

Meeting Title	Board of Directors		
Date	9 March 2023	Agenda item:	Bo.3.23.17

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 25 January 2023		
Key control	This report is 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	For assurance		
Previously discussed at/ informed by	People Academy 25 January 2023		
Previously approved at:	Committee/Group	Date	
	N/A		

Key Matters Discussed

The key matters discussed at the Academy meeting are outlined below. Beside each title you will see a code which links to the key areas of work that underpin the delivery of the strategic commitments. The table appended to this report (at Appendix 1) details the strategic commitments relevant to this Academy and those reported on at this Academy. Appendix 2 provides oversight of the reporting to all Academies with regard to the Strategic Commitments.

- **Workforce Growth and Transformation – Pat1c, Pe3d, Pe3e, Pe3f, Pe3g, Pe4a, Pe4b, Pe4c, Pe4d, Pe4e**

The Academy welcomed Sean Willis, Associate Chief Nurse for Quality and Workforce, who provided an overview of activity undertaken during Q3 2022/23 by the Workforce Growth and Transformation Group. The key points raised were:

- A small task and finish group had been established to develop a resource for Clinical Service Units (CSU) to use when reviewing existing services or developing new ones to support with the development of new roles or expansion of current ones.
- The group had received a presentation detailing the implementation of the Medical Support Worker programme into the organisation. This programme would provide a gateway for International Medical Graduates and refugee doctors to begin their medical career within the UK.
- There had been a number of career events supported by district-wide career ambassadors. Metrics would be collected during 2023/24 to establish if the events had impacted on the number of people wishing to pursue a career in healthcare.

- **Workforce Civility Update – Pat2a, Pe1b**

The highlights of the report were:

- The launch of the Civility Campaign had taken place which included the People Charter.
- A Workplace Civility session had been developed available for all staff. The pilot would commence in February 2023 with a view to launch in April 2023.
- Work was ongoing to develop manager support.

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- The Trust's Bullying and Harassment Policy would be reviewed over the next 12-months.
- The Organisational Development Team was working closely with the Quality Improvement Team to identify ways to measure the impact on staff experience following the implementation of civility programmes.

• **People Strategy Engagement and Development Plan**

A new People Strategy would be created and the engagement plan was shared for approval. It was recognised that when the current strategy was developed the Trust was operating in a very different landscape, and there had since been a shift in expectations with a greater emphasis on work/life balance. Work would commence to engage with as many people as possible to support the development of the strategy, and a range of data would be used to support this such as the staff survey results, workforce race equality standards, workforce disability equality standards, people pulse survey, HR data and informal feedback. The timeline for the strategy was outlined and would be submitted to Board for approval in September 2023.

• **People Academy Dashboard – Pe2a**

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

- 64% of doctors have completed their appraisal for 2022/23 to date, with 36% left to complete.
- The Trust reported the non-medical appraisal rate for December 2022 as 73.68%, a reduction from 75% in October 2022. Some planned appraisals had been postponed during December 2022 due to the increase in operational activity, industrial action and an increase seen in short-term sickness.
- A discussion took place regarding the need to escalate the matter of undertaking and recording of non-medical appraisals to Board. It was determined that this was not necessary following the rating of significant assurance from the internal audit undertaken on non-clinical appraisals.
- Core mandatory training was reported at 90% compliance for 31 December 2022.
- Turnover had continued decrease to 12.38% in December 2022 from 12.69% in October 2022.
- During the quarter, there had been an increase in the number of employees on an apprenticeship programme from 267 to 315.

• **Workforce Report - Pe2a**

The highlights of the report were:

- Retention continued to improve with turnover continuing to decrease to 12.38% in December 2022 from 12.77% in September 2022. Turnover has reduced slightly in all the Admin & Clerical, Allied Health Professionals, Healthcare Scientists and Nursing & Midwifery Registered Staff Groups.
- Sickness absence had stabilised, although noted it remained higher than pre-pandemic levels.
- The rolling 12-month sickness absence rate at the end of December 2022 was 7.13% compared to 7.15% in October 2022. Work was ongoing to determine an appropriate sickness absence target which would be brought back to the Academy for discussion.
- There continued to be significant work undertaken to address nursing and healthcare support vacancies including generic recruitment and an ongoing international recruitment. Recruitment for nursing colleagues remains challenging and a further open day was arranged for 25 January. This was for any nurse, ODP or midwife (or those due to qualify

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later in 2023) to attend.

- Over the last 3 months the use of our temporary workforce has continued to remain stable with only minor fluctuations between the deployment of bank and agency use. Medical and Dental bank and agency usage has decreased.

- **High Level Operational Risks**

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

- 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. This risk had increased in score from 15 to 20 due to an increase seen in sickness absence, the number of higher acuity patients requiring greater care and the number of COVID-19, flu and respiratory syncytial virus cases leading to additional capacity requirements.
- 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%. This risk had reduced in score from 20 to 16.
- 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 3660: Rapid increase in number of paediatric attendances to the Emergency Department.
- Risk ID 3481: A risk that at times the qualified nurse staffing levels on the ward were not to planned staffing numbers.
- 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.
- Risk ID 3816: A risk to covering acute clinical sessions in Obstetrics and Acute Gynaecology.
- 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.

- **People Academy Work Plan**

The Academy received the work plan. 'Organisational Culture Review' would be added for discussion at the February 2023 Academy meeting dependant on the staff survey results being accessible.

- **Nurse Staffing Data Publication Report**

The Academy received the report which detailed the nurse staffing fill rates. The average fill rates for wards and departments within BTHFT for December 2022 were:

- Registered nurse/midwife day shift 74%
- Registered nurse/midwife night shift: 77%
- Care staff day shift: 79%

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- Care staff night shift: 91%

The position reported was similar to the previous three months, the staff shortage risk on the Chief Nurse risk register was increased on 3 January 2023 to 5x4 from 5x3. This reflected an increase in short-term staff absence, an increase in patient acuity, number of patients with COVID-19, flu and respiratory syncytial virus and an increase in emergency department attendances.

Assurance was provided of a number of measures in place to ensure that the Trust continued to provide safe care. These include:

- daily monitoring of staffing levels
- movement of staff between departments to mitigate staffing gaps
- a clear escalation process
- oversight of risks with staffing concerns recorded via Datix
- out-of-hours on call advice and support

Report/Minutes from Health and Safety Committee

The Academy received the report and minutes of the Health and Safety Committee dated 13 December 2022. The highlights of the report were:

- There were eleven health and safety related risks open on the risk register, two of which were past their expiry date.
- An audit was underway by the Trust's internal auditors, Audit Yorkshire on radiation protection.
- One room at Daisy Bank, BRI had higher than normal levels of radon identified, however it was expected that this should be rectified by Spring 2023.
- There was some medical equipment being used outside of service dates due to COVID-19 related pressures.
- There had been a serious RIDDOR incident in the Noble Energy Centre involving boiler no. 2. A full investigation was underway. No comments had been received by the HSE at present.
- A COSHH Coordinator had commenced in post who had approximately 4,000 risk assessments to review that were past their review date. The Academy discussed the risk that this posed to the Trust and it was determined that whilst it didn't pose a clinical risk to staff or patients, it may be a regulatory risk. The risk assessment would be reviewed and an update would be received at the next Academy.

Operational Planning Guidance/Workforce Submission Update – Pe3f, Pe4a, Pe4b

The Trust received the Operational Planning Guidance on 23 December 2022. There was one national NHS objective set for 2023/24 in relation to workforce: 'Improve retention and staff attendance through a systematic focus on all elements of the NHS People Promise'. The deadline for the system level plan was 6 February 2023 however the Trust was seeking an extension due to the tight turnaround and the need to submit the workforce plan which needed to include the staff in post and establishment. This would be triangulated against finance and activity data. The Academy would be sighted on the submission at the February 2023 meeting.

Bradford District and Craven People Committee Updates – Pe3f, Pe4b

The Academy received a copy of the People Committee People Plan Highlight Report for December 2022 which provided a good insight into the work being undertaken at Place level against the four pillars of the People Plan and how each related to the work being undertaken at Trust level.

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• Industrial Action Update

The Trust had received confirmation from RCN that their members would strike on 6th and 7th February 2023. In addition to this, the ambulance service would strike on 6th February 2023. The strikes would be for 12-hours, commencing at the start of the day shift. Operational planning had commenced and discussions with the RCN were underway to confirm derogations.

The BMA had a ballot open until 20 February 2023. BDA would open their ballot on 27 January 2023. The Chartered Society of Physiotherapy would strike on 26 January and 9 February however BTHFT had not been chosen as a Trust to undertake strike action.

It was advised that teachers across England would undertake industrial action on 1 February which may impact Trust staff.

Assurance was provided that planning for, and on-the-day operations went well, during the industrial action that took place on 15 and 21 December 2023 by RCN members.

Items of Positive Assurance, Learning and/or Improvement

- Core mandatory training was reported at 90% compliance for 31 December 2023.
- During the quarter, there had been an increase in the number of employees on an apprenticeship programme from 267 to 315.

Matters escalated to the Board of Directors for consideration

There were no matters to escalate to the Board.

New/emerging risks

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

Recommendation

The Board of Directors is requested to note the discussions, actions and outcomes from the People Academy held on 25 January 2023.

Appendix 1

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

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
Pat2 - Providing outstanding	Pat2a - Further development and delivery of the Embedding Kindness

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patient experience	programme
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	
	Pe1b - Development of a culture of civility and compassion underpinned by our Trust values
	Pe1c - Staff engagement and adapting to the needs of our workforce - flexible working, meaningful appraisal (including wellbeing, career development, improved staff facilities)
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	Pe3d - Training staff in new ways of working (e.g. virtual & digital)
	Pe3e - Ensuring staff working remotely can do so effectively and safely, develop flexible working hubs
	Pe3f - Work with partners to share or pool staff to make best use of limited resources
	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
	Pe4c - Continue to support our people to develop professionally through improved range of training and education programmes
	Pe4d - Develop more augmented reality and virtual training
	Pe4e - Develop outreach programmes with local schools and colleges to encourage local students to consider NHS careers or apprenticeships at BTH.