

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

Report from the Chair of the People Academy

Presented by	Jon Prashar, 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 26 October 2022		
Key control	This report was relevant to Strategic Objective: To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion		
Action required	To note		
Previously discussed at/ informed by	People Academy 26 October 2022		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

1. Staff Story: Advanced Clinical Practitioners Ifra Ahmed-Younis and Shahida Begum

The Academy welcomed Advanced Clinical Practitioners (ACPs) Shahida Begum and Ifra Ahmed-Younis who were invited to share their career journeys. Both outlined how they had become Advanced Clinical Practitioners through the support of the Trust. Shahida and Ifra were registered nurses prior to undertaking their Master's degree to become Advanced Clinical Practitioners, which was a role designed to transform and modernise pathways of care. Shahida and Ifra both shared how they were able to make a difference to help improve patient experience and contribute towards positive outcomes for service delivery.

2. Workforce Growth and Transformation Sub-Group Q2 2022/23 Update

The Academy reviewed the revised sub-group terms of reference and work plan which were based on the changes from the Bradford District and Craven Health and Care Partnership workforce groups and priorities. The Academy approved the terms of reference and work plan and noted the achievements of the group to date.

3. NHS People Plan/Strategy Work Plan

The report provided the Academy with an update on progress against the NHS People Plan actions for the period September 2021 – April 2022. Some key points were:

- It was noted that there was some overlap with the work against the Staff Survey, People Promise and the Workforce Race Equality Standards/Workforce Disability Standards action plans and therefore a review would be undertaken on how the People Plan would be reported on going forward to avoid duplication.
- Work had progressed well relating to civility in the workplace with the formation of a Project Board and Advisory Panel which was overseeing the delivery of a number of key objectives.
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- Following the appointment of a new Gym Manager, there would be a focus on physical activity for colleagues.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

- Assurance was sought on the recording of health and wellbeing conversations and how this could be improved. It was advised that the Trust appraisal paperwork had been revised to ensure that this included a health and wellbeing conversation. A one-to-one template was in the development stages which would see health and wellbeing at the heart of the content. Appraisal training had returned to face-to-face sessions with an increased number of sessions. Health and wellbeing was also a key feature of the leadership programmes.
- It was suggested that managers be asked for feedback on how they undertaken health and wellbeing conversations in order to share more widely they different ways that this could be done on a regular basis.

4. Workforce Race Equality Standard (WRES) and Workforce Disability Equality Standard (WDES)/EDI Update Report/Action Plans

The highlights of the report were:

Key progress included meeting our 35% target of having a representative overall workforce, refresh of the Equality networks, launch of the mediation service and reciprocal mentoring scheme and the WDES video as examples

- There was further work and progress to be undertaken to improve shortlisting (recruitment and selection), representation at senior leadership levels, disclosure rates for disabled staff, engagement, perceived fairness in career development opportunities and improving levels of dignity and respect in the workforce for both disabled and ethnic minority staff.
- There would be a continued focus during 2022/23 on ethnic minority staff accessing non-mandatory training, and an increased focus on ensuring that staff who identify with having a disability feel supported and valued, with appropriate reasonable adjustments made where possible.
- The LGBT Network had supported the use of pronouns on email signatures which had subsequently been approved.
- Assurance was provided that work was underway to support colleagues through methods such as mediation and informal conversations and approaching the Equality, Diversity and Inclusion Team for initial guidance, advice and support, in instances where bullying and harassment were reported.
- Assurance was provided that staff would be supported to attend to support the staff networks.
- The Trust was a Disability Confident Employer at level 2, however was working towards level 3 status.

5. Board Assurance Framework for Nurse Staffing

The highlights of the report were:

- It was noted that following a successful recruitment event, 100+ HCAs had been recruited which would minimise HCA vacancies going into winter.
- Following a recruitment exercise for overseas midwives, there had been interest from Philippines recruits and 6 were likely to be offered posts
- To reduce the number of nursing staff being moved frequently to cover areas that required it, a week long exercise was undertaken to cease this and allow wards to manage their own staffing, which would only result in moving staff to different areas under extreme circumstances. This had proved successful and would continue for the foreseeable future. This would empower the ward managers to utilise the safer care data and e-roster much more effectively.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

6. People Academy Dashboard

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

- For 2023, the equality metrics would be amended in line with the Equality Diversity and Inclusion Reports so reporting would happen at the same time.
- There had been an increase in the number of Freedom to Speak Up concerns raised during Q2 2022/23.
- The non-medical appraisal rate for September 2022 was reported at 75%. Work was underway to update the Time2Talk appraisal paperwork to include discussion and feedback around behaviours and values.
- Core mandatory training compliance was reported at 91%, a 6% increase in month.
- Staff turnover had seen a slight reduction for the 2nd month in a row from 13.11% in August, to 12.77% in September 2022.
- The rolling 12-month sickness absence rate for 30 September 2022 saw a small reduction to 7.19%, compared to 7.26% in August 2022. In month absence had also reduced
- e-Job planning data would be reported each quarter to the Academy. e-Job plans had been implemented for Medical staff, Allied Health Professionals and non-ward based Nursing staff.

7. Workforce Report

The Academy received the quarterly Workforce Report. The highlights of the report were:

- There had been an overall increase in the number of staff in post from 5736.60 WTE in May 2022 to 5,799.30 WTE in September 2022.
- Regular recruitment activity continued in Pharmacy; however, it was noted that recruitment had increasingly become more challenging during recent months
- The Trust continued to attract Consultants to work at BTHFT, however noted that areas where the Trust had difficulties in recruiting to, it was within specialities that were known to be a national shortage.
- 21% of medical trainees that were now on part-time contracts or were on a flexible working pathway which created some rota pressures when placed into a full time position.
- Assurance was provided that plans were in place to increase the compliance against level 4 safeguarding training.
- It was advised that of the open cases undergoing the disciplinary process, in the case of registrants we did not tend to refer to the regulatory body until the investigation was complete and allegations were proven.
- A detailed summary of OD activity was provided in the report.

8. High Level Operational Risks relevant to the Academy

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

- 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 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 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.
- Risk ID 3767: A risk that community maternity colleagues were not carrying a lone-worker device.

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

- Risk ID 3411: A significant risk to Oncology service delivery due to two Consultant vacancies.
- 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 3481: A risk that at times the qualified nurse staffing levels on the ward were not to planned staffing numbers.
- Risk ID 3404: A risk that optimal staffing levels within all areas of the maternity service are not achieved.

There were no new risks aligned to the Academy, no closed risks and no risks had changed in score since the previous meeting.

9. Board Assurance Framework – Strategic Risks Relevant to the Academy

There were three risks relating to the achievement of strategic objective 3: To be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion:

- Ref 3.1 relates to the Trust being unable to recruit to vacancies leading to increased pressure on staff and the ability to provide safe staffing levels.
- Ref 3.2 relates to maintaining a healthy workforce in order to reduce sickness absence and turnover rates.
- Ref 3.3 relates to the Trust being unable to recruit, retain and develop a workforce at all levels that was representative of the population it serves.

The Academy were satisfied that the risks were appropriately recognised and mitigated.

10. Healthcare Worker Flu Vaccination Best Practice Assurance

The highlights of the report were:

- Trusts had been set a target of offering the flu vaccination to all frontline health and social care workers, both clinical and non-clinical that have contact with patients.
- 53.4% of frontline staff received the flu vaccination during 2021/22 which was a steep reduction on previous years. National uptake was reported as 60.5% for 2021/22. The expectation for 2022/23 was 70+%
- An operational group was set up and reviewed the 2021/22 vaccination campaign.
- The Trust was required to review the best management practice checklist to provide public assurance via the Board. This would be presented to the Board in November 2022.
- The national publicity materials arrived on 20 October, after the commencement of the internal campaign.
- The Trust had 23 peer vaccinators in place; however efforts were being made to increase this.
- Pop-up clinics for the flu and COVID-19 vaccinations were in place in the concourse at Bradford Royal Infirmary.
- Early indications were that staff were taking up the offer to have the flu vaccination.

11. Guardian for Safe Working Hours Quarterly Report

The report covered the period Q2 2022/23 (July - September 2022) and highlighted:

- In Q2 2022/23 there were 73 exception reports. 64 of these were related to hours/working patterns, five were education related and four were relating to the service support available to the doctor.
- In total, 70.5 additional hours were reported during the quarter.
- Six reports related to a safety concern. It was noted that these concerns were raised from one Plastics trainee who felt the workload during on-call could lead to a patient safety issue. This

Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

had been discussed with the trainee, their supervisor and the clinical lead.

- The biggest number of additional hours claimed during the quarter was from General Surgery FY1 doctors. This quarter covered the changeover period in August 2022 when the new rota for Foundation doctors in surgery was implemented.
- There had been a 22% increase in requests for locums during the quarter, with around one-third being unfilled.

12. Freedom to Speak Up (FTSU) Quarterly Report

The report covered the period Q2 2022/23 (July - September 2022) and highlighted:

- The Trust had 15 FTSU ambassadors which included a Maternity FTSU ambassador, in line with Ockenden recommendations.
- Sue Franklin, the Trust's FTSU Guardian had recently undergone training from the National Guardian's Office to become a National FTSU Mentor.
- NHSE had recently published their FTSU policy for the NHS, a FTSU guide for leaders and a FTSU reflection and planning tool. It was anticipated that the Board would have a development session based on this.
- There had been an increase in the number of issues raised during the quarter, however assurance was provided that the issues had been dealt with.
- Work was still underway to identify how issues could be raised anonymously via a route other than the FTSU app in place.

13. Midwifery Staffing Review

The highlights of the bi-annual report were:

- The Trust continues with its ambition to recruit to the full complement of maternity staff following the receipt of funding in 2021 and expect staffing levels to increase incrementally over the next year.
- Bradford had a high proportion of women who were diabetic or who developed Gestational Diabetes Mellitus during pregnancy and therefore the Trust were looking to recruit to a Specialist Midwife post for Diabetes. This would be funded internally.

14. Winter Plan: Workforce Actions

The Trust received the Winter Operational Response Plan for 2022/23. This was a live document and would be updated in response to demand and capacity pressures. Attention was drawn specifically to section 6 which related to Workforce, which assured the Academy that an action plan was in place and would continually be reviewed and updated throughout the winter period.

15. Bradford District and Craven (BDC) People Committee Update

The highlights of the update were:

- The BDC People Committee met on 19 October 2022. The minutes would be circulated to the Academy once approved.
- There were 4 Leadership groups which were established which fed into the Committee: Looking after our People, Leadership, Inclusion and Belonging, New Ways of working and Growing our workforce.
- Finalised priorities/work plans for each group would be presented to the December meeting
- Karen Walker, Non-Executive Director and Chair of this Academy was the Deputy Chair of the BDC People Committee.
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Meeting Title	Board of Directors		
Date	10 November 2022	Agenda item:	Bo.10.22.9

16. People Academy Work Plan.

The Academy received the work plan of activity. It was noted that a review be undertaken to identify the best time for the equality diversity and inclusion metrics to be reported.

Items of Positive Assurance, Learning and/or Improvement

- The Trust was already a Disability Confident Employer at level 2, however was working towards becoming a Disability Confident Employer at level 3.
- Core mandatory training compliance was reported at 91%, a 6% increase in month.

Matters escalated to the Board of Directors for consideration

There were no matters for escalation to the Board, however it was noted that the following items would be discussed at Board in November 2022:

- Healthcare Worker Flu Best Practice Management Checklist
- Annual Equality Update

The following item would be provided to the Board for information in November 2022:

- Compliance statement regarding medical appraisals.

New/emerging risks

There were no new or emerging risks.

Recommendation

The Board of Directors was requested to note the discussions, actions and outcomes from the People Academy held on 26 October 2022