

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Introduction

The last Workforce report was presented to People Academy in March 2022. This report picks up key workforce themes and trends since then and is presented in the format previously used to report to Workforce Committee.

This report will continue to be presented to People Academy on a quarterly basis as agreed at the July 2021 meeting.

Data as at 31.05.22

	DIVISION						
	Unplanned Care	Planned Care	Pharmacy	Corporate Services	Estates & Facilities	Research	Whole Trust
Staff in Post (Headcount)	2,450	2,531	140	663	536	212	6532
Staff in Post (FTE)	2,182.97	2,204.83	121.70	591.77	436.02	187.14	5,736.30
Establishment	2694.74	2570.19	141.71	621.49	585.86	32.81	6646.80
Agency Usage (FTE)	37.71	33.38	1.27	19.59	72.66	0	164.61
Bank Usage (FTE)	210.89	135.84	0.65	36.62	41.74	0.36	426.10
Turnover	13.09%	13.55%	10.74%	16.28%	9.46%	3.70%	13.08%
Monthly Sickness %**	5.77%	6.71%	10.52%	3.13%	10.52%	2.61%	6.25%
YTD Sickness %**	7.16%	7.45%	10.80%	3.74%	10.58%	3.36%	7.14%

	STAFF GROUP								
	Add Prof Scientific & Technic	Additional Clinical Services	Admin & Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical & Dental	Nursing & Midwifery Registered	Whole Trust
Staff in Post (Headcount)	169	1,133	1,532	433	503	100	883	1,779	6532
Staff in Post (FTE)	141.54	993.50	1,343.79	375.08	398.69	91.74	827.47	1,564.48	5,736.30
Establishment	144.37	1236.24	1372.70	440.28	584.09	93.45	844.94	1930.43	6646.80
Agency Usage (FTE)	2.42	2.57	9.92	13.72	81.33	0	13.29	41.36	164.61
Bank Usage (FTE)	0	218.16	7.08	0	43.10	0	34.46	123.30	426.10
Turnover	17.53%	15.94%	13.54%	14.42%	8.51%	5.15%	5.32%	13.59%	13.08%
Monthly Sickness %**	4.86%	10.19%	5.85%	2.05%	11.45%	1.53%	2.63%	6.11%	6.25%
YTD Sickness %**	5.74%	11.67%	6.37%	5.16%	11.57%	3.10%	2.37%	7.21%	7.14%

* ODP's/Theatre Nurses are split out into the relevant staff groups for the staff in post figures but not for the Establishment figures.

** The above Sickness figures are an indicative figure as at the end of May 22

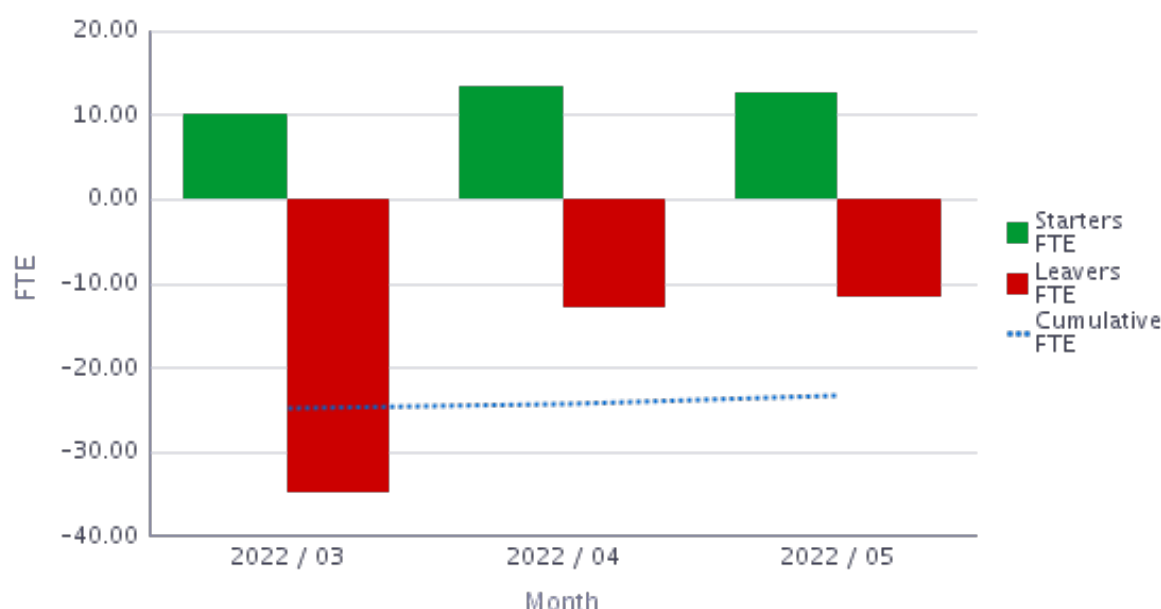
*** Includes usage for centralised budget code for COVID-19

Establishment, agency and bank usage data supplied by Finance

Please note: The Establishment figures for Research staff are counted within the overall Research Division, however where staff are line managed in Clinical Divisions the rest of the figures include them under the relevant Division. Therefore there is a mismatch between the Establishment data and the rest of the data for Research staff only.

Staff in Post

Since the last report staff in post FTE has increased from 5,720.86 in February 2022 to 5,736.30 in May 2022 representing an overall increase across all staff groups of 15.44 FTE. The largest increase in FTE over the period is in the Additional Clinical Services Staff Group (36.82 FTE) followed by Healthcare Scientists. The increase in the Additional Clinical Services Staff Group can be attributed to recruitment of Healthcare Assistants and Trainee Healthcare Assistants. The largest reduction in FTE over the last three months was in the Nursing & Midwifery Registered (10.16 FTE) Staff Group followed by the Estates & Ancillary staff group (5.96 FTE).



The table above shows the position with respect of qualified nursing / midwifery starters and leavers which demonstrates the position over the last three months. The cumulative position for the 3 months is -23.33 FTE with 36.09 FTE registered nurses / midwives joining the Trust and 59.42 FTE leaving. Please note that the above table only counts starters as those Registered Nurses / Midwives commencing in a Registered role from the first day of employment. Where newly qualified and overseas nurses have been recruited these are usually as HCAs until their NMC registration comes through; these therefore are not counted on ESR as starters under the Nursing & Midwifery Registered Staff Group.

e-Job Planning and e-Rostering

Electronic Job Planning has been implemented for our Consultants, Allied Health Professionals and Non-Ward Based Nurses. We have also moved our bank locums over to our existing Healthroster system to streamline our temporary workforce bookings.

Agency and Bank Usage

Over the last three months the use of our temporary workforce has remained fairly static with only minor fluctuations between the deployment of agency and bank use.

Healthcare Assistants (HCAs) agency use has ceased, unless in exceptional patient safety circumstances. Internal bank fill rates have increased to 75% fill rate.

There has been a slight increase in the need to use of temporary staff in the Estates and Ancillary staff group over the reporting period due to increased sickness absence.

Agency use across the Medical & Dental, Nursing & Midwifery and Allied Health professional staff groups has remained relatively static in the reporting period with only a slight increase in the deployment of bank doctors.

Agency monitoring controls through the Flexible Workforce Department is continuing to show positive control on the use of agency staffing, however the ability to consistently fill shifts under the agency cap remains challenging, particularly for medical agency locums and qualified nurses.

Due to the successful work done in trying to reduce our agency rates, we are compliant in achieving the NHS Improvements capped rates in 81% of our shifts.

It has not been possible to include any benchmarking data from the NHS England Model Hospital database in this report as the agency data has not be updated since June 2021 due to technical issues.

A review of nurse bank escalated rates was carried out with a change to how the escalated rates are paid for bank shifts. A further review to be carried out in June/July.

Recovery Planning: Workforce

Outpatient recovery - We have made some good progress against delivery of the 110% News target, we are increasing new patient activity by Insourcing or fixed term contracts.

We started the year with Insourcing in Gynaecology, Dermatology and ENT, and are pending go live in July with Digestive diseases.

This work has been pivotal in increasing our delivery of additional activity; however the administration around this for outpatients is complex. We are now in a position to move towards more fixed term contracts and have approval to recruit in Neurology, Cardiology, Rheumatology, ENT, Ophthalmology, Gynaecology, Gastroenterology, Paediatrics, Haematology & Plastics where recruitment is commencing. We will reduce Insourcing arrangements as we approach start dates of recruited staff. We have seen a positive impact on our backlogs which are being monitored.

Inpatient recovery - Recovery work is on track, with insourcing continuing to increase theatre capacity enabling treatment of long waiting patients across a number of services. It is hoped that this will continue for the remainder of the financial year to support theatres as

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

they recruit to their vacancies. In comparison to June 21, the Theatres and Day Case CBU have appointed 22 staff members, with more to follow as we still remain below establishment with 42.91 WTE vacancies.

By maintaining insourcing levels we can guarantee delivery of the submitted capacity plan and we can reduce reliance on PRA and Bank which adds greater pressure to an under established workforce.

Turnover

Turnover has seen a increase to 13.08% in May 2022 from 12.52% in February 2022. Turnover has increased slightly in all staff groups except Additional Clinical Services, Allied Health Professionals and Healthcare Scientists which have shown a slight decrease over the period. Turnover has risen steadily over the recent months and is now at a level not seen since February 2016.

Recruitment and Retention Update

Recruitment

Recruitment has become increasingly more challenging in recent months with typically high numbers of applicants, with many being shortlisted but the numbers attending for interview significantly lower than invited. Local labour market information and national data suggests that there is a high level of vacant job roles across all sectors and posts being difficult to recruit to.

We are continuing to run a 2 year campaign with Just-R who are supporting activity around recruitment and retention as part of the overall strategy. Just-R are carrying out pre-application screening interviews with potential HCA's to determine whether the candidates have values that reflect the Trust values such as kindness and caring before they are forwarded to the application process.

An open day is taking place on 22 June 2022 for HCA's as well as registered nurses where wards and departments will be showcasing their areas to participants and the career/ learning opportunities will highlighted. Interviews will be held on the day.

Trainee Health Care Assistants / Health Care Assistants (HCA)

There continues to be a high level of vacancy for HCA. Considerable efforts have been focussed on recruitment to these vacant posts. 76 HCA have been offered and accepted posts within the last 6 months of recruitment activity but there remains over 100 vacancies. There has been some attrition over this time with 18 HCA's leaving the organisation in the same period. There has been increased focus on the recruitment to HCAs with Just R for people joining the Trust new to care. Many of the existing HCAs have also been supported to commence the Degree Apprenticeship and trainee nursing associate programme to support their development in the Trust, this coupled with an increase in dependency of patients reflected in the establishments has increased the vacancy rate.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Retention

A career development framework has been produced that will highlight the opportunities for employees to develop their careers from entry level roles such as THCA/HCA and progress towards nursing associate, registered nurse and beyond. This plan has been shared with NHS England and will be shared with NHS Futures as an excellent example of development. Other learning opportunities made available:

- Functional skills level 2 in English and Mathematics
- Diploma Level 3 in Health
- Career sessions for completion of application forms and interview skills

Nursing and Midwifery

Recruitment

Recruitment of registered nurses, children's nurses and midwives continues to be a challenge in line with the national picture. Significant recruitment activity has taken place over the course of the year. This includes recruitment of newly qualified professionals from September 2022, specific targeted recruitment for areas with high numbers of vacancies such as theatres and renal services, generic adverts for all areas and the recruitment of international nurses. There has been success in terms of the numbers recruited overall, see numbers below, however the vacancy position has not changed overall due to the numbers of registered staff leaving the organisation.

Newly qualified nurses 56

Newly qualified nurses for Paediatrics 21

Newly qualified nurses for neonates 8

Newly qualified nurses/ODP's theatres 4

Newly qualified midwives via Leeds 25 (interviews are being held wc 27/6 to recruit more directly)

There is also a recruitment event going ahead for Theatres on Saturday 25th June.

- The Trust secured funding to appoint 50 overseas nurses with to date 34 overseas nurses working for the Trust; having passed their OSCE and gained NMC registration with plans to recruit to the remaining posts. We have also received agreement to recruit a further 50 overseas nurses which we will be working towards recruiting over the coming months.
- Just R are supporting the recruitment open day on 22 June 2022 with applicants being able to be interviewed and get a decision on the day.
- A project is underway for ward teams to maintain contact with the new nurses that have recruited during the HR processes. Postcards and texts along with invitations to visits the ward, meet colleagues, identification of a 'buddy' and attend staff meetings are part of this.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Retention

- Preceptorship plays a key role in retention by setting in place a structure to support newly qualified professionals, allowing them to translate their knowledge into everyday practice, grow in confidence and have the best possible start in their careers. The existing preceptorship programme for newly nurses/ midwives has been reviewed and revised to reflect the challenges that these staff will face as a result of the disruption to their learning and development and placement activity during the pandemic. It has been aligned with the national preceptorship package from NHSE/I
- The Professional Nurse Advocate (PNA) programme delivers training and restorative supervision for colleagues was implemented nationally towards the end of the 3rd wave of COVID as a start of a critical point of recovery: for patients, for services and for our workforce. Within BTHFT 15 nurses have commenced the master's level training programme with 4 successfully completing so far. The aim is for them to meet with individuals or groups of nurses in the Trust to provide restorative supervision. With a plan to get to a ratio of 1 PNA to 20 nurses over the next 3 years, monthly reports relating to PNA activity are required by NHSE/E. A lead in the chief nurse team has been identified to continue to progress this work. BTHFT have contributed to a project across the North East and Yorkshire to develop a regional standard and framework for use across the region.
- There have been requests from nurses joining the organisation to be able to have some rotation of posts within the early years of their career to support them gaining a breadth and depth of experience; this will be facilitated where requested.
- For existing nurses the current transfer process has been reviewed and the guidance and application form will be relaunched in Let's Talk giving the opportunity for Band 2- 6 Staff to apply to transfer to another area in the organisation to help retain staff in the organisation by providing opportunity for career development and gaining of experience.
- Legacy mentors are an excellent way to retain staff towards the end of their career and keep their valuable knowledge and skills within the organisation by recruiting them to support those in their early careers. This has already been implemented within maternity services and early evidence shows that is a highly valued role. There is a plan for implementation for nursing subject to approval. BTHFT are part of the national team developing a framework for this.
- Re-introduction of the band 5 -7 development days will commence from July 2022 following a pause in delivery during the COVID response
- Use of CPD funding and Workforce Transformation Budget to meet the development needs of registered health care professionals continues with support for accredited and non-accredited courses, conferences and study days as many of the programmes are restarted virtually and face to face.

Pharmacy

Regular recruitment activity has continued to take place since the last report which has resulted in some success. However, recruitment has become increasingly more challenging in recent months particularly of early years pharmacists. The department has also seen increased departures of the same staff group with exit interviews indicating a combination of reasons for leaving including, more family friendly working hours, attractive locums rates (c£50 per hour) for those happy to take last minute bookings and low morale.

Discussions with colleagues from the ICS Medicines Optimisation Committee (formerly the Pharmacy Leaders group) indicates that these issues are affecting the majority of sectors of pharmacy and appear to be driven by the PCN GP contract which incorporates the requirement to employ pharmacist. PCNs do not currently grow their own pharmacy colleagues and therefore the only source of these colleagues is the other pharmacy sectors.

In order to address this the pharmacy team are reviewing the job plan, on call requirements and training offered to early years pharmacists in order to make the role more attractive both professionally and family friendly. There is also a specific work stream of the ICS Medicines Optimisation Committee looking at workforce.

The pharmacy team has also embarked on a transformation plan in order to meet the challenges of restart whilst also looking to improve morale, recruitment and retention. However, the workforce shortages within the sector will represent a challenge for a number of years.

Allied Health Professionals

Recruitment and retention is variable across the 8 AHP professions employed by the Trust. Some services are very stable, others have higher turnover but are able to recruit. The two AHP professions experiencing most difficulties with recruitment are Physiotherapy & Dietetics.

There has been a particularly high turnover in Physiotherapy in recent months and recruitment is currently difficult. There has been a high number of B5 vacancies (currently standing at 13 out of 34 posts on the B5 rotation) most of which are recruited to but there is a delay in starting as the majority are this year's graduates. Recruitment is challenging at all grades with several recruitment rounds required and some appointments are being made as development posts.

Recruitment is also difficult in Dietetics mainly at higher grades from B6-8 for specialist and management posts due to lack of applicants.

Consideration of the need for International Recruitment of AHPs for hard to fill roles is underway. There is a national funding support offer currently in relation to International Recruitment of Occupational Therapists, Radiographers & Podiatrists. Consideration is also being given as a Trust whether alternative qualified (but not HCPC registered) professionals are appropriate for some limited roles. Return to Practice and apprenticeship plans are also being progressed.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Other Clinical Professions

Optometrists – there was a higher turnover of B7 staff at the end of last year. Posts now recruited to from a reasonable number of applicants but a trend towards a lack of hospital based experience.

Healthcare Scientists

In Audiology recruitment and retention is generally good for Band 5. Staffing is generally good as long as recruitment is timed to the outturn of the national degree programs in May/June. Recruitment at other times of the year are very difficult.

The major issue in Audiology is the volume of staff on maternity leave and the fact that the majority of these are specialist/highly specialist which makes it very difficult to backfill their posts.

Medical Physics are currently fully staffed. We have not had any recent issues with recruitment, but we have extremely good staff retention. However there is a nationally shortage of Nuclear Medicine Clinical Technologists, with little support for funded training. Medical Illustration is down on 1 WTE on HCS Photography staff and has been for a year now, so we are looking at options to plug the gap as recruitment has been difficult.

Cardiac Science – we are struggling to recruit experienced accredited staff, but with the support of HEE, are trying to 'grow our own' where possible. This is having a detrimental impact on the workload of the department in terms of the training support required, but hope that there will be long term gain. The staffing implications of the planned diagnostic centres may impact on this workforce.

Overseas Nurse Recruitment

Currently 34 overseas nurses are already working for the Trust; all have now passed their OSCE and gained NMC registration. A further five have arrived and are embarking on their training to sit their OSCE.

Consultant Recruitment

Consultant recruitment continues with 15 AAC panels held from 1 July 2021 to date, successfully appointing 15 individuals.

As at May 2022, the status of Consultant advertising is as follows:

Out to advert – 4 (Paediatrics x 3, Stroke Medicine)

Awaiting completed shortlisting – 3 (Paediatrics, Renal Medicine, Ophthalmology)

Interview to be arranged – 2 (Emergency Medicine, Gastroenterology)

Interview scheduled – 5 (Anaesthetics ICU, Plastic Surgery, General Surgery, Gynaecology, and Neonatology)

Histopathology have recently offered 2 Locum Consultant posts via an agency. An Interventional Radiologist has also been offered a Locum Consultant post via an agency.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Agencies are continuing to assist with Radiology (Interventional and Breast) and Anaesthetics Locum Consultant searches.

Gastroenterology and Medical Oncology are both struggling to recruit at Consultant level. Gastroenterology have been out to advert for both Hepatology and Clinical Nutrition specialisms without success. The Hepatology post is back out to advert and a 'general' Gastroenterology post is being prepared for advert.

Agencies have been asked to assist with the provision of Locum Consultant candidates across all the individual specialisms for Gastroenterology. Medical Oncology recently used some Consultant monies to create 3 Specialty Doctor posts. One of these posts was appointed to. Advertising continues on both NHS Jobs and through agencies for clinicians in Specialty Doctor and Consultant roles.

Junior Doctor Recruitment

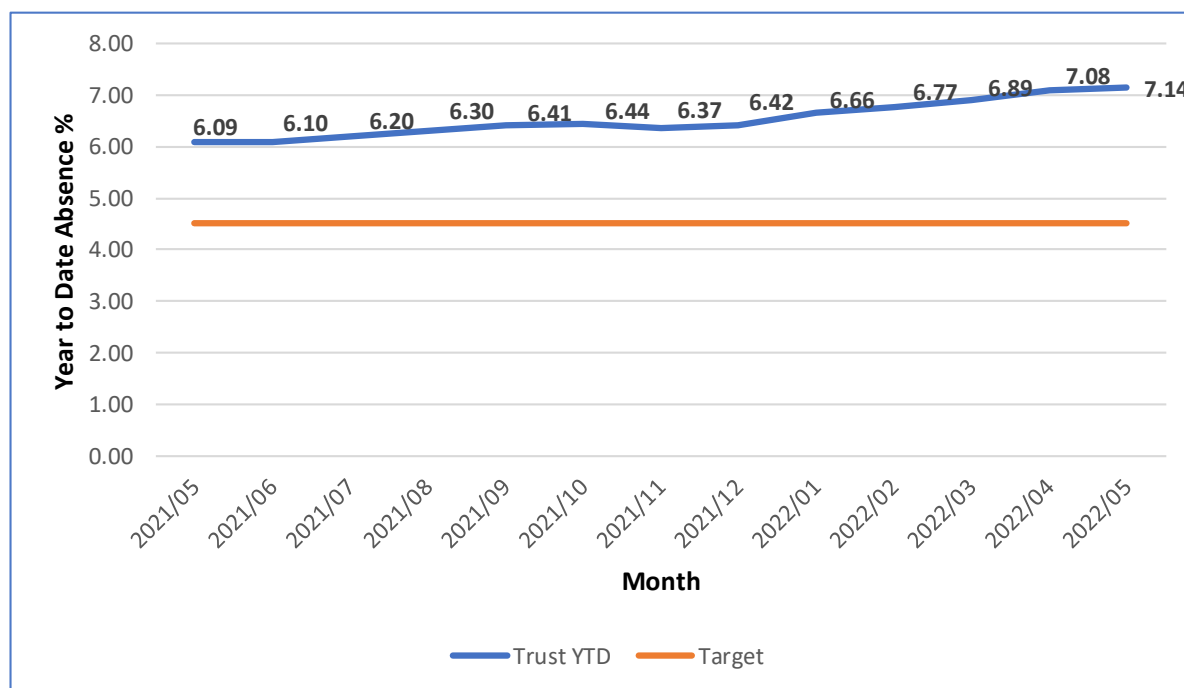
Over 400 junior doctors are currently being progressed with a view to either commencing new posts on 3 August 2022 or moving into different rotational placements on the same date. Of these, over 200 will be brand new starters to the Trust. These numbers are a mix of trainees who come to the Trust via Health Education England and locally appointed Clinical Fellows who will support gaps on rotas.

The 2022/23 cohort of Post Foundation and Post Core Fellows have been recruited to. Due to the increased number of known gaps on the Medicine Registrar rota (vacancies, maternity and due to part time working), a number of Post Core Fellows have been actively appointed in place of Post Foundation Fellows. Overall, the combined PFF / PCF numbers remain as before, just with a different ratio across junior and senior tiers. From this cohort, 4 wte will work in Clinical Education.

People Academy: 29th June 2022
Agenda Item: PA.6.22.6

Sickness Absence

Absence Timeline – Year to Date Absence % Rate – Table 1



The year to date absence percentage rate in May 2022 is 7.14%. The absence rate has showed a steady increase since November 2021. At this time last year the year to date absence rate was 6.09%. The graph above also shows Year to Date sickness absence (%) against target up to May 2022.

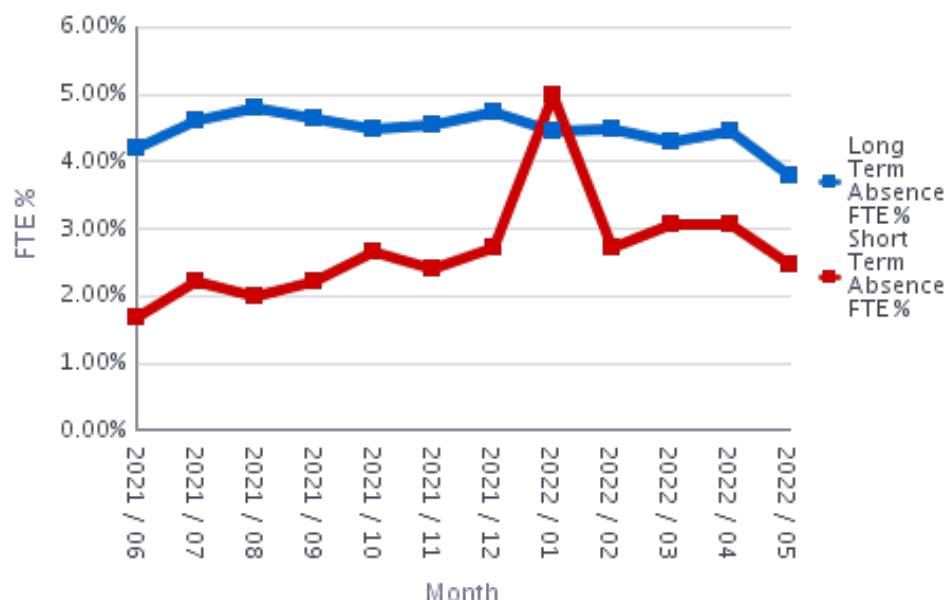
Top 5 Absence Reasons by FTE Lost – Table 2

Absence Reason	%
S10 Anxiety/stress/depression/other psychiatric illnesses	23.8
S27 Infectious Diseases	20.7
S98 Other known causes – not elsewhere classified*	12.1
S12 Other musculoskeletal problems	7.7
S25 Gastrointestinal problems	5.2

Anxiety / stress / depression are the most common reasons for absence. This is followed by Infectious Diseases which includes Covid related sickness.

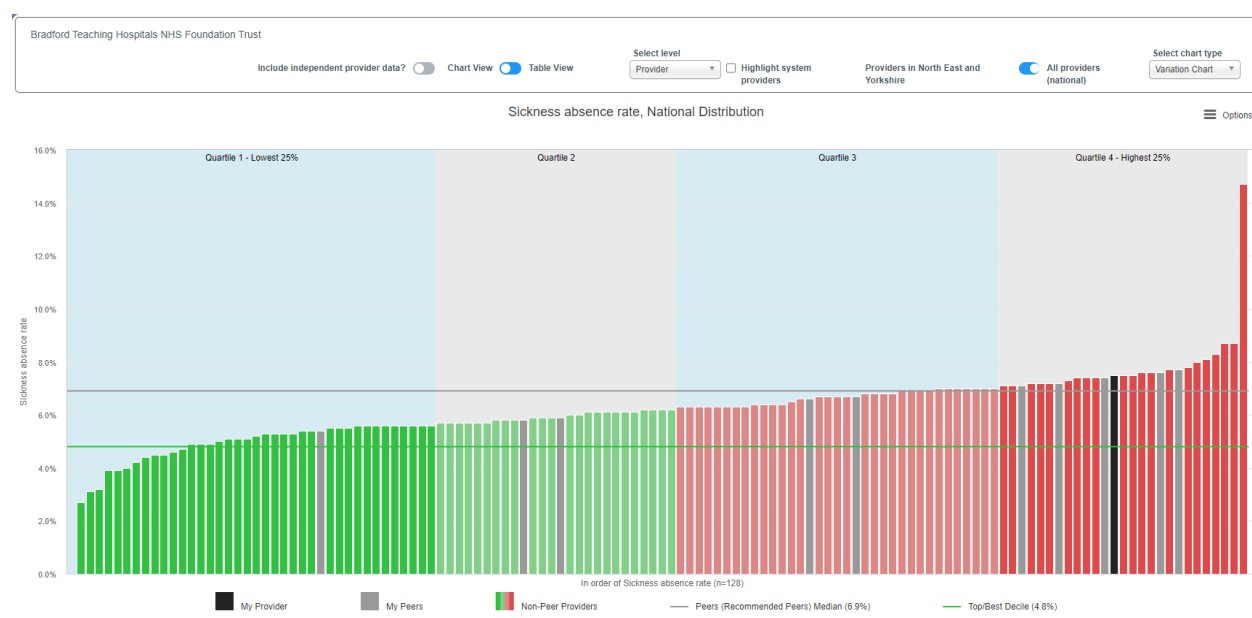
People Academy: 29th June 2022
Agenda Item: PA.6.22.6

Absence Long Term / Short Term – Table 3



This table shows the long-term and short-term sickness trend. Long-term sickness decreased in March, showed an increase in April and more substantial decrease in May. Short-term has increased slightly in March, remained stable in April before reducing in May.

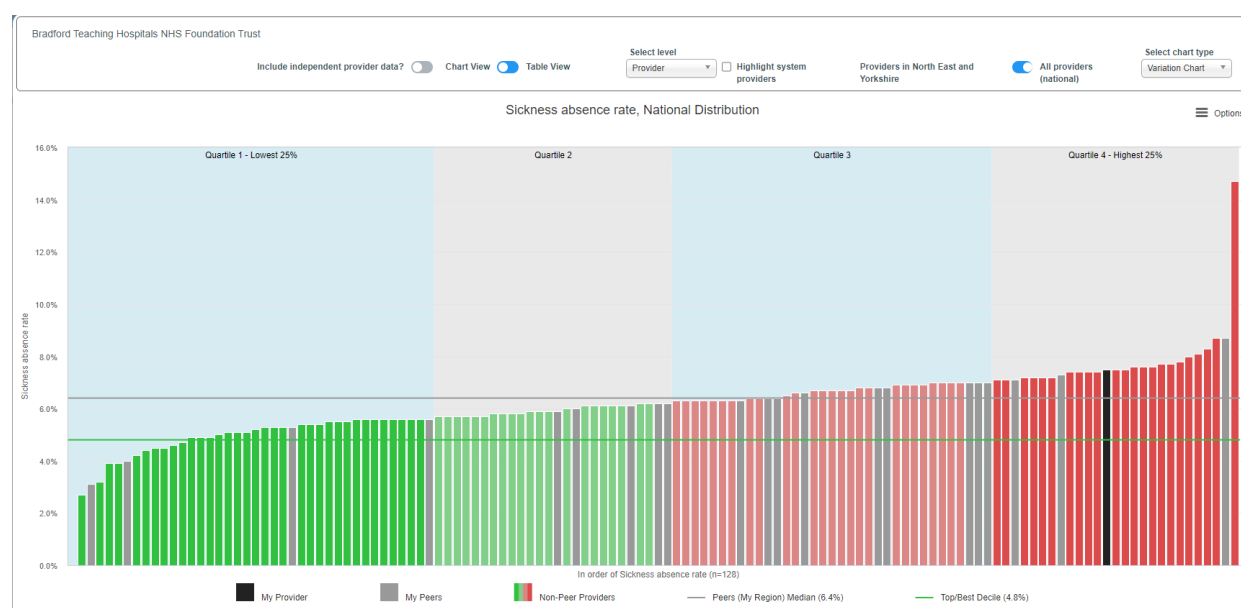
Absence Benchmarking – Model Hospital



The above chart shows sickness benchmarking compared to NHSI Recommended peers for the month of March 2022 which is the latest available data. These peers are the 10 Trusts with the most similar attributes and context selected by Model Hospital. BTHFT is in the 4th quartile with 5 other peers in the 4th quartile.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6



The above chart shows sickness benchmarking compared to other Acute Trusts within North East and Yorkshire for the month of March 2022 which is the latest available data. BTHFT is in the 4th quartile with all except one peer having a lower sickness rate. The sickness absence rate although in the 4th quartile is improving with the monthly sickness rate for may standing at 6.25%.

When compared to the NHS England recommended peers the Trust sickness absence rate is comparable to the absence rate for the majority of our peers. The Trust is continuing to proactively manage sickness absence and offer support to colleagues who are off sick. Training is now available for line managers on managing sickness absence to ensure managers are able to support staff during their absence.

Sickness absence continues to be a challenge and with the impact of the pandemic and current cost of living crisis it is likely that sickness rates will continue at a higher rate than the rate of absence seen pre-pandemic. The Trust approach will continue to focus on supporting colleagues at the earliest opportunity. The Health Wellbeing and Attendance Policy is currently being reviewed and it is intended that the policy review will lead to a policy which will focus on early intervention and support for colleagues who do have absence due to ill health.

Organisational Development (OD) update

Civility

The Workplace Civility Programme Board continue to meet and have started hearing personal stories from staff who are part of the advisory panel and willing to share their lived experience. A task and finish group working on the launch of civility (which includes developing a narrative, comms materials and the development of a set of BTHFT behaviours) is now up and running and meeting regularly. A narrative has been drafted using the 'We are Bradford' theme, describing the importance of working together, good teamwork,

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

kindness, how we choose to behave and the direct impact that has on our patients and their experience.

A behavioural framework has also been drafted and has been shared with staff for informal engagement. The framework has received mixed responses in relation to the language used and as a result, a second version has been drafted which focuses on the behaviours we can expect from one another and what staff can expect from the Trust. This two way 'contract' uses the existing Trust values to set out what we can expect from each other and develop a culture where everyone can Thrive, both in and out of work. Further engagement will be completed over the next month in order to develop a final version.

Dr Chris Turner (Civility Saves Lives) will be a key note speaker at the upcoming Leadership Conference and has agreed to continue to advise the Programme Board and task and finish groups as the civility work develops further.

Staff Survey 2021

The results of the survey have been shared widely across the organisation. Targeted sessions have been held in areas where there was lower engagement or below average scores.

More broadly, engagement sessions have been held with staff which have been helpful in enabling an action plan to be drafted. This included a dedicated 'Thrive Live' Q+A session focused solely on the survey results. The 2021 action plan will focus on a number of key areas:

- Health and Wellbeing (specifically burnout / stress)
- Reward and Recognition
- Talent Management
- Employee voice – speaking out / deep listening
- Compassionate Leadership and Culture

The action plan will also complement the existing plans developed for Civility (see above) and the People Promise Exemplar Site (see below).

Values Badges

The new employee/team of the month nomination forms (which include the option to recognise someone for demonstrating a value/s) are on the Thrive website. In the majority of cases staff are being nominated for all 3 values but it will be up to the staff awards panel to decide which values badge to award them. The nomination forms for both April & May have been sent to the panel.

Thrive Live

Four Thrive Live sessions have taken place so far (1 in person and 3 virtually), with 140 members of staff attending. There will now be a 2 month break to allow us to gather feedback, and evaluate and write up a formal planning process and reassess how this is promoted.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Feedback so far is very positive. Staff appreciate the opportunity to have direct excess to Mel/Exec team. Based on feedback so far, attendance/mix of staff is the area most would like to see improved.

Team and Employee of the month resuming

Staff awards were paused in December and restarted in March. We received 5 employee of the month nominations between Dec-Mar, 5 in April, and 5 in May and these have been forwarded to the panel, Chaired by Pat Campbell HR Director. 18 nominations have been received for team of the month in 2022 and will be sent to this panel when convened.

People Promise

BTHFT is one of 23 sites chosen as a People Promise Exemplar site. The national programme of work has a specific focus on retention and will use the Staff Survey as the principal way to measure progress. A plan of interventions will test the assumption that optimum delivery of all interventions can deliver improved staff experience and retention outcomes.

The plan of interventions has been developed in consideration of the employee life cycle and therefore will focus on the following, with work already underway:

- To improve on-boarding processes; including recruitment, induction, local induction and requesting feedback from new starters;
- To promote and attract staff engagers;
- To create stay interviews and improve the exit interview process;
- To create a Reach In – Reach Out programme of volunteering opportunities;
- To create financial wellbeing information available to all staff, including improved information for retirement age staff;
- To provide information packs for newly promoted managers signposting to resources;
- To create a 'Love Admin' week to celebrate admin and clerical staff;
- To unify and align Greatix and staff awards processes.

Thrive

The Thrive platform has had 48,747 views as of 10/06/22 and a process has been developed for new content requests. New pages to the platform include mentoring, consultant mentoring, menopause and financial wellbeing.

The yearlong programme of engagement events is well underway and cancelled roadshows have been rescheduled. Sites visited so far this year include Shipley Hospital, Bradford Macular Centre, Eccleshill Community Hospital, Westbourne Green and Westwood Park.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

The OD Team have also visited ENT and CBPS services. These roadshows have been run in collaboration with Charities and EDI teams.

In June there will be a Thrive roadshow held at BRI to celebrate the 'Thrive@ BTHFT' Leadership Conference. OD are also supporting the Outstanding Decision Making (ODM) Rollout Programme and will be visiting wards to promote Thrive with a focus on wellbeing and voice.

Roadshows will continue on a monthly basis and there are plans to develop resource packs for teams to run their own 'roadshows' to embed Thrive into teams.

Menopause Network

The menopause network saw a rise in attendance this month with 39 participants on the 8th June 2022.

We were fortunate to secure a virtual visit from Jacqui McBurnie, Senior Programme Manager at NHS England, founder and Chair of the NHS England Menopause Network. Jacqui delivered an engaging and insightful presentation, which was well received. The discussion was helpful in reassuring participants that as an organisation we are making positive steps and incorporating national policy at local level.

OD Commissions

The OD Team held a workshop in May to review the OD commission process and determine considerations for prioritising commissions in line with Organisational Strategic Objectives, the core elements of Thrive (Wellbeing, Development, Voice, Recognition), and Outstanding services programmes. The Model for Improvement will be incorporated into the OD commission's form, to encourage all to consider what they are trying to accomplish and the support and impact they seek.

Currently OD commissions are being triaged by the Senior OD Manager and the new form will be tested from mid July 2022 (Due to organisational priorities utilising OD capacity).

Outstanding Theatre Services (OTS)

Two members of the OD team are currently supporting the OTS programme. The work currently underway has responded to tasks initiated within the programme and is being reviewed and evaluated to ascertain outputs and determine how the work should evolve to deliver the most effective impacts and improvements for learning and culture.

Close collaboration with Quality Improvement (QI) colleagues who are also supporting OTS is underway to establish who and how the work can be supported, whilst optimising the finite resource within these two support functions.

People Academy: 29th June 2022

Agenda Item: PA.6.22.6

Development centres

The Development centres were commissioned by Terri Saunderson in order to support General Management restructuring, involving (13 individuals). The motivation for development centres was to ensure that everyone going through a process would have positive input and support for their on-going development, by;

- Enabling staff to identify their own strengths and areas for development
- Ensuring candidates are able to demonstrate their optimum skill set
- Creating a fun and supportive learning environment that enabled candidates to perform to their best
- Presenting each candidate with their individual Lumina Select report and support to develop their career development PDP

13 candidates have successfully participated in the development centres and taken up the offer of a 1:1 session with either of the 2 Lumina Practitioners. Feedback so far has been positive whilst acknowledging individuals have found the restructure process challenging.

An evaluation will be undertaken to reflect on the experience and learning with a view to making improvements and developing the approach to support in further development, recruitment and selection processes.

Pensions

NHSBA Pensions changes

From 01 April 2022 all active members regardless of age became members of the 2015 scheme. Many members are already part of the reformed scheme, all legacy schemes were closed including the 1995 and 2008 schemes. Members were informed ready for the transition.

The Coronavirus Act and the end of temporary suspensions for retire and return

To increase available health and social care workforce from 25th March 2020, the UK Government's emergency legislation temporarily suspended some of the regulations governing the administration of NHS pensions to enable some workers to work additional hours or return to the workplace.

These temporary suspensions were due to end on 24th March 2022 but have been extended to August 2022.

Recommendation

The People Academy is asked to note the contents of this report.

Glossary - Appendix 1

Indicator	Description	Source
Staff in post WTE	The number of whole time equivalent staff in post at that point in time.	HR Department via ESR (Electronic staff record).
Mandatory Training	The proportion of staff who have undertaken the statutory and mandatory training for the rolling year. The threshold is now 100%.	HR Department – via ESR
Appraisals	The proportion of staff who have undertaken an annual appraisal. The threshold is equal to or greater than 75% of staff.	HR Department – via ESR
Sickness	The proportion of staff that are absent due to sickness. The threshold is less than or equal to 4.50%.	HR Department – via ESR
Friends and Family Test	% of patients who complete a friends and family questionnaire following an inpatient admission.	Picker Services
Staff Group	Staff are coded to one of a national set of Staff Groups as follows: Add Prof Scientific and Technic – Pharmacists, Psychologists, Counsellors, Chaplains Additional Clinical Services – All clinical staff who don't need to be Professionally registered i.e. Bands 1-4 Administrative and Clerical – All Admin staff inc Managers who aren't Clinical Allied Health Professionals – OT, Physio, Dieticians, Radiographers Estates and Ancillary – Estates Officers, Porters, Cleaners, Catering Healthcare Scientists – Audiologists, Clinical Scientists, Physiologists Medical and Dental – All Medical & Dental Staff Nursing and Midwifery Registered – All Registered Nurses and Midwives.	HR Department – via ESR
Workforce Planning	NQB (2013) <i>How to ensure the right people, with the right skills, are in the right place at the right time – A guide to nursing, midwifery and care staffing capacity and capability.</i> https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf	NHS England