

Meeting Title	Board of Directors		
Date	20 January 2022	Agenda item:	Bo.11.21.7

Report from the Chair of the People Academy

Presented by	Karen Walker, Non-Executive Director, Chair of the Academy		
Author	Katie Shepherd, Corporate Governance Manager		
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 24 November 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 24 November 2021		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

1. Civility in the Workplace

The Academy received a presentation on the Workplace Civility Programme. The highlights of the report included:

- A consideration of what civility meant and how this would translate into behaviours, such as kindness and respect through good manners and etiquette.
- Research commissioned by NHS Providers in 2018 suggested that toxic behaviour cost the NHS more than £2bn per year, and if bullied NHS workers left the NHS, it would account for more than 42,000 staff.
- The NHS People Plan was inclusive of objectives surrounding belonging in the NHS, leadership, respect and equality.
- There was evidence to suggest that rudeness impaired performance in the workplace, and it was recognised within the NHS Patient Safety Strategy (2019) that the creation of a psychologically safe environment for staff, contributed towards offering the best patient care and outcomes.
- The Trust utilised data from many sources including the NHS staff survey results, the Workforce Race Equality Standards and HR data to inform the planning of improving civility in the workplace.
- Next steps for the Trust would include the continued implementation of the Workplace Civility Programme aligned to the 'Civility and Respect Toolkit' developed by NHSE/I which includes a three-step approach of analysis, intervene and measure, through the use of data and analysis, policy and process, cultural awareness and people support.
- A project board had been formed to identify, deliver and monitor the priorities of the programme, and it had been agreed that there would be a focus on the below for the following six month:
 - Engagement and education.
 - The creation of a behaviours framework.
 - Building manager confidence and capability.

A comprehensive discussion took place regarding the approach that the Trust would need to take to carefully identify acceptable behaviours, taking cultural issues into account and challenging

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what is acceptable and not; and ensuring that managers have the capability to have the challenging conversations. It was agreed that this would be focused on through raising awareness of civility and the importance of it within the workplace.

The Academy would receive regular updates on progress of the delivery of the Workforce Civility Programme. The Academy noted the information.

2. Freedom to Speak Up Quarterly Report

The highlights from the Q2 Freedom to Speak Up (FTSU) Report included:

- During the period, there were 13 concerns raised, four of which related to bullying and harassment and one related to values and behaviours.
- There were no concerns raised during the period related to suffering detriment as a result of speaking up.
- Of the thirteen concerns raised during Q2 2021/22, they were from a variety of staff groups, with no particular staff group standing out more than the other.
- Analytics was shared on the usage of the FTSU app, with the most frequent questions being viewed relating to staff protection during a concern raised, why concerns should be raised and anonymity when raising concerns.
- Equality monitoring data would continue to be collated from those who raised concerns, and this would be analysed in more detail following yearend. It was recognised that of all concerns raised during the year 2021/22 to date, all had been done so by staff that had identified as heterosexual, which suggested there was work to be done around declaration and ensuring people were comfortable speaking out. It was noted that the way the data was reported was done so in a sensitive manner, however it wasn't reported on nationally.
- The Trust had recruited Associate FTSU Guardians to target areas across the organisation that may not have insight to FTSU and raising concerns.
- Following the internal audit into FTSU processes, the Trust received a rating of 'significant assurance', with three minor improvements.

The Academy noted the update.

3. Inclusion/Belonging Update

The Academy received an update on the key priorities of the inclusion/belonging agenda, which included:

- There would be a refresh and relaunch of the staff equality networks, to further establish and embed their role and remit.
- The Equality, Diversity and Inclusion Strategy was under consultation. The expected launch date was March 2022.
- Targeted intervention work had been undertaken in areas to focus on the increasing awareness of religious and cultural holidays.
- New starters required information pertaining to equality, diversity and inclusion as part of the induction process.

The Academy noted the update.

4. People Academy Dashboard and Workforce Report

The Academy received the People Academy Dashboard and the Q2 2021/22 Workforce Report which highlighted:

- Whilst there had been the inclusion of new metrics, further work was required to align the

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metrics within the dashboard to how the KPIs would be assessed. This would be completed in time for the January 2022 Academy meeting.

- The Engagement metrics would be next updated in May 2022, following year-end as they were reported biannually.
- The dashboard now included the introduction of a FTSU metric. From January 2022 this would include further metrics related to the number of advocacy contacts made and harassment and bullying investigation outcomes to provide a clearer picture of how concerns were raised.
- Reporting had recommenced on appraisal compliance. Going forward this would be monitored through the Executive Director-to-Clinical Business Unit (CBU) meetings.
- To date, 67% of medical appraisals had been undertaken for the year 2021/22, a positive level of compliance to date.
- Staff turnover increased to 11.55% in October 2021 from 11.38% in September 2021. This had continued to increase month-on-month across the majority of staff groups.
- Sickness absence continued to increase month-on-month with the rolling 12-month sickness absence rate reported as 6.44% as of 31 October 2021. Stress/anxiety/depression remained the top reason for absence.
- Model Hospital data indicated that the Trust had the highest sickness rate comparably against other acute Trusts of a similar size. It was requested that the Academy receive further information pertaining to sickness absence and any actions that the Trust will take in light of the increasing rates at the January 2022 meeting.
- It was advised that going forward there would be a focus on the management of short-term sickness absence.
- 41% of frontline staff had been vaccinated against influenza.
- Additional metrics that will be reported from January 2022 will include mandatory training and high-priority training.
- The use of agency and bank staff had remained fairly static during the period, with only minor fluctuations between the deployment of bank and agency staff.
- Focused recruitment drives continued, in particular within the nursing and midwifery and health care assistant (HCA) workforce, however it was noted that the number of non-attendance from people at interviews had increased.
- A recent Safer Staffing review had resulted in agreed changes in the establishment for nursing and HCA posts equating to 55WTE HCAs and 14WTE registered nurses.
- The Organisational Development Team had launched the new 'Thrive' intranet platform during October 2021 which would support the Trust in becoming an outstanding place to work.

The Academy would undertake a deep dive into sickness absence at the January 2022 meeting. The Academy noted the report.

5. High Level Risks Relevant to the Academy

There was a new risk escalation process in place which was approved by Board in November 2021, which meant that the Academy will see strategic and corporate risks reported to the Academy rated 15+, whereas previously it received notification of any risks rated 12+ that were strategic risks only.

The highlights of the report were:

- The risk that staff would have a poor experience at work due to staffing levels remained a high risk.
- A risk relating to the new mandatory COVID-19 vaccination requirements would be reviewed to identify if the risk rating was to be increased.

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- Due to the changes in reporting to the Academy, there was the addition of two corporate risks for review. One related to the risk that minimal staffing levels weren't achieved in all areas of maternity services due to vacancy levels. The latter related to delays in maternity theatres due to the lack of a second resident ODP within maternity theatres, however, it was agreed that this would be reported to the Quality and Patient Safety Academy.

The Academy noted the report.

6. Guardian of Safe Working Hours / Quarterly Report

The Academy reviewed the quarterly report from the Guardian of Safe Working. The Academy was reminded that exception reports were submitted by junior doctors if they worked beyond their contracted hours, or if educational opportunities were missed. The highlights of the report were:

- There were 25 exception reports, 21 of which were related to hours/working patterns. One was education related, one was a patient safety issue, and the remaining three were related to the service support available.
- The majority of exception reports had been submitted by junior doctors within medical specialities. This was partly due to the inconsistency of senior cover on the main general medicine ward. A system had been introduced to ensure that there was shared senior medical cover in the downstream COVID-19 wards.
- Palliative care remained the only non-compliant rota due to weekend working patterns, however the trainees in post were content with their current working pattern.
- During the period there was an improvement in Foundation Doctors undertaking their self-directed time in comparison to Q1 2021/22. This would continue to be monitored.
- It was noted that two junior doctors had raised reports via the FTSU route during the quarter.

The Academy noted the report.

7. Maternity Incentive Scheme – Safety Action 4

The Trust was required to submit a review of its performance against the required standard for safety action 4 of the Maternity Incentive Scheme: Demonstrate an effective system of Obstetric clinical workforce planning. During October 2021, to provide assurance against Maternity Safety Action 4, an audit was undertaken which demonstrated good compliance and provided the necessary assurance.

As required, the report would be presented to the Board for information.

8. Vaccination as a Condition of Employment (VCOE) for all Healthcare Workers

The Academy received the report which highlighted:

- The Department of Health and Social Care (DHSC) had formally announced that individuals undertaking CQC related activities in England must be fully vaccinated against COVID-19 no later than 01 April 2022 to protect patients.
- The Code of Practice, national HR guidance and clarification of who was within the scope had not yet been received.
- There was a challenge with the local information held on ESR, as it did not contain information relating to staff that had received their COVID-19 vaccinations elsewhere.
- Of those staff that the Trust was not aware of the COVID-19 vaccination status, a process to contact them via letter/telephone would commence to identify this.
- The Trust continued to explore the options available, to access the national data held on

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COVID-19 vaccinations.

- A webinar was organised to discuss hesitancy about having the COVID-19 vaccination.

The Academy noted the update.

9. Staffing Assurance Framework for Winter 2021 Preparedness

- NHSE/I had provided NHS Trusts with guidance on key actions for winter 2021 preparedness for the nursing and midwifery staff group.
- The document included an assurance framework that the Trust was required to complete. It was suggested and agreed that the Nursing and Midwifery Staffing Assurance Framework be reviewed by the People Academy at every meeting.
- Any matters that required escalation in-between meetings would be done so at the Executive Team Meeting.
- Assurance was provided, that whilst the framework was yet to be completed and it was expected that the Trust was compliant with the framework, staffing remained a significant challenge for the Trust.
- A significant staffing review which included the realignment of wards had been undertaken, which included the addition of over 100 new posts within the establishment.
- The Trust had a dedicated matron for workforce planning between the hours of 07:00 and 21:00. The Command Centre overtook the role during the night time hours, however it was noted that the Matron was based within the Command Centre to provide a smooth handover between times. The e-roster system was utilised alongside the management of the acuity of patients to ensure that the nursing and midwifery workforce was effectively managed.
- The Chief Nurse received hourly assurance via the Matron's WhatsApp group which was used to manage the workforce effectively.
- It was noted that the level of acuity was impacting on the numbers required to care for patients.
- Work was underway to plan the nursing and midwifery workforce for the future which included roles such as apprentices and nursing associates as part of a pathway leading from band 2 up to registered nursing level.
- 42 of the 50 overseas nurses had been recruited.

The Academy noted and took assurance from the update.

10. People Academy Work Plan 2022

The People Academy Work Plan for 2022 was reviewed. It was agreed that 'Civility' would be added to the work plan as a regular item. The minutes of the Health, Safety and Resilience Committee would be reported to the People Academy and would therefore be added to the Academy work plan. Any items requiring escalation would be reported by exception.

The Academy Work Plan would be reviewed regularly.

Items of Positive Assurance, Learning and/or Improvement

Many of the reports received and discussions held feature elements of assurance, learning and improvement. In particular however, as Chair of the Academy, I would like to highlight the work undertaken to support civility in the workplace.

The Academy was assured that the risks recorded on the High Level Risk Register are appropriate in the context of the information presented, and are being managed appropriately.

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Matters escalated to the Board of Directors for consideration	
<p>It was required that the report on the Trust's performance against the required standard for safety action 4 of the Maternity Incentive Scheme: Demonstrate and effective system of Obstetric clinical workforce planning be presented to the Board for information.</p> <p>The implications of the Vaccination as a Condition of Employment (VCOE) for all Healthcare Workers item would be discussed at the Quality and Patient Safety Academy.</p> <p>The Freedom to Speak Up Quarterly Report would be received at the November 2021 Quality and Patient Safety Academy.</p> <p>The risk related to delays in maternity theatres due to the lack of a second resident ODP within maternity theatres would be reported to the Quality and Patient Safety Academy.</p>	
New/emerging risks	
<p>Due to the changes in reporting of risks to the Academy, there was the addition of two existing risks.</p> <p>There was a risk related to delays in maternity theatres due to the lack of a second resident ODP within maternity theatres, however, it was agreed that this would be reported to the Quality and Patient Safety Academy.</p>	
Recommendation	
<p>The Board of Directors is requested to note the discussions, actions and outcomes from the People Academy held on 24 November 2021.</p>	