wellbeing activities since the last report.</p> <p>Support continues to be developed through feedback and the range of services continues to evolve.</p> <p>Our offers are widely communicated and promoted aiming to make sure all staff are aware of support that is available and how they can access it with the wellbeing Wednesday bulletin proving particularly well read.</p>			
Analysis			
<p>Reponses rates for the Pulse Survey are low but highlight the practical support staff would value.</p> <p>Preparations are underway for both the NHS Staff Survey 2020 and the Flu Campaign for this year.</p> <p>Our leadership development activities have recently been restarted and are being adapted in the light of Covid to ensure there is a strong focus on compassionate leadership and team resilience.</p> <p>Our approach to risk assessments has evolved as we aim to ensure that all staff but particular those who are at high risk are protected at work.</p>			
Recommendation			
<p>To note the ongoing work on staff engagement and health and wellbeing.</p> <p>To note plans in place for both the NHS Staff Survey and Flu Campaign.</p>			

<b>Risk assessment</b>						
<b>Strategic Objective</b>	<b>Appetite (G)</b>					
	<b>Avoid</b>	<b>Minimal</b>	<b>Cautious</b>	<b>Open</b>	<b>Seek</b>	<b>Mature</b>
To provide outstanding care for patients			g			
To deliver our financial plan and key			g			

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performance targets						
To be in the top 20% of NHS employers					g	
To be a continually learning organisation				g		
To collaborate effectively with local and regional partners					g	
The level of risk against each objective should be indicated. Where more than one option is available the level of risk of each option against each element should be indicated by numbering each option and showing numbers in the boxes.	Low		Moderate	High	Significant	
	Risk (*)					
Explanation of variance from Board of Directors Agreed General risk appetite (G)						

<b>Benchmarking implications (see section 4 for details)</b>	<b>Yes</b>	<b>No</b>	<b>N/A</b>
Is there Model Hospital data relevant to the content of this paper?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is there any other national benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the Trust an outlier (positive or negative) for any benchmarking data relevant to the content of this paper?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Risk Implications (see section 5 for details)</b>	<b>Yes</b>	<b>No</b>
Corporate Risk register and/or Board Assurance Framework Amendments	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Quality implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Resource implications	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/regulatory implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Diversity and Inclusion implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Performance Implications	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>Regulation, Legislation and Compliance relevance</b>	
<b>NHS Improvement: (please tick those that are relevant)</b>	
<input type="checkbox"/> Risk Assessment Framework	<input type="checkbox"/> Quality Governance Framework
<input type="checkbox"/> Code of Governance	<input type="checkbox"/> Annual Reporting Manual
<b>Care Quality Commission Domain:</b> Choose an item.	
<b>Care Quality Commission Fundamental Standard:</b> Choose an item.	
<b>NHS Improvement Effective Use of Resources:</b> Choose an item.	
<b>Other (please state):</b>	

<b>Relevance to other Board of Director's Committee: (please select all that apply)</b>					
Workforce	Quality	Finance & Performance	Partnerships	Major Projects	Other (please state)

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<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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## 1. Staff Engagement

### Pulse Survey

With the Staff Friends and Family Test (SFFT) not being run during Q1 and Q2 we have been piloting a national People Pulse Survey of staff experience. Questions have covered areas of colleague feedback, colleague mood and practical support. We are one of 71 NHS organisations piloting the survey which is changing from being run 2 weekly to once a month.

349 staff responded despite wide promotion through the weekly vlog, global emails, well-being Wednesday, Let's Talk, social media and screen savers. Key results were that 85% of staff who responded felt informed and 65% of staff felt confident in local leaders. Both these areas were above the NHS average. Work life balance was significantly lower than the rest of the NHS pilot organisation with 54% of staff feeling able to have work life balance. In terms of practical support staff wanted more updates on changes, greater flexibility to working patterns and more frequent team huddles/catch ups.

Given the response rate it is difficult to read a lot into the results but they are being used to focus our corporate communications and shared with the CBUs to aid engagement with their staff.

### NHS Staff Survey

Preparations are underway to run the 2020 Staff Survey from mid-September. The survey covers the same methodology and timing as in previous years with many of the same questions being asked so we can continue to benchmark. Some changes have been made including specific questions about the COVID pandemic in order to give a more in depth understanding of the impact the pandemic has had on NHS staff. We are again surveying all our staff rather than a sample and reviewing how we can improve uptake.

## 2. Staff Flu Campaign 2020-21

Preparations are underway for our Trust campaign this year. Local plans will feed into the system wide respiratory programme where there will be enhanced support as a system which may include 'mutual aid' sharing of best practice and communications. The Flu CQUIN this year requires a vaccine uptake of 90% by the end of February 2021 with an uptake ambition for front line health and social care workers of 100%. Last year we achieved 82.9% against a target of 80%. Given the challenges of COVID this year the plan will be built around as many staff as possible being vaccinated in their area by peer vaccinators with pre-bookable pop up clinics as back up to this.

## 3. Health and well being

The wellbeing Wednesday bulletin proves to be popular with staff and provides regular updates including on national resources and guidance. The Wellbeing Hub and the intranet provides access to all local and national resources in one place, including a link to the West Yorkshire and Harrogate Partnership wellbeing resource. A recent initiative of sending thank you card to children of parents who had worked during COVID has attracted around 1000 requests.

We continue to be pro-active in our approach to risk assessments and with a changeover of staff in August/September are ensuring that all staff continue to be offered the opportunity to undertake a risk assessment. Managers have been asked to follow up to ensure all staff in 'at risk' staff groups

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have had the opportunity to complete. Communications this week are concentrating on pregnant workers to encourage them to declare pregnancy to their manager as soon as they are able to, to enable a risk assessment to be completed, and to ensure they are safe at work.

The focus over the last six to eight weeks has been in getting our previously shielded employees back to work and ensuring risk assessments and occupational health referrals have been undertaken. The majority of staff have now returned to their previous role with reasonable adjustments made as necessary. Some staff continue to be deployed on the relative's line and we have a small number of clinical staff who are unable to return to their clinical role – Individual discussions are being held with staff over 70 who are particularly high risk to agree plans with them. Whilst some staff have been pleased to get back to work others are undoubtedly anxious and we are working to ensure they are being supported and sign posted to relevant resources with guidance shared with managers.

We have been successful in a charitables bid to develop the role of Peer Supporter. Peer supporters will be a member of a team skilled in listening and have an awareness of the importance of mental health and wellbeing. The programme will target BAME staff and disabled staff in the first instance as there is evidence that BAME staff in particular have not accessed talking therapies or listening services as much as white counterparts. Funding is available for the development of 500 staff with the development programme having an element of 'train the trainer' thus becoming self sustaining.

### **Managing Sickness Absence**

We are currently reviewing our sickness absence rates and profile. We are seeing a reduction in COVID related sickness and staff isolating but an increase in non COVID absence. The profile is as below. (August data not available as yet)

	May 2020	June 2020	July 2020
COVID	2.89%	1.39%	0.94%
Non Covid	4.4%	4.61%	5%
Isolation	3.9%	3.32%	2.59%

The most recent North East and Yorkshire sickness benchmarking data shows all staff absence at 5.6% and COVID related staff absence at 1.4%. Our % of staff absence due to COVID relates favourably to other WYATT Trusts.

Sickness amongst the health care assistant staff group remains high: long term sickness management has restarted and we are in discussions with our staff side regarding restarting formal short term sickness management.

### **OD and Leadership Development**

Leadership and management development programmes are being revised in light of Covid-19, to make sure that they support the national priorities including the NHS People Plan. These focus around compassionate leadership and team resilience. Modules have been offered since July 2020 via webinars and are planned through to March 2021. These will form part of the virtual Leadership Development Framework. Workshops are being delivered differently, making best use of, technology and facilitation skills to make sure they are still interactive and engaging. Uptake has been high and feedback very positive in terms of relevance and effectiveness. Attendees have been from across Bradford and Craven District. New modules focusing on inclusive leadership, civility and respect are now available to book via ESR. There has been high demand for the pilot of the national REACT mental health conversation training. Additional sessions were added to the

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original offer and OD staff have volunteered for train the trainer sessions when these become available. This will enable REACT delivery to be in house. The CBU Development programme was put on hold due to Covid-19. Focus groups are planned to take place during September and October to ensure users shape the new programme making it fit for purpose. The programme may need to flex around priorities identified by operational managers. The new intranet Leadership and Team Development hub gives easy access to learning material from webinars and regional and national offerings as well as a wide range of toolkits, resources and guidance, including material on the national NHS Supporting our People website.

## **Conclusion**

The committee are asked to note the work underway in supporting the health and wellbeing of our staff.

Looking after our People is a key strand/commitment for the NHS People Plan and a work stream will report to the People Academy going forward.

**Pat Campbell**  
**Director of HR**