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|----------------------|---------------------------|---------------------|-------------------|
| <b>Meeting Title</b> | <b>Board of Directors</b> |                     |                   |
| <b>Date</b>          | <b>10 November 2022</b>   | <b>Agenda item:</b> | <b>Bo.10.22.9</b> |

## Report from the Chair of the People Academy

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| <b>Presented by</b>                         | Karen Walker, Non-Executive Director, Chair of the Academy  |             |  |
| <b>Author</b>                               | Katie Shepherd, Corporate Governance Manager  |             |  |
| <b>Lead Director</b>                        | Pat Campbell, Director of Human Resources   |             |  |
| <b>Purpose of the paper</b>                 | To provide a summary of the discussions and outcomes from the People Academy meeting held on 28 September 2022  |             |  |
| <b>Key control</b>                          | 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 |             |  |
| <b>Action required</b>                      | To note   |             |  |
| <b>Previously discussed at/ informed by</b> | People Academy 28 September 2022  |             |  |
| <b>Previously approved at:</b>              | <b>Committee/Group</b>  | <b>Date</b> |  |
|   | N/A   |             |  |

### Key Matters Discussed

#### People Academy Dashboard

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

- The non-medical appraisal rate for August 2022 had increased to 75.34% from 74.86% in July 2022.
- The overall compliance for core mandatory training was reported as 85% for August 2022, a reduction from 90% in July 2022. Annual leave and sickness had impacted this.
- The Trust saw a slight decrease to 13.11% in August from 13.43% in July 2022 for staff turnover.
- There had been a slight increase in the nursing bank fill rate and nursing agency fill rates for August 2022.
- The rolling 12-month sickness absence rate as at 31 August 2022 was 7.26% compared to 7.27% in July 2022. This figure does not include staff that were self-isolating which accounted for 0.02% in August 2022.
- Assurance was provided that the Trust was aware of, and working to include the new mandatory training requirement within training compliance related to interacting and communicating with people with a learning disability and/or with autism. Although it was noted that when a new training requirement was introduced the Trust did not report on it for a period of 12-months to allow staff to undertake the training.
- Assurance was provided that the Trust was look at alternative options to provide moving and handling training until the two vacant WTE posts was recruited to.
- It was advised that in relation to safeguarding children compliance, there were a range of activities taking place that support the achievement of safeguarding children level 3 compliance, therefore work was underway to identify how this could be recorded in the system.

#### High Level Operational Risks relevant to the Academy

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

|                      |                           |                     |                   |
|----------------------|---------------------------|---------------------|-------------------|
| <b>Meeting Title</b> | <b>Board of Directors</b> |                     |                   |
| <b>Date</b>          | <b>10 November 2022</b>   | <b>Agenda item:</b> | <b>Bo.10.22.9</b> |

- 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.
- 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 risks had changed in score, and no risks were closed.

#### **Internal Audit Report Action – Recruitment and Retention: NHS People Plan**

Audit Yorkshire was commissioned to undertake an audit of the Trust's recruitment and retention, and implementation of the People Plan. The highlights of the report were:

- The audit concluded that there were effective governance arrangements in place for reporting and oversight to ensure satisfactory progress with implementing the NHS People Plan. A rating of significant overall assurance was received.
- There was one high level recommendation which was that sub-groups of the NHS People Plan should review their effectiveness and make required changes that would ensure satisfactory progress with the implementation of the actions from the plan. The Looking after our People terms of reference were updated and approved by the Academy. The audit recommendations were now met.

#### **Nursing Recruitment and Retention Plan incorporating Nursing and Midwifery Retention Staff Assessment Tool**

The highlights of the report were:

- The Trust had 213 band 5 registered nurse vacancies, an increase in the previous six-months of 19. It was reported that there would be 93 newly-qualified nurses or midwives joining the organisation shortly.
- The Trust had 109 band 2 healthcare assistant vacancies, a decrease in the previous six-months of eight.
- There continued to be a national focus on the shortage of nurses and midwives in the UK.
- The Trust's national retention toolkit reporting was underway, for reporting in October 2022.
- The Trust continued to utilise the company, Just-R to support recruitment activity for nurses, midwives and health-care assistant posts.
- The Children's Department were commended on their recruitment activity and the support they provide to their students whilst on placement and when joining the Trust.
- Following approval by the Executive Team to recruit 100 international nurses, the Trust continued to work with three different international nurse providers to fulfil this.

|                      |                           |                     |                   |
|----------------------|---------------------------|---------------------|-------------------|
| <b>Meeting Title</b> | <b>Board of Directors</b> |                     |                   |
| <b>Date</b>          | <b>10 November 2022</b>   | <b>Agenda item:</b> | <b>Bo.10.22.9</b> |

- Work was underway to determine how the Professional Nurse Advocate role can be embedded within the organisation. The purpose of the role was to support the nursing workforce.
- The Trust continued to undertake the Retention Toolkit with HR and organisational development colleagues. Once completed an improvement plan would be devised.
- Work continued on the Trust's Thrive model to support retention in the Trust, including that of the implementation of the daisy award, an international award that recognises the work of nurses.

A comprehensive discussion took place regarding the practices the Trust undertakes to promote working at the Trust. Factors for consideration included job satisfaction, word of mouth, growing your own workforce and promotion about being a stronger employer of choice.

### **Review of People Academy Terms of Reference and Work Plan**

The Academy reviewed the revised terms of reference and work plan. The proposed changes of the terms of reference were:

- Changes to the Academy membership.
- Clarified that the system and partnership working would include updates from Bradford District and Craven Partnership People Committee.
- The inclusion of real stories from patients and staff.

The other highlights from the report were:

- Assurance was provided that learning from employment relations and tribunals would be reported as part of the quarterly workforce report.
- Further consideration would be made of how learning from other organisations that the Trust benchmarks its data against could be included into the reports.
- It was advised that a number of previous Non-Executive Director (NED) Champion roles had been disbanded as a number of the roles had become unmanageable, and some roles had been in place for a number of years without review.
- The Academy approved the proposal to report on the Violence Prevention and Reduction Standard at the People Academy on a bi-annual basis.

### **Report / Minutes from Health and Safety Committee**

The Academy received a presentation from Mark Holloway, Director of Estates, and Caroline Nicholson, Head of Non-Clinical Risk. The highlights of the presentation were:

- There were 13 open risks on the health and safety risk register. Eight were rated high and five rated moderate. All risks were in date, with an agreed action plan, with the caption of two risks that required a review and to be updated.
- A risk relating to lone worker devices was raised by the Maternity Team; however, it was advised that the policy was being reviewed.
- The combined risk audit would be undertaken and rolled out to individual areas within the Trust to provide assurance on where they sit in relation to a number of health and safety areas.
- The health and safety key performance indicators were received which highlighted that there had been a decrease in the number of incidents requiring report under RIDDOR (Reporting of

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

Injuries, Diseases and Dangerous Occurrences) regulations. There had been six incidents reported under the RIDDOR regulations during Quarter 1 2022/23, two of which were reported within the required ten-day timeframe. Of the four that were not reported within the ten-day timeframe, it was identified that there had been a delay in the identification of the incident being reportable as part of RIDDOR regulations. The internal process for identification of RIDDOR incident was under review to allow for timely reporting.

- There had been 18 reports of physical assault towards staff during Q1 2022/23. Of the 18 incidents, the police had attended one.
- There were four new employers' liability claims and one public liability claim brought against the Trust during Q1 2022/23.
- A discussion took place regarding the way in which staff were supported following the involvement in hate crime and how that was reported.
- It was advised that in the event of evacuation from a department/building, people requiring full mobility evacuation support would be supported to evacuate safely.

### Board Assurance Framework for Nurse Staffing

The highlights of the report were:

- Discussions were ongoing within the Trust to ensure it was as prepared as possible for the winter period, with an expectation that there would be an increase in patients requiring inpatient care and increased staff absence due to an increase in respiratory illness, sustained elective activity and increased acuity and dependency of patients presenting.
- The risk assessment for safe staffing had been reviewed and updated, but remained on the strategic risk register.
- It was noted that there had been an increase in the number of DATIX staffing incident reports from with Emergency Department and Maternity Services since January 2022.
- The Quality and Trigger tool continued to take place across all areas with 175 audits undertaken during August 2022. 76% of areas had reported having the minimum required staffing available. There had been an increase seen in the number of areas that had reported only one registered nurse on duty.
- Positively, 97% of the responses from the Quality and Trigger tool indicated that there was support in place for the staff team.
- Audit Yorkshire had undertaken an internal audit on the Board Assurance Framework for Nurse Staffing which received a rating of 'high assurance' in September 2022.

### Looking after our People – Occupational Health and Psychology Services for Staff and General Update on Looking after our People Work Strands

Fiona Purdie, Lead Psychologist for Staff, presented the highlights of the report:

- The impact of the COVID-19 pandemic had a significant impact on colleagues in terms of the emotionally demanding work, trauma and stress, burnout and mental health related absence.
- The in-house psychology service support available to staff would support colleagues through a combination of preventative support and responsive intervention.
- There was a NHS Health and Wellbeing Framework in place that the Trust would follow to ensure that colleagues were provided with confidential, timely and psychological support with clear referral pathways.

|                      |                           |                     |                   |
|----------------------|---------------------------|---------------------|-------------------|
| <b>Meeting Title</b> | <b>Board of Directors</b> |                     |                   |
| <b>Date</b>          | <b>10 November 2022</b>   | <b>Agenda item:</b> | <b>Bo.10.22.9</b> |

- Occupational Health data was provided which showed that 32% of all management referrals into Occupational Health were mental health related.
- Within the previous six-month period, 217 psychology appointments had been offered with 30 initial assessments undertaken. The average referral time to appointment was 2-weeks.
- Good feedback had been provided on the psychology service to date.

### **NHS Staff Survey Feedback Report**

The highlights of the presentation were:

- The Trust was involved in a national pilot called 'Scope for Growth' which was a career conversation tool, which would focus on wellbeing and ongoing development in order to create a progression plan, whilst recognising that career progression wasn't always linear.
- Over 200 colleagues had registered onto one of the three leadership pathways. The final leadership pathway for advancing leaders was in the development stage.
- A Thrive Lead had been appointed to the Trust who would focus on embedded the Thrive ethos into the Trust further.
- The Thrive portal on the staff intranet site had received over 60,000 hits during its first year.
- A Thrive festival would take place to celebrate the work undertaken.
- There would be a focus on financial wellbeing and support for colleagues. The Trust had teamed up with an organisation 'Salary Finance' who would provide a digital platform for colleagues to access support for financial wellbeing.
- The NHS staff survey for 2022 was live.

### **Workforce Civility Update**

The highlights of the report were:

- The Trust would launch its approach to Civility on 10<sup>th</sup> October 2022 in line with Freedom to Speak Up week.
- The People Charter would be launched on 7<sup>th</sup> November 2022, which was a behavioural framework.
- The Civility in the Workplace webinar content had been refreshed.
- A task and finish group had been created with a focus on empowering managers. There had been good discussion about dealing with difficult situations or having difficult conversations and how managers could be supported through that.

### **Allied Health Professionals (AHP) Strategic Workforce Plan**

The highlights of the report were:

- There would be a continued focus to establish AHP apprenticeship programmes.
- Work had commenced to refresh the careers promotion work within schools.
- Efforts had been made to commence the promotion of 'return to practice' within AHP roles.
- An action plan had been agreed to support staff retention.
- There would be a review of the career development pathway for AHPs including a review of new roles and whether there was space for additional advanced practitioners and/or consultant roles.

|                      |                           |                     |                   |
|----------------------|---------------------------|---------------------|-------------------|
| <b>Meeting Title</b> | <b>Board of Directors</b> |                     |                   |
| <b>Date</b>          | <b>10 November 2022</b>   | <b>Agenda item:</b> | <b>Bo.10.22.9</b> |

### • Review of GMC Survey Feedback

The highlights of the report were:

- 805 of postgraduate trainees at the Trust completed the survey between March and May 2022, across a range of specialities.
- 39% of trainees said that they felt burnt out to a high or very high degree because of their work.
- 51% of respondents said that they felt their work was emotionally exhausting to a high or very high degree.
- 66% of respondents said that they always or often felt worn out at the end of the working day.
- Excellent feedback was received within the Anaesthetics speciality.
- The Trust ranked 226<sup>th</sup> out of 235 UK acute and mental health Trust's for workload, and 63<sup>rd</sup> out of 63 North acute and mental health trusts.

### Items of Positive Assurance, Learning and/or Improvement

- The Children's Department were commended on their recruitment activity and the support they provide to their students whilst on placement and when joining the Trust.
- 97% of the responses from the Quality and Trigger tool indicated that there was support in place for the staff teams.
- Audit Yorkshire had undertaken an internal audit on the Board Assurance Framework for Nurse Staffing which received a rating of 'high assurance' in September 2022.

### Matters escalated to the Board of Directors for consideration

There were no matters for escalation to the Board.

### 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 28 September 2022