

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item:	Bo.1.23.15

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

Key Matters Discussed

1. Addressing the Obstetrics and Gynaecology Doctors Concerns, The GMC Training Survey

Dr Sudeepthi Kakara, Consultant Obstetrician and Gynaecologist joined the meeting to discuss the item. The highlights of the report were:

- The results were published in May 2022 and saw a good response rate.
- Issues raised related to rota design, the ability to take study leave, workload, lack of consultant-led antenatal ward rounds of high risk patients, operating lists and training.
- Actions taken to address the concerns included an expansion of the middle grade rota in September 2022 to 1 in 13. There had been the recruitment of two speciality doctors in 2020. There had been an agreement to recruit doctors and speciality doctors to add resilience to the rota. Ongoing capacity and demand planning was underway.
- There was a requirement to recruit additional Obstetric Consultants.
- Ward rounds were now a 'job planned' activity and were undertaken 7-days a week within antenatal services.
- There had been a slight increase in the number of operating lists from 2/3 to four all-day lists.
- Assurance was provided that the actions taken to address the concerns were communicated to trainees via the junior doctor forum.
- It was reiterated that Junior Doctors were not allocated places based on how busy a Trust was, but where it was deemed necessary for them to undergo their placement for the benefit of their training.

2. Update on Maternity Incentive Scheme Year 4 – Safety Action 4: Neonatal Staffing

The Maternity Clinical Negligence Scheme for Trusts (CNST) was an incentive scheme to support the delivery of safer maternity care. The Trust was measured against ten safety actions. The update was related to safety action 4: neonatal staffing. The highlights of the report were:

- Following approval of the action plan in October 2021 work had progressed to address some of the areas required. This included the production of a gap analysis and the action plan had been updated in November 2022.

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item:	Bo.1.23.15

- Significant progress had been made in a number of areas and included the recruitment of a Consultant and Matron, and there had been improvements made in the recruitment of nurses.
- There had been the development of a nursing education and professional development plan.
- Funding had been secured to employ Allied Health Professional staff.
- Assurance was provided that at the time of the meeting there were no staffing issues within the Neonatal Unit.

3. People Academy Dashboard

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

- The overall rating to be one of the best NHS employers, prioritising the health and wellbeing of our people and embracing equality, diversity and inclusion' remained the same .All the EDI metrics were updated.
- Contacts with the advocacy service had reduced slightly during the previous six-month period, however, 58% of those that had contacted the service, had seen their issues resolved informally.
- The number of formal bullying and harassment cases had remained static over the previous six-months and at lower levels than pre-pandemic. Of the 8 cases that were complete during the period, 90% of the outcomes were 'no case to answer' which had prompted the Director of HR to commence work to review the cases to identify the evidence utilised to draw the final conclusion.
- There were no mediation sessions during the previous six-month period, however there had been four individuals who made contact with the service.
- There had been an increase in the number of freedom to speak up concerns raised.
- The non-medical appraisal rate remained at 75% for October 2022. This had remained the same for three consecutive months.
- The Trust achieved 90% compliance against core mandatory training for October 2022, a slight increase of 1% from the previous month.
- Staff turnover had reduced to 12.69% in October 2022, from 12.77% in September 2022.
- There had been a 1% increase in our female workforce at 8a+ and a 1% decrease at bands 6-7 moving these groups closer to proportionate representation
- There had been a very small increase in ethnic minority representation at senior management levels over the previous six-months, however based on current trajectories it was not expected that the Trust would meet its target of having a senior workforce reflective of the local population by 2025.
- The proportion of ethnic minority staff in the overall workforce had increased to 36.96% during the previous six-months, surpassing the 35% target to have the workforce representative of the local population.
- The rolling 12 month sickness absence rate at the end of October 2022 was 7.15% compared to 7.19% in September 2022.
- National data indicated that 36.2% of Trust staff had received the flu vaccination.

4. High Level Operational Risks

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

- Risk ID 3810: Highlighting the service risk for Haematology, due to long term sickness of Specialty Lead, this was an addition to another Specialty Doctor and the existing consultant vacancy. Consultant work force was at 50%.
- Risk ID 3767: A risk that community maternity colleagues were not carrying a lone-worker

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item:	Bo.1.23.15

device.

- Risk ID 3411: A significant risk to Oncology service delivery due to two Consultant vacancies.
- Risk ID 3660: Rapid increase in number of paediatric attendances to the Emergency Department.
- 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 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 3404: A risk that optimal staffing levels within all areas of the maternity service are not achieved.
- Risk ID 3808: A risk relating to industrial action, including the strikes confirmed by the RCN to be undertaken on 15th and 20th December 2022.

The Academy sought and took assurance that all relevant key risks had been identified and reported to the academy, and were being managed and mitigated appropriately.

5. People Academy Work Plan

The Academy received the work plan. The key changes were:

- Updates from the Health and Safety Committee would change from quarterly to bi-monthly in line with its meeting schedule.
- An update on the Nursing and Midwifery Staffing Review would be shared at each meeting.
- NHSE had published their winter preparedness plan for 2022 and therefore the Nursing and Midwifery Board Assurance Framework would continue to be reported to the Academy as a six-monthly update.

6. Looking after our People

The working group had refreshed and revised its terms of reference, which had been approved by this Academy in September 2022. There had been further revisions made by the group to ensure accuracy. This included a refresh of its membership. The group brings together the following areas of ongoing work:

- Civility at work
- Thrive
- Just Culture
- Wellbeing
- People Promise
- Staff Networks

The Academy approved the revised Looking After Our People working group Terms of Reference.

7. Update on Industrial Action and Winter Planning

Industrial Action Update

- The Royal College of Nursing (RCN) had announced that following a ballot, it had met its threshold for strike action to take place. The dates agreed were 15th and 20th December 2022 and would take place for 12 hours on each day, commencing at the start of the dayshift time.
- The Trust had completed a self-assurance proforma regarding planning for the industrial

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item:	Bo.1.23.15

action.

- An operational and contingency planning group had been set up to manage the planning, and would meet regularly to ensure that the Trust could safely staff the hospital on the dates agreed and work was underway to agree the necessary delegations of exemption required to ensure patient safety.
- Work was underway to ensure that there were appropriate safeguards in place to support colleagues through the period and a helpline would be set up on the days on the industrial action if colleagues required further support. This would include support for those participating in industrial action, upon their return to work.
- The Unison ballot closed on 25 November 2022, and concluded that it did not meet the threshold for industrial action to take place.
- The Chartered Society of Physiotherapy and the Royal College of Midwives were out to ballot at the time of the meeting.

Winter Planning

- The initial expectation was that flu would peak during mid-late January 2023, however it was expected much earlier, around the Christmas period.
- This may result in the need to open wards sooner than planned.
- There had been an increase seen in attendance within the Emergency Department, particularly within paediatrics. Assurance was provided that this was being managed effectively with support from Consultant Paediatricians.

8. Strategic Nursing and Midwifery Staffing Review November 2022

As required, the Chief Nurse reviewed the nursing and midwifery establishment on a bi-annual basis. The establishment review was focused on the two areas of acuity and dependency, and business case development.

- A summary of the winter plan for establishment was shared and showed an incremental plan of when it was expected that additional beds would be opened.
- A detailed overview was provided of each ward and assurance provided on the requests from each ward in relation to staffing during the winter period and plans in place to support this.

The Academy supported the recommendations and would be submitted for Board.

9. Review of National Education and Training Survey (NETS) Feedback

The National Education and Training Survey was a multi-disciplinary survey and would therefore include responses from many professionals. The reporting period was for six-weeks and closed on the day of the Academy meeting. The report would be provided to the Academy once the results were received. This would be in February or March 2023.

Items of Positive Assurance, Learning and/or Improvement

- The Trust achieved 90% compliance against core mandatory training for October 2022.
- The proportion of ethnic minority staff in the overall workforce had increased to 36.96% during the previous six-months, surpassing the 35% target to have the workforce representative of the local population.

Matters escalated to the Board of Directors for consideration

- The Strategic Nursing and Midwifery Staffing Review November 2022 would be submitted to

Meeting Title	Board of Directors		
Date	19 January 2023	Agenda item:	Bo.1.23.15

the Board.

- Information pertaining to the planning industrial action had been discussed at the Finance and Performance Academy and would be discussed at the Quality and Patient Safety Academy also.

New/emerging risks

- There were no new/emerging risks arising from the meeting.

Strategic Commitments considered at this meeting

The reports presented at this meeting were relevant to the following strategic commitments and key areas of work:

Individual strategic commitments	Key areas of work
Patients Our ambition - We are committed to making a difference to everyone who needs our care. We recognise that that we will best do this by developing high quality, innovative services and by continuing to develop and embed a culture of kindness to ensure a positive patient experience.	
Pat1 - The delivery of outstanding nursing and midwifery care	Pat1c - Training and education as a means to recruit and retain the very best people
People Our ambition - We will continue to develop and nurture our people to create an environment where they can thrive and deliver outstanding care. We will value diversity and create a culture which is inclusive of all.	
Pe1 - Looking after our people	Pe1a - Thrive - further development and embedding of support for our people, including health and wellbeing support and personal and professional development.
	Pe1c - Staff engagement and adapting to the needs of our workforce - flexible working, meaningful appraisal (including wellbeing, career development, improved staff facilities)
	Pe1d - Reviewing the Health & Well-Being Offer
Pe2 - Engendering a feeling of belonging in the NHS	Pe2a - Build on our commitment to EDI via our EDI strategy statement and actions
Pe3 - New ways of working and delivering care	Pe3g - Expand clinical practice for nurses, AHPs, pharmacists and healthcare scientists
Pe4 - Growing for the future through planning, education, training and acting as an anchor organisation for Bradford	Pe4a - Develop robust workforce modelling and workforce supply plans
	Pe4b - Work closely with training and education partners to create a strong pipeline of staff

Recommendation

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