

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

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 27 April 2022		
Key control	This report was 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 27 April 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

1. People Academy Dashboard

The Academy received the Academy dashboard. The highlights of the report were:

- It was expected that new metrics would be available for the May meeting and we would be looking to see if we could going forwards align metrics to the People Promise work.
- Non-medical appraisal compliance had reduced to 71.92% in March 2022, from 72.65% in February 2022. This would remain an area of focus at the Clinical Business Unit (CBU) to Executive meetings during Q1 2021/22.
- The Trust achieved 86% compliance for mandatory training in March 2022 against a target of 85%. It was noted that six subjects were below target; however, action plans were in place to address this.
- There had been a slight increase in the deployment of the Trust temporary workforce for March 2022. Internal bank fill rates remained at 61% for unregistered staff and 50% for registered staff for March 2022. There had been an increase in the use of bank doctors to fill gaps in Junior Doctor Rotas.
- As previously reported and predicted, staff turnover continued to increase. The Trust reported an increase from 12.52% in February 2022 to 12.93% in March 2022.
- 267 colleagues were on an apprenticeship programme. For the period 01/04/21-28/02/22 there was 141 colleagues recruited onto an apprenticeship programme and there had been 24 completers.
- The rolling 12-month sickness absence rate reported for 31 March 2022 was 6.89%, which was an increase with a small decrease in the in-month sickness rate. It was noted that there were high absence and turnover rates amongst healthcare assistants, it had been agreed that a focused piece of work be undertaken to understand the issue and to improve the position.
- The Trust continued to provide a clinical psychology service, CBT therapy and a counselling service to support colleagues. Work has been undertaken to clarify referral pathways. It was expected that following the completion of the reconciliation of medical appraisals for the year, there would be approximately 40 medical staff that had not received an appraisal, however it was noted that appraisals had been paused for a short duration during the year.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

- There had been no movement on the national policy to pay staff in full for any duration of absence relating to COVID-19. Cases of long COVID-19 were now being proactively managed.

2. High Level Risks relevant to the Academy

The Academy received the high level risks relevant to the Academy. The highlights of the report were:

- There were no new risks relevant to the Academy since the previous meeting.
- There were three ongoing risks relating to staffing: 3780, 3792 and 3744. Whilst discussions had taken place regarding the merger of the three risks, it was felt it was important to maintain three separate risks relating to unplanned care, planned care and corporate services.
- Risk ID 3489: Risk that staff would have a poor experience due to reduced staffing levels had been closed.
- The Trust had contracted a company, following a tendering process, called JustR to assist with recruitment and retention marketing using social media as a way to attract candidates.
- The Trust continued to mitigate staffing issues on a daily basis with support from Matrons during core hours 7-days per week and the undertaking of staffing huddles multiple times per day.

3. Workforce Planning Submission

- The Trust had submitted narrative contributions to be part of the Place based workforce submission. Narrative plan requirements were aligned to the People Plan themes. There had been an additional detailed numeric plan submission which articulated the budgeted establishment and staff in post for the period 01 April 2022 – 31 March 2023.
- There was a key performance indicator element of the submission relating to planned absence and turnover rates. Minor improvements had been planned for.
- The key themes built into the planning submission were: retention, increasing supply, staff recovery and health, refocussing attendance, new ways of working, equality, diversity and inclusion and service recovery.
- The numeric plan took into account approved business cases and staffing reviews, and made assumptions re the success of recruitment activity during the course of the year.

4. Statutory and Mandatory Training

Following a previous request for information about the governance arrangements in place for the management of statutory and mandatory training during the COVID-19 pandemic, a presentation was received, which highlighted:

- The Mandatory Training Policy had been reviewed and approved by the Executive Management Team (ETM) in January 2022.
- The compliance target for the number of staff expected to complete their mandatory training within the first three-months had been reduced from 100% to 95% for the allowance of colleagues who may experience difficulties with accessing learning or training.
- Statutory and Mandatory Training compliance reports were produced for the Board and any other relevant Academy/Committee.
- The Trust's mandatory training topics were aligned to the Core Skills Training Framework (CSTF). In addition to mandatory training, the Trust also determined high priority training which was deemed critical to mitigating risk to the Trust, identified through a training needs analysis.
- The compliance target for all mandatory training was set at 85%, with the exception of Information Governance which was required at 95% Trust compliance.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

- Prior to the COVID-19 pandemic, the majority of training was delivered face-to-face. Where possible this has moved to e-learning or remote learning.
- Due to clinical pressures during the initial wave of the COVID-19 pandemic, the Board approved to extend training competencies for all staff for a period of nine-months.
- Following the nine-month extension of training compliance, a process where colleagues could self-declare that they were competent in mandatory training was introduced.
- During the COVID-19 pandemic, some face-to-face training continued in the form of Basic Life Support (BLS) and Moving and Handling, which was adapted in line with new infection prevention and control requirements and to be undertaken in clinical areas.
- Mandatory training reporting was paused during the COVID-19 pandemic, however the team continued to run shadow reports to identify and deal with areas of risk. Board reporting resumed in January 2022.
- Mandatory training compliance was reported as 93.44% in March 2020, which reduced to 91.42% by March 2021 and further reduced to 86.01% in March 2022.
- Action plans were in place to improve training compliance in areas required, however it was noted that there was a challenge in releasing staff to attend training due to organisational pressures.
- Forward view compliance reports were reviewed regularly to determine where pressure points would be so these could be planned for.
- Assurance was provided that the Executive Team and Board of Directors were sighted on training related issues and approved any changes to the governance of mandatory training throughout the COVID-19 pandemic.
- It was noted that the undertaking of training in clinical areas as opposed to in a training environment had been very well received and really beneficial for colleagues.

5. Guardian of Safe Working Hours Annual Report

The Academy received the Annual Report from the Guardian of Safe Working Hours 2021/22, which highlighted:

- The number of exception reports received during Q4 2021/22 had reduced to 55. 33 of these related to hours/working patterns, nine were education related and 13, related to the service support available to doctors.
- A total of 20.75 additional hours were reported, with the majority reported from Obstetric registrars. Work was ongoing to establish the cause.
- There had been reports raised regarding Junior Doctors being unable to have annual leave or educational time approved due to staffing issues through the Trust. Work would continue with rota coordinators and managers to help resolve individual issues where possible.
- Of the four reports flagged as a safety concern, upon review one was not believed to be an immediate safety concern. The remaining three related to staffing levels on wards and were under investigation.
- Assurance was provided that each exception report was carefully considered and investigated.

6. Board Assurance Framework for Nurse Staffing

The Academy received the Board Assurance Framework for Nurse Staffing which included very minor changes since the previous month. Staffing risks were discussed as part of the 'High Level Risks relevant to the Academy' report. It was discussed and agreed that the report would be submitted to the Academy for review on a quarterly basis.

7. Nursing and Midwifery Staffing Review

The Academy received the biannual report on the Strategic Nurse Staffing Review. The highlights

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

of the report included:

- The current bed base against the future model bed base.
- The inclusion of a ward directory, which outlines by ward, the Deputy Associate Director of Nursing, Matrons and Sisters to demonstrate the leadership infrastructure in place.
- Reference to the Ockenden Part 2 Report. Whilst no additional actions had been asked of Trusts within the report, there was a request that Trusts review staffing levels in relation to 'Continuity of Carer' (CoC) which was where a midwife was assigned to a woman throughout the entire pregnancy, delivery and post-natal period. The Trust previously reported 100% implementation against CoC, however, the national ask was that, where staffing challenges were present, that Trusts do not try to fully implement the process. The Trust had reviewed this and taken the decision to reduce the implementation of CoC based on the Trust's ability to recruit and the Ockenden recommendation.
- An establishment review would take place and be reported to the Academy.
- Good engagement continued with nursing and ward leaders as part of the process.

The report would be submitted to the Board in May 2022. A biannual review would take place on November 2022.

8. Education Annual Report

The Academy received the Education Annual Report 2021/22, which highlighted:

- The Trust had successfully increased the provision of student placements for all health care professionals in training and the number of post graduate doctors.
- There was a continued focus on the quality of learning environments and the student experience.
- The Trust provided significant education, pastoral and clinical support to the international nurses, who achieved a 100% pass mark in the Objective Structured Clinical Examinations (OSCE), and were registered nurses with the NMC as a result.
- New methods of supervision had been introduced using the multi-professional workforce. There was a focus on the quality of the learning environment and the student experience.
- The Education Team had supported recruitment and retention initiatives by providing a package to support international nurses and healthcare assistants prior to commencement within the clinical environment.
- There had been issues raised by students since January 2022 relating to adequate supervision and workload tasks, and relating to attitudes and behaviours, however action plans were in place to deal with this.
- The Education Strategy would be reviewed during the 2022/23 year.
- There would be the development of new education and training such as medical devices, fit testing, conflict resolution and physical intervention/restraint training.

9. 2021 NHS Staff Survey Results Update

The Academy received a second presentation of the national and local 2021 NHS Staff Survey Results now that benchmarking data had been reviewed, which highlighted that nationally:

- A national response rate of 48%.
- Increased levels of stress, staff attending work when unwell and musculoskeletal injury levels seen through the results.
- Staff morale had decreased with 22.9% of respondents stating that they would likely look for a job at a new organisation in the current 12-months. The highest rate for four-years.
- 66.8% of respondents said that their manager works with them to understand problems.
- Since 2017 there had been an almost 5% increase in the proportion of staff that felt secure in raising clinical safety concerns, with 74.9% of staff stating they feel safe to do so in 2021.

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

- There was a 7% reduction in the number of staff that would recommend their organisation as a place of work.
- There was a decline in the number of staff that felt they received the respect they deserved from their colleagues.
- 67.2% of staff felt they had opportunities to improve knowledge and skills, with 52.5% feeling support to develop their potential. The 2021 result demonstrate a disappointing lack of progress in key EOI indicators.
- The Trust benchmarked similarly to the majority of WYAAT Trusts on results against overall themes.

Following a review of the results, the Trust had agreed the following priority areas for 2022:

- Improve staff engagement levels and morale.
- Improve communication to colleagues regarding the 'employee offer'.
- Focus on colleagues feeling valued in the workplace.
- Focus on team effectiveness, the role of line managers and team working.
- Ensure that colleagues feel confident and safe to speak out.
- Focus on wellbeing and burnout in a post pandemic environment.

The communications and engagement plan was also noted.

10. Belonging Update

The Academy received a brief verbal update on 'belonging' which highlighted:

- A detailed and comprehensive Equality, Diversity and Inclusion report would be provided at the next meeting.
- Work continued on the re-establishment and relaunch of the staff equality networks. The focus was to revitalise and refresh the roles of the networks.
- Expressions of interests had been advertised for key roles within the staff equality networks.

11. NHS People Plan/Strategy Workplan

The Academy received the NHS People Plan/Strategy Work Plan which provided an update against Trust actions since the previous meeting in September 2021. The Trust had made good progress in some areas, but required further work in others. There would be a link to the Staff Survey Action Plan, with a key action to address harassment and bullying, and violence in the workplace. There would be a focus on working flexibly following the launch of the new Flexible Working Policy.

12. West Yorkshire Health and Care Partnership – People Plan Workforce Strategy 2021-25

The Academy received the strategy for information purposes. A particularly insightful part of the report noted was the workforce profile within the West Yorkshire Health and Care Partnership. The strategy was aligned to the NHS People Plan, which provided a useful reference point for the Trust. The Place-based People governance arrangement would be presented to the Academy at the next meeting if that had been confirmed.

Items of Positive Assurance, Learning and/or Improvement

- The undertaking of training in clinical areas, as opposed to in a training environment, due to clinical pressures caused throughout the COVID-19 pandemic, had been very well received and really beneficial for colleagues to maintain their training compliance.

Matters escalated to the Board of Directors for consideration

Meeting Title	Board of Directors		
Date	12 May 2022	Agenda item:	Bo.5.22.16

The biannual report on the Strategic Nurse Staffing Review would be submitted to the Board of Directors in May 2022.

An effectiveness review would be undertaken on the Academy.

New/emerging risks

There were no new/emerging risks identified.

Recommendation

The Board of Directors was requested to note the discussions, actions and outcomes from the People Academy held on 27 April 2022.