

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 30 March 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 30 March 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

Looking after our People

The Academy received an update on the Looking after our People programme, as part of the People Plan.

The highlights of the Trust's current position was presented:

- A report, 'Beyond Demoralised', from the Improvement Academy which highlighted an exhausted workforce was being considered by the Looking After our People workstream. Sickness absence levels remained high across the NHS and were expected to remain significantly higher in comparison to pre-COVID-19 levels.
- Ongoing focus of work would include:
 - Staff recovery after a prolonged pandemic.
 - Support to staff to remain well and to reduce sickness absence.
 - Updates to policies, including that of the Stress at Work Policy and, Health and Wellbeing and Attendance Policy.
- The Trust reported a non-COVID-19 sickness absence rate of 5.66% for February 2022, a reduction from the position reported in December 2021 (6.22%).
- The Trust reported a COVID-19 sickness absence rate of 1.86% for February 2022, a reduction from the position reported in January 2022 (4.22%).
- Compared to peers, the Trust was performing well for COVID-19 sickness absence rates. It was expected that the COVID-19 burden, whilst currently high within the community, was likely to reduce.
- The Trust continued to provide colleagues a host of wellbeing support delivered through the Thrive platform.
- The Trust's People Approach was outlined which included endeavours to move to a Just Culture approach, embed civility and respect, the Working Carers Passport has been implemented and improve staff facilities to create a better environment. A new mediation service was being introduced and there would be a focus on appraisals and managers having wellbeing conversations with colleagues. Managers would be provided with the

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tools and skills to embed the Trust's new approaches.

- It was advised that COVID-19 related absence did not count towards overall sickness absence in terms of absence triggers or pay entitlements.
- The Trust had seen an increase in sickness absence relating to anxiety/stress/depression/mental health conditions. This was a continued area of focus for the Trust.

Workplace Civility and Patient Experience Kindness Update

The Academy received a comprehensive update. The following key items were highlighted:

- Following the launch of the 'Embedding Kindness' programme in November 2020 and the associated eLearning package in January 2021, over 500 colleagues had successfully completed the eLearning.
- Staff continued to be encouraged to nominate colleagues for a 'kindness' award. To date 37 staff had received this. Other schemes included the launch of the kindness tree to encourage staff to describe what kindness means to them to help embed the importance of kindness further within the organisation.
- There would be a continued focus on Civility at the Trust to promote how people talk to each other and to celebrate diversity and culture. This would be monitored via the Civility Project Board and the Civility Advisory Panel.
- A high level work plan had been agreed which included the delivery of three main priorities for the coming six months. These were to launch the civility campaign, develop a behavioural framework and provide support to managers.
- Patients are able to nominate staff for the 'kindness' award however further work was required to promote this.

2020 NHS Staff Survey Update

The Academy received an update on the progress against the 2020 NHS Staff Survey Action Plan. The highlights of the report were:

- The Management Development Programmes had launched. Over 230 delegates had commenced the three leadership pathways. An evaluation of the programme was underway.
- The Trust had trained mediators for the Mediation Service.
- The Thrive platform had launched and to date had received over 29,000 views.
- Wellbeing support for colleagues had progressed significantly with the launch of the Menopause Network, the appointment of a Specialist Occupational Therapist to support stress awareness, 'Time to Pause' sessions for colleagues and relaxation, as examples.
- The Trust had a small group of Engagement Champions.
- Areas of the action plan that required further work would be rolled over to the 2021 NHS Staff Survey Action Plan and includes Talent Management, Volunteering Scheme, the formation of a Violence and Aggression Task and Finish Group and reviewing our approach to Wellbeing Conversations.

2021 NHS Staff Survey Results and Proposed Action Plan

The embargo on the 2021 results had been lifted that morning and the Academy received a presentation. Key points below:

- The Trust received a response rate of 47.2% (2,970 colleagues), which was the highest response rate the Trust had ever achieved. Targeted support had been provided to areas that historically did not have a good response rate and weekly incentives were introduced to improve the response rate.

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The results of the 2021 NHS Staff Survey were grouped into nine different themes/areas against the People Promise Indicators which meant that comparative analysis could not be made with the exception of staff engagement and morale.

The highlights from the 2021 results were:

- Of the nine categories the Trust's score were broadly in line with the national average.
- An increase had been seen in the number of colleagues responding that they had personally experienced discrimination in the workplace.
- The Trust scored above average for staff that agreed that they feel a strong attachment to their team, and who feel valued by their team.
- The score had reduced significantly against the questions relating to the 'recognition I get for good work' and the 'extent to which the organisation values my work', and would therefore be a key area of focus for 2022.
- There was an increase in staff agreeing that they 'feel secure raising concerns about unsafe clinical practice'.
- There was a decrease in staff who agree they 'feel safe to speak up about any concerns'.
- There was a significant decline in 'there are not enough staff at this organisation for me to do my job properly'.
- There was a decrease in staff that have experienced bullying and harassment from colleagues and managers but a slight increase from patient/service users.
- The Trust was above average for most areas relating to learning.
- A higher percentage of staff agreed that the organisation was committed to helping them to balance their work and home life.
- The greatest decline for the Trust related to the theme 'We are a Team'. This would be a key area of focus for 2022.
- The staff engagement scores had remained consistent since 2017, however it was noted that whilst there had been a slight reduction for 2021, it was in line with the national average score.
- There was a large decline in scores seen for the 'morale at work' theme. It was expected that this was due to the ongoing COVID-19 pandemic.

Following a review of the results, the Trust had considered five 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.

It was agreed that the 2021 NHS Staff Survey benchmarking results be presented to the Academy in April 2022. A quarterly update would then be received on progress against actions. It was suggested that the results be compared against other data the Trust held in areas such as disciplinaries to provide context to the results.

People Promise Exemplar Site Update

The highlights of the report were:

- The Trust had received funding from NHSE/I for a 12-month fixed-term People Promise Manager to test out the delivery of all seven aspects of the NHS People Promise.
- There would be three People Promise Exemplar Sites in Yorkshire & Humber, BTHFT would be one of them.
- The first three-months in post would see the People Promise Manager devise an action plan and undertake the gap analysis. The remaining nine-months in post would be embed

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the work within the Trust and evaluate the implementation.

Workforce Growth and Transformation Sub-Group (to include update on AHP Support Worker Project)

The highlights of the report were:

- The Workforce Growth and Transformation Sub-Group was formed by combining the 'New Ways of Working Group' and the 'Growing your Own Workforce Group'. Due to the operational pressures seen within the Trust during January 2022, two meetings planned for January 2022 were cancelled.
- The February 2022 meeting took place which focused on careers initiatives, and received a presentation on healthcare ambassadors.
- The next meeting was scheduled for March 2022 and would have a focus on e-rostering and e-job planning.
- The work plan of activity would be refreshed.

The Academy received an update on the Allied Health Professionals (AHP) Support Worker Project Group. The highlights of the update were:

- Work had commenced to implement the AHP Competency and Career Framework.
- The framework was published in April 2021 with funding offered by Health Education England (HEE) to all Trusts to work on a variety of projects including the implementation of this framework.
- A Physiotherapist had been seconded to implement the framework and a Steering Group had been formed.
- There were 116 WTE support workers within AHP services in pay bands 2-4. It was found that there were significant inconsistencies within the Trust and across neighbouring Trusts. It was hoped that this project would address this.
- An exercise had been undertaken to cleanse the data within the Electronic Staff Record (ESR) system.
- Job descriptions and associated person specifications had been produced in liaison with Project Leads across Place in line with the framework.
- The educational attainment information was in the process of being compared with the requirement of the framework, and the results would form the gap analysis of educational requirements.
- The financial impact of the framework wasn't fully known, however would be reviewed in line with the changes to banding requirements and any increases in staffing requirements.

Board Assurance Framework for Nurse Staffing

The Academy received an update on the Board Assurance Framework for Nurse Staffing which was due to be presented to the Board in May 2022. The highlights from the report were:

- There continued to be challenges with nurse staffing, however there were no significant changes to report this month.
- There had been a slight decrease in the fill rate during the day with a slight increase seen at night, with the fill rates remaining approximately 70% of the planned establishment.
- Work had recommenced to focus on rostering and workforce efficiency.
- It was recognised that nurse leadership was crucial, and there was a requirement that every ward had a band-7 leader and a minimum of two band-6 support leaders.
- There had been a slight reduction in the establishment for respiratory as a result of the Omicron variant of COVID-19, however it was noted that the acuity of the patients was less.
- There had been a deep dive undertaken into falls, hospital acquired pressure ulcers and

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medicine errors. The findings were that there had been no omissions in care, however, there had been an impact in staff experience, patient experience and the quality of care that was received.

- Work to improve recruitment and retention continued and it was noted that the international nurses that had been recruited had brought a wealth of experience to the Trust. NHSE/I had been assured by the Trust's approach to recruitment and retention.

Maternity Incentive Scheme – Safety Action 4 / Neonatal Staffing

The Academy received an update which highlighted:

- There was a focus on Safety action 4: 'Can you demonstrate an effective system of clinical workforce planning to the required standard?' which asks if the Neonatal Unit meets the British Association of Perinatal Medicine (BAPM) national standards of junior medical staffing and the service specifications for neonatal standards.
- The Trust did not currently meet the standard; however, there was a plan in place to manage and monitor this.
- There were gaps in the medical junior rotas. A plan was in place to consider ANPs and clinical fellows.
- There was a high vacancy rate within the nursing establishment. This was due to the difficulty in recruiting, and then retaining staff into such posts. There was a comprehensive training programme in place to support the retention of the nursing workforce, to provide a supportive and developmental environment for nurses to build neonatal experience. Following a round of successful recruitment, there would be five new staff due to commence in the department in October 2022.
- Efforts had been made to improve pharmacy and dietetic support which supports a modern multidisciplinary working.
- Two Physiotherapists and a Psychologist had been recruited.

Workforce Report

The highlights of the Workforce Report were:

- Staff turnover had continued to increase from 11.55% in October 2021 to 12.52% in February 2022. The Workforce Planning submission predicted that there would be a continued rise over the coming six-months before a reduction would be seen.
- It was noted that there were challenges with Consultant and Junior Medical recruitment gaps, which were concentrated and therefore causing service pressures. Consultant recruitment challenges continued in Histopathology, Interventional Radiology, Gastroenterology and General Surgery.
- There would be an increase to the National Living Wage as of 1 April 2022. NHS entry level salary would increase to £9.65 per hour. The outcome of the annual pay body review discussions would be known in July 2022.
- It was noted that a move from outsourcing work, back to internal capacity would pose a significant challenge due to the workforce pressures seen. There had been an increase in colleagues retiring, including those who retire and return on reduced hours. This impacted the internal staffing model and had financial implications. It was agreed that this be discussed in further detail at a future Academy meeting.
- The number of additional shifts colleagues were willing to work had reduced.

People Academy Dashboard

The Academy received the Academy dashboard. A meeting had taken place with the IT Team to agree new indicators, benchmarking information and would include an updated glossary to the

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dashboard. An update was expected to be available for May 2022.

High level risks relevant to the Academy

The Academy received the high level risks relevant to the Academy. These were:

- Risk ID 3748: A new risk had been added to the risk register in relation to the demand for haemodialysis in terms in relation to staffing challenges, and the need for a business case to be undertaken for staffing to due to the increase in demand.
- Risk ID 3309: A new risk had been added to the risk register in relation to the provision of Histopathology Services due to Consultant vacancies and sickness absence.
- The two risks (Risk ID 3741 and 3725) relating to Vaccination as a Condition of Deployment (VCOD) had been closed due to the repeal of legislation.

Items of Positive Assurance, Learning and/or Improvement

- The Trust continued to positively progress its work from the civility and embedding kindness agenda.
- The Trust received a response rate of 47.2% (2,970 colleagues) to the NHS Staff Survey, which was the highest response rate the Trust had ever achieved; and work was underway to create a targeted action plan on areas that required improvements.

Matters escalated to the Board of Directors for consideration

There were no matters to escalate to the Board of Directors.

New/emerging risks

Two new risks were noted at the meeting:

- Risk ID 3748: A new risk had been added to the risk register in relation to the demand for haemodialysis in terms in relation to staffing challenges, and the need for a business case to be undertaken for staffing to due to the increase in demand.
- Risk ID 3309: A new risk had been added to the risk register in relation to the provision of Histopathology Services due to Consultant vacancies and sickness absence.

Recommendation

The Board of Directors was requested to note the discussions, actions and outcomes from the People Academy held on 30 March 2022.