

<b>Meeting Title</b>	<b>Board of Directors</b>		
<b>Date</b>	<b>20<sup>th</sup> January 2021</b>	<b>Agenda item</b>	<b>Bo.1.21.19</b>

## Staff Wellbeing and Resilience Update

<b>Presented by</b>	Pat Campbell, Director of HR		
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<b>Lead Director</b>	Pat Campbell, Director of HR		
<b>Purpose of the paper</b>	To provide an update on our COVID-19 Health and Wellbeing approach		
<b>Key control</b>	Supporting the health and wellbeing of our staff is key to our People Strategy		
<b>Action required</b>	To note		
<b>Previously discussed at/ informed by</b>	Our wellbeing approach has been informed by discussions at HR SLT, Silver Command discussions, the Workforce Work stream and the Communications Work stream.		
<b>Previously approved at:</b>	<b>Committee/Group</b>	<b>Date</b>	

### Key Options, Issues and Risks

The paper provides an update on our staff engagement and health and wellbeing activities since the last report.

Support continues to be developed through feedback and the range of services continues to evolve.

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.

### Analysis

The Pulse Survey was paused whilst the National Staff Survey ran until 27<sup>th</sup> November. This was to save any confusion that may have arisen for staff by having two different surveys running at the same time. The Pulse Survey restarted on 31<sup>st</sup> December and will run on a monthly basis; it is being promoted in staff publications. The results of this wave of the survey will be available in February 2021.

Responses to the NHS Staff Survey 2020 have exceeded those of last year with a final response total of 44.1%. An incentive was offered to CBUs and corporate services in the way of funding to support health and well-being to the highest responding clinical business units and corporate cluster.

Wellbeing Conversations were due to be implemented in September 2020 however a National task and finish group was set up to look at the most appropriate way of introducing these. The implementation has since been delayed. OD has created a Wellbeing Conversations document to pilot within BTHFT

Working in partnership with NHS E&I, Leadership Support Circles are being delivered which focus on the 10 principles for leading compassionately during Covid. Additional supportive webinars continue to be offered in line with information gleaned from CBU focus groups.

A commemorative badge of thanks for all the hard work during 2020 and the offer of a hoody, fleece or gift token were issued to staff over the Christmas period, which has been really appreciated.

The Flu campaign for this year continues to run. We have increased the number of peer vaccinators this year which is the main mode of delivery. Currently at 74% uptake of front line workers as of end of December 2020.

Managing sickness absence continues to be a challenge with our well being offers being kept under

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review.

Lateral Flow testing kits have been provided to all staff in patient facing areas. The kits allow staff to test twice weekly and get a result within 30 minutes.

We are now delivering the Covid vaccine to all Health and Care workers as per the guidance.

#### Recommendation

To note the ongoing work on staff engagement and health and wellbeing.

#### Risk assessment

Strategic Objective	Appetite (G)					
	Avoid	Minimal	Cautious	Open	Seek	Mature
To provide outstanding care for patients			g			
To deliver our financial plan and key performance targets			g			
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"/>

#### Regulation, Legislation and Compliance relevance

**NHS Improvement: (please tick those that are relevant)**

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<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: Well Led</b>	
<b>Care Quality Commission Fundamental Standard: Staffing</b>	
<b>NHS Improvement Effective Use of Resources: People</b>	
<b>Other (please state):</b>	

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

## 1. Staff Engagement

### Pulse Survey

The Staff Friends and Family Test (SFFT) has not run this year so we continued to pilot the National People Pulse Survey of staff experience until the NHS staff Survey commenced on 16<sup>th</sup> September. We restarted The Pulse Survey on the 31<sup>st</sup> of December which has been promoted as before with global emails, Wellbeing Wednesday, Let's Talk, social media and screen savers.

Questions have covered areas of colleague feedback, colleague mood and practical support. We are one of 71 NHS organisations piloting the survey which has changed to running once a month from once fortnightly.

As reported previously responses to the Pulse Survey were low however the 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 organisations with 54% of staff feeling able to have work-life balance. A Task and Finish Group has been set up to review our approach to flexible working. 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

The 2020 Staff Survey ran from the 16<sup>th</sup> September until the 27<sup>th</sup> November. We again offered the survey to all our staff rather than a sample with a mix of online and paper surveys. To support increase of uptake a financial incentive was offered to CBUs and corporate services.

For the highest % responding CBU:

- 1<sup>st</sup> place: £2,000
- 2<sup>nd</sup> place £1,000
- 3<sup>rd</sup> place £500

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For the highest % responding Corporate Cluster £1,000

Funds given to the highest % responding groups were to provide items/events that will benefit the health and wellbeing of that group of staff.

The final response rate by the close of the Survey on 27<sup>th</sup> November was 44.1%.

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.

This year's results will help us to review staff experience in 2020 during the pandemic and help us to understand how staff feel about working here and the care they give; this will enable us to focus on areas that will improve staff experience, which in turn impacts on patient experience.

We anticipate receiving an Organisational level report from our Survey provider in February with the formal benchmarked report in the spring. Staff Survey findings are embargoed until all results are published on the Staff Survey website in Spring 2021.

## 2. Health and Wellbeing

The Wellbeing Wednesday bulletin is still proving to be popular with staff and provides regular updates including national resources and guidance as well as discounts which are very popular. Past issues are available to access on the Let's Talk pages. The Wellbeing Hub and the intranet provide access to all local and national resources in one place, including a link to the West Yorkshire and Harrogate Partnership wellbeing resource.

We continue to be pro-active in our approach to risk assessments. All staff continue to be offered the opportunity to undertake a risk assessment and to have this reviewed. Managers have been asked to follow up with those staff that do not have risk assessments logged as having been completed and to ensure that all new starters have a risk assessment in their first week of employment. In line with the new national restrictions from 5<sup>th</sup> November and the national lockdown from 5<sup>th</sup> January 2021 we have issued new advice to our staff that are over 60 or have an underlying health condition, to pregnant workers, and to our clinically extremely vulnerable staff. The latter have received a letter from the Government setting out detailed advice and advising people if they cannot work from home they are advised not to work. Some staff have also received letters from Bradford Council who are listed on their records as potentially being in the 'clinically extremely vulnerable' group which we are supporting and advise staff on.

Peer Supporters: 10 people have been trained in this NHS Charities together funded development programme and 6 others are on the waiting list for future training events. The Listening Therapies are not well accessed by BAME staff and we have encouraged our BAME staff to apply for this programme. Participants have been using their skills in different ways according to the needs of those working around them. A number of peer supporters are creating a promotional video about the role to encourage others to attend training in the future. The video is planned to be in use at the end of January. The Peer Supporters have regular touch point meetings to support each other in terms of both their own well being and the work they do as peers supporters. Discussions are taking place with the provider of the training to arrange more sessions in a timely way taking into account the needs and pressures on the organisation and its staff.

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The Diversity and Inclusion Unit are producing a video in conjunction with our Enable Staff Network and Medical Illustration department to produce a short video in order to raise the profile of disability equality in the Trust. The aim of this is to fuel a change in culture where staff feel valued, comfortable to talk openly about their impairment and can expect to receive compassion and support from managers and colleagues. A number of staff have come forward to be part of this.

We continue to note higher levels of anxiety, stress and tiredness from staff. We are encouraging staff to take rest breaks and leave and are signposting to the range of wellbeing resources that are available including our employee assistance helpline. The psychology service is providing support to staff on our 'red' wards through group, individual and drop-in sessions, and we are out to advert for two Clinical Psychologists for staff support. One psychologist will be part of the multi-disciplinary Occupational Health team and will enable a direct referral approach, and the other will be part of the Psychology service providing a Service to ICU and allocated ward areas. In the meantime BDCT Psychology Service are accepting direct referrals from our OH Service.

As a 'Place' our Priorities for looking after our People are:

- Support our people, physically and psychologically through the pandemic, by providing and signposting to toolkits, resources and top tips that encourage self-care, peer support, safe space principles and culture of 'it's good to talk'
- Develop and roll out Mental Health Awareness Training for line managers and suicide awareness training/signposting.
- Develop and roll out a series of programmes for those experiencing symptoms of 'Long Covid'
- Scope the development of a 'front door' for HWB for all staff at 'Place'
- Scope the development of more culturally appropriate HWB services.

### **Managing Sickness Absence**

We saw an increase in Covid related sickness and staff isolating in October and November and an increase in non-Covid absence which is expected given the pressures on staff currently and the rise of Covid in the community. The profile is as below.

	<b>Oct 20</b>	<b>Nov 20</b>	<b>Dec 20</b>
Covid	1.76%	2.76%	2.03%
Non-Covid	4.98%	5.18%	5.16%
<b>Total</b>	<b>6.74%</b>	<b>7.94%</b>	<b>7.19%</b>

In addition the number of staff who are self-isolating has risen from 1.76% in October to 2.03% in December as well as non-Covid sickness absence rising from 4.98% to 5.16%.

Long-term sickness management has continued from a staff support perspective however short-term sickness absence management has been paused again. Covid related sickness absence does not count towards absence triggers and pay is retained on full pay irrespective of the length of absence.

### **Staff Flu Campaign 2020-21**

The Trust Flu campaign continues. Given the challenges of Covid this year the plan was 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 well as drop in sessions. Our uptake as of 8<sup>th</sup> January is

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that 74% of frontline staff have been vaccinated against an ambition to vaccinate 100% of frontline health care workers. Whilst we were asked to expedite delivery by the end of November the campaign remains ongoing and will continue to focus on increasing the uptake until the end of February

### **Staff Testing**

Lateral Flow Testing Kits have been rolled out to all departments with staff who attend patient areas or are patient facing. Over 5000 kits have been delivered to departments across the organisation (each kit containing 25 tests). The testing is a voluntary process and over 2400 staff are testing on a regular basis with over 13000 tests having been carried out. Work is ongoing to increase uptake of the testing amongst staff.

### **Covid Vaccine Roll Out**

We are now rolling out the vaccine to all health and care workers in line with the guidance and have an active communications campaign to maximise uptake. We gave staff who were over 50, were BAME, had a risk score of 4 or more, or had a long term health condition or disability the first booking opportunity and then opened up the campaign to all staff. We are running a Staff Equality Network session on the 20<sup>th</sup> January for any staff who have concerns around getting vaccinated and to ensure they have a good understanding of the facts.

## **4. OD and Leadership Development**

An intranet page within the “Let’s Talk About Us” Hub dedicated to coaching is now complete with details of how to access a coach and other relevant processes. Further promotion of coaching will take place via Wellbeing Wednesday and the Let’s Talk staff bulletins in January.

We have amended our usual range of programmes to offer appropriate support in a way that is more accessible to staff. These include:

- Interactive webinars (1 hour) entitled “Pause – time out for you”. There are approximately three sessions per month offered and are open to anyone. The same sessions are being made available specifically for staff who volunteered for HCA roles and want to debrief about their experiences and how they feel.
- A weekly “Space to Breathe” virtual session is being trialled for half an hour during Monday lunch time from 12.30pm for 30 minutes and is open to all staff on a pop in basis. Staff are encouraged to drop in to the session at any point during the 30 minutes. This can be done whether working on site or at home providing a space to breathe, talk, share, pause, and take time out. The sessions are hosted by the OD team.
- What was originally designed as the Senior CBU development programme is now open to all staff at band 8a and above and medics. The same programme is also being offered on different dates for staff up to band 7. Both sets of programmes are scheduled through to March 2021 and consist of Leadership Support Circles which are interactive 1one hour webinars. The focus is on Leading Compassionately through Covid. There are a series of 10 different topics which are aligned to the 10 evidenced based behaviours relevant to the current situation. The offer is in partnership with NHS England and Improvement. The topics also reflect what leaders in CBUs asked for during the focus groups we held earlier in the year.



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- Collaborative work continues between OD and Quality Improvement (QI) to look at the learning senior managers in CBUs have gained from working in the pandemic and how this can be applied to make future improvements.
- Time2Talk - 1 hour sessions delivered monthly to encourage wellbeing conversations.
- Coaching as a Leader - skills to listen and empower staff.
- Team Communication and Connecting – the importance of team communication and dealing with team dynamics.
- The OD Leadership team are working collaboratively with ED&I on initiatives including the delivery of an interactive webinar “Civility in the work place”

Attendees continue to include staff from across Bradford and Craven District.

Uptake continues to be lower than programme capacity allows as the continuation of the pandemic impacts on staffing however the webinars will continue to run for anyone who needs and is able to access this support.

National Initiatives:

- Recognise, Engage, Actively Listen, Check risk and Talk (REACT) webinars are still being promoted and delivered by Our NHS People. The aim is to equip people to hold compassionate health and wellbeing conversations during Covid. As this is a National Programme we are not able to access information about who has attended from BTHFT

The 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 Our People website.

## 5. Conclusion

The Board of Directors are asked to note the work underway in supporting the health and wellbeing of our staff at this challenging time.

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 forwards.

**Pat Campbell**  
Director of HR