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| Meeting Title | Board of Directors | | |
| Date | 23 September 2021 | Agenda item: | Bo.9.21.19 |

Report from the Chair of the People Academy

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| Presented by | Pat Campbell, Director of Human Resources, Chair | | |
| Author | Jacqui Maurice, Head of Corporate Governance | | |
| Lead Director | Pat Campbell, Director of Human Resources | | |
| Purpose of the paper | To provide a summary of the discussions and outcomes from the People Academy meeting held on 28 July 2021. | | |
| Key control | This report is relevant to Strategic Objective 3: To be in the top 20% of Employers in the NHS. | | |
| Action required | To note | | |
| Previously discussed at/ informed by | People Academy 28 July 2021. | | |
| Previously approved at: | Committee/Group | Date | |
| | N/A | | |

Meeting held 28 July 2021

| Key Matters Discussed |
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| <p>1. People Academy dashboard</p> <p>Reporting continues with limited metrics as the dash board review progresses. A key discussion focussed an upturn in sickness absence again particularly short term staff sickness absence which is rising. The main reason cited by staff was 'stress and anxiety' (25%) and we were seeing a slight increase gain on Covid related absence. BTHFT is benchmarking not particularly well as other comparator Trusts. Work is though now underway with Bradford District Care Foundation Trust (BDCFT) who report a similar position to our Trust. We are scrutinising our data further to identify areas where we can work together to seek to improve our position however we do recognise that Bradford is an area with high levels of deprivation. Sickness absence levels amongst our nursing staff have led to close monitoring of staffing levels on wards and additional safeguards being put in place to ensure we deliver safe care such as additional matrons and senior nurses being on site later in the evening and at weekends to support staff The Executives have also increased their profile on the floor and are particularly mindful of the need to ensure we take particular care of those staff who are feeling the pressures.</p> <p>A lengthy discussion on staffing pressures took place which covered the changes to the ways in which wards were being configured and the impact this was having on staff and an increase in demand on paediatric areas which was requiring more support There was a focus on work underway in relation to the skillset available in the workplace and the provision of additional support to areas that are currently struggling. A positive was the increasing number of Health Care Assistants appointed as a result of values based recruitment who were making real differences to the provision of full basic care. International nurses were now arriving in the country and joining BTHFT.</p> <p>The Academy discussed the challenging situation from a medical point of view. A&E, respiratory and anaesthetics are experiencing the largest gaps and pressures. Work is ongoing with other partners across WYAAT in relation to the recruitment of bank staff and more mobile junior doctors to try to align rates wherever possible. In some areas there is a need to work differently. There is therefore a need to incentivise staff to encourage them to work at BTHFT and further to ensure short-term appointments are made quickly. There is the</p> |

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offer of support and training for existing colleagues working in different areas and seeking to ensure that senior staff are offering the necessary support to more junior colleagues.

2. Strategic Risks relevant to the academy

The Academy noted that the statement in the report incorrectly described risk 3560 where it stated that "It was noted that risk 3560 relating to staff absences due to Covid App proximity alerts was now closed." The risk was closed due to the reduction in test and trace and all Covid related absence. The detailed discussion held under the previous item with regard to staffing (people dashboard) relates to the mitigations in place with regard to the open risks of 3489 and 2944. The Academy noted that staff absence rates are being kept under review and whilst they have risen, they are not at the level seen at the peak of the pandemic and therefore we are not at the position where this needs to be re-visited as a strategic risk. The impact on the workforce as the virus changes has been covered sufficiently on the risk register and this is being kept under close review. The Trust is adhering to the guidance published by NHSE/I and protecting clinically extremely vulnerable staff and patients.

3. New ways of working / growing for the future

The Academy approved the terms of reference for the newly constituted group and agreed that it would receive the work plan for review at the next meeting. The Academy noted that the group would be known as the 'Workforce Growth and Transformation' sub group going forwards.

4. Belonging / Gender Pay Gap Report

The Academy noted our gender pay gap results and how we compared with other acute Trusts when considering the results on both pay and bonuses. There is still work to do but we are not in a negative position compared to other Trusts. The next steps include publishing our data by 5 October 2021 in line with the legal requirement and running a number of focus groups to explore the data further with the aim of drafting a gender equality action plan which would be presented to the Academy in September for approval.

5. Workforce Report

The Academy noted that even though staffing is challenging there is a significant amount of recruitment ongoing and we are doing reasonably well in attracting candidates. A significant amount of recruitment has also taken place and is ongoing to support the district wide vaccine hub which has attracted over 700 candidates so far. The key points noted from the workforce report are:

- 253 new junior doctors joining the Trusts in August with a good fill rate
- The pay award of 3% across all roles [except junior doctors who are on a different award cycle] has now been announced
- The Organisational Development team have over the last three months launched four leadership pathways attracting registration from 92 members of staff.
- Wellbeing conversations (a requirement of the NHS People Plan) have been launched
- The poor responses to the Pulse Survey which equals the experience of other NHS Trusts and organisations.
- The Thrive intranet site which will be launched via roadshows during second week of September.

6. Guardian of Safe Working Hours / Quarterly Report

The report is mandated by the terms of the 2016 junior doctors' contract to highlight those who are working beyond their contracted hours or miss any educational opportunities. For the period reported on there were 33 exception reports:

- 25 related to hours worked;
- 7 reports concerned educational opportunities missed, and

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- 1 related to service support available for a junior doctor at SHO level who raised it as a safety concern. The subsequent investigation determined that there was not a safety risk. The Academy noted that the number of reports was lower overall than in 2018/19, but higher than in the peak of the pandemic.

The only non-compliant rota was palliative care which had been agreed by the trainees. The Academy also heard that the 'mess' facilities had been improved.

7. Freedom to Speak Up (FTSU): Quarterly Report

19 concerns were raised in Q1 which is the highest number for the first quarter since 'FTSU' came on line in 2017/18. The greatest number of concerns related to 'bullying and harassment' and the Associate Guardians are working through these with HR. There is more work to be done in relation to equality monitoring data which would support identifying any hot spots or trends. The Academy was pleased to note the work being done with regard to the development of a Just Culture and Civility in the Workplace which will hopefully all help to reduce the number of referrals to FTSU. FTSU does have an open door policy which appears to have encouraged staff to come forward. The Trust is also learning from Mersey Care and the interventions they have put in place.

8. Interim Effectiveness Review

Feedback has been received from Academy members on what has been working well, what could improve. Full feedback will be presented under a separate item at the Board of Directors meeting.

Items of Positive Assurance, Learning and/or Improvement

1. The focus on bullying and harassment and the developments in relation to promoting FTSU, a Just Culture and Civility in the Workspace
2. The launch of four new leadership pathways over the last three months attracting registration from 92 members of staff.
3. The recruitment of upwards of 700 candidates to join the vaccination hub.
4. The increase in the number of Health Care Assistants via value based recruitment.
5. Our gender pay gap report and focus on a jointly agreed gender equality action plan.

Matters escalated to the Board of Directors for consideration

The Board of Directors is asked to be sighted on the staffing pressures and sickness absence levels and the mitigations in place.

New/emerging risks

There are no new risks. The Board is asked to note the discussion undertaken regarding staffing at item 1. People Academy dashboard.

Recommendation

The Regulation and Assurance Committee is requested to note the discussions, actions and outcomes from the People Academy held on 28 July 2021