

Meeting Title	Board of Directors		
Date	14 July 2022	Agenda item:	Bo.07.22.9

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 29 June 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 29 June 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

The key items from the meeting held on 29 June are presented below:

1. Staff Story: Modernisation of Pharmacy Services

The Academy received a presentation on the Stores Improvement Programme, which highlighted:

- Five key strands to the programme which formed the project principles: learning and innovation, cost effective medicines purchasing, stock control, stock top-ups and homecare services.
- The overall project goals and aspirations were to improve efficiency, improve staff morale and to improve cost effectiveness.
- The benefits realised include stock medicines being available to patients at the time they were needed, both within and out of usual pharmacy hours.
- Medicines on wards were now stored and supplied by suitably trained pharmacy staff, reducing the time that nursing staff took to obtain medicine supplies.
- Efficient processes were in place to support a reduction in medicines related errors/near misses.
- It was noted that total savings made through the amendment of ward stock lists (removing medications/changing quantities of medications) had totalled £6032.41 over the course of a few months.
- Much progress had been made during the programme and the project goals and aspirations had been achieved, however further work would be undertaken to continue to improve the processes in place to continue to make further improvements and cost savings.

2. Workforce Report

A comprehensive workforce report was presented with some key highlights being:

- The number of staff in post had increased from 5,720.86 in February 2022 to 5,736.30 in May 2022.
- Over the previous three months, the use of the temporary workforce had continued to remain stable with only minor fluctuations between the deployment of bank and agency use.
- Staff turnover had increased from 12.52% in February 2022, to 13.08% in May 2022 but for the

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first month we had seen a reduction in turnover from April's rates to May

- In March 2022, the Trust saw a high number of nursing leavers, and it was noted that NHS Pensions had advised that they had seen a 35% increase in the number of NHS staff accessing their pension over the previous six-month period.
- Recruitment would continue to be a priority, and the Trust was working with Just-R who were supporting activity relating to HCA recruitment and retention as part of the overall strategy. An update on the recruitment position across all the clinical professions was covered in the report
- There had been a number of successful appointments within the medical consultant workforce, however it was noted that there were key areas that the Trust continued to be challenged in recruiting to such as Haematology, non-surgical Oncology as examples
- Junior doctor fill rate was high for August
- The year-to-date absence rate has continued to increase but we are seeing monthly absence reduce and a decline in long term and short term sickness since April.
- Update on OD activity included in the report

3. People Academy Dashboard

The Academy received the Academy dashboard. The metrics that required further discussion were discussed through the workforce report with non-medical appraisal, core mandatory training and apprenticeship numbers highlighted separately.

4. High Level Risks relevant to the Academy

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

- Risk ID 3730: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the financial impact this could have on the Trust.
- Risk ID 3744: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the impact this could have on staff experience.
- Risk ID 3767: A risk that community maternity colleagues do not always have a lone-worker device.
- Risk ID 3630: Staffing shortages compromising the Children's Community Team ability to provide the level of respite care that had been agreed by the CCGs.
- Risk ID 3404: A risk that optimal staffing levels within all areas of the maternity service are not achieved.

Two new risks have been added.

- Risk ID 3411: A significant risk to Oncology service delivery due to two consultant vacancies.
- Risk ID 3481: A risk that at times the qualified nurse staffing levels on the wards are not to planned staffing numbers reducing the staff ability to care for sick children and volume of children.

The following risk has reduced in score.

- Risk ID 3732: A risk of harm to patients, staff and visitors within planned and unplanned care due to the Trust's inability to maintain safe staffing levels, and the impact this could have on patient experience.

The Academy has noted the mitigations in place for the risks.

5. Report / Minutes from the Health and Safety Committee

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The Academy received the minutes of the Health and Safety Committee dated 26 April 2022 and 14 June 2022. In addition a thorough report was received on the activities and actions underway including the focus on risks in relation to Health and Safety. It was noted that Jon Prasher, Non-Executive Director was the named NED for Health and Safety and regularly attended the meetings. The non-clinical risk team has recently received a significant assurance internal audit report and is addressing the minor actions included. It was also further noted that the annual Health and Safety Report would be presented to the Board in July.

6. Medical Appraisals and Revalidation Annual Report

The Academy received the Annual Report on Medical Appraisal and Revalidation for 2021/22. The highlights of the report were:

- As of 31 March 2022, 439 doctors had a prescribed connection with the Trust.
- Following the first waves of the COVID-19 pandemic, NHSE and the GMC issued guidance that the timing of the restart of the appraisal process should be decided by the responsible officers at a local level based on each Trust's individual position with respect to the pandemic. Following a review of this, the Trust made the decision to recommence the medical appraisal process on 01 April 2021. This was temporarily paused on 06 January 2022 and recommenced on 31 January 2022.
- For the year 2021/22, 338 doctors received a completed appraisal.
- For the year 2021/22, 101 doctors were allocated a 'approved missed appraisal'. No doctors received an 'unapproved missed appraisal' for the period.
- The revalidation process was halted by the GMC with all doctors under notice being automatically deferred for a 12-month period. This was reviewed in July 2020 and a decision was made to allow all doctors under notice to revalidate should they be in a position to do so. The revalidation process reverted to normal practice on 01 April 2021.

7. Feedback from Academy Effectiveness Review / Amendments to Terms of Reference

The Academy noted that 90% of attendees feel the Academy is reasonably effective and reported that engagement was high. There was a good balance of assurance, learning and improvement however more 'stories' from front line staff and patients would be beneficial (akin to the Modernisation of Pharmacy item heard earlier in the meeting). The Academy should also seek to better reflect the risks and the Board Assurance Framework.

A review of the membership is underway and this will be considered in September. Consideration is also being given with regards to the logistics for delivery given the move towards more face to face meetings. The Academy members are also keen to increase engagement across the Trust with regard to the work of the Academy. Options for 'open / development' sessions through the year will be considered.

8. Staff Survey 2021 Action Plan Update

Following the receipt of the staff survey results, the Trust had produced an action plan following engagement with staff and key stakeholders which was aligned to the seven strands of the NHS People Promise. The action plan focussed on the top priorities:

- Health and well being
- Reward and recognition
- Talent management
- Employee voice
- Compassionate leadership and culture

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- The Academy would receive quarterly updates.

9. Workforce Civility Update

- The Civility Programme Board had been set up, and was chaired by the Director of HR.
- A Staff Advisory Panel was in place which was made up of colleagues across the Trust who had experienced or witnessed incivility within the workplace and were content to share their stories and experiences in order to make improvements.
- The main piece of work taking place has focussed on the development of a 'behaviour framework' to provide clarity to colleagues regarding personal and organisational expectations on behaviours. Dr Chris Turner from Civility Saves Lives has offered support and will be working with the Trust on the continued development of the framework. This would be linked to the Trust's values. It was anticipated that this would be launched sometime during autumn 2022.
- The Thrive Leadership Summit took place on 20 June 2022 which was focused on civility in the workplace and leadership and was very well attended.

10. People Academy Work Plan

The Academy received the work plan of activity.

Items of Positive Assurance, Learning and/or Improvement

The update provided on the 'Quality Improvement programme Staff Story: Modernisation of Pharmacy Services' following on from the presentation at Board. Key message empowering staff at all levels to lead on change, how this can improve people's working lives and, the benefits this has on patient safety. A great piece of work.

Matters escalated to the Board of Directors for consideration

There were no matters to escalate to the Board.

New/emerging risks

Two new risks that have been added to the register.

- Risk ID 3411: A significant risk to Oncology service delivery due to two consultant vacancies. Escalated due to worsening consultant vacancy position between BTHFT and Airedale NHS FT. This is specialty with key supply issues and the subject of focus across WYAAT.
- Risk ID 3481: A risk that at times the qualified nurse staffing levels on the wards are not to planned staffing numbers reducing the staff ability to care for sick children and volume of children. It was agreed at the Executive Team Meeting to allow recruitment over establishment as part of the mitigations and from the workforce report presented at this meeting, the Academy has noted the positive results.

Recommendation

The Board of Directors is requested to note this report from the People Academy Chair from the meeting held on 29 June 2022.