

Meeting Title	Board of Directors		
Date	11 May 2023	Agenda item	Bo.5.23.8

Committee/Academy Escalation and Assurance Report (AAA)

Report from the: People Academy

Date of meeting: 26 April 2023

Key escalation and discussion points from the meeting

Alert:

- The Workforce Report revealed a high and increasing level of agency use in the Estates and Facilities team. Mark Holloway responded that the Band 2 positions cover food, security, porters and cleaning services necessary to maintain an enhanced level of support such as robust cleaning post Covid, a rapid response cleaning team and increased security for the Maternity wing. The resource levels and mitigations are due to be presented to the Executive team shortly.
- The number of Nursing and Midwifery vacancies continues to be of concern with 236 vacancies at Band 5 nursing and 168 Band 2 HCSW but the leaver rate continues to drop and recruitment is improving. More open days and international nurse recruitment campaigns are planned.
- Industrial action of RCN nurses across the bank holiday weekend with no derogations and the mitigating actions for this were discussed at length. Mitigations include:
 - asking nurses to confirm if they were striking
 - offering an increased rate of pay for those offering to cover
 - being clear about the impacts on pay and leave of striking on a bank holiday
 - seeking clinical and non-clinical volunteers
 - reducing the bed base
 - redirecting patients from other hospitals
 - seeking support from pharmacy, student nurses, AHPs and from Place
 - reviewing discharges
 - Gold Command stood up alongside existing on call rota

Advise:

- The workforce stability index at 99.28% was shared and challenged. This metric refers to those in employment at the start of the month and at the end of the same month. Faeem Lal, Acting Director of HR agreed to share the tenure/average length of service data to assure the Academy of workforce experience levels within this metric.
- The Guardian of Safe Working Hours Q4 report was shared – 44 exception reports were received, a drop since Q3, but with 20 reports flagged as an immediate safety concern. Upon investigation of each report, there were no safety concerns identified. A strong reporting culture that can be refined as Junior Doctors become more experienced.
- Rolling 12 month sickness absence reduced month on month to 6.62% in March but monthly absence increased slightly to 6.07%. Anxiety, stress and depression account

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for 23.7% of absence - there are mitigations in place to support people within the Looking After Our People workstream.

Assure:

- The Academy was assured that of the 440 required medical appraisals, only 2 were L3 unapproved missed appraisals (and being addressed).
- We celebrated the achievements of Education team outlined in the Annual Education Report 22/23. Against a backdrop of significant staffing changes, the team have delivered improvements across all domains in the National Education & Training Survey results, achieved the ASPIH (Association of Simulated Practice in Healthcare) Accreditation, been awarded a National Innovation Award, hosted 500 placements for students from across the Act As One district and offered increased support to students and Junior Doctors who have seen increased workload and financial pressures. The team are also looking at a business and marketing strategy to understand opportunities for additional income. Ray Smith, Chief Medical Officer particularly wanted to commend Faye Alexander, Head of Education on her leadership of the team and their combined achievements.
- The Academy learned more about the Hospital At Night model, a small onsite team, who could help with jobs the Junior Doctors have to do that could be done by someone else. The pilot has been incredibly successful, evidenced by robust qualitative and quantitative data. The Junior Doctor rotas were also being reworked to rebalance the number of Junior Doctors available during the day and reduce the numbers working at night when there was less support available. The reduction in additional payments will pay for the Hospital At Night team.
- The meeting was felt to be a good meeting with a logical structure where attendees are guided through the problems and challenges, some of which are known and some unknown. Attendees feel they have the opportunity to speak and it was suggested that it would be good to offer those preparing Academy materials to present at the meeting to enable the Academy to hear from more voices across the Trust.
- It was felt that the People Academy Annual Report and the Annual Education Report demonstrate the sheer volume of activity and progress driven through the Academy. The Academy's Annual Report is attached at Appendix 1 for the Board to review and determine if the Academy has been effective, and whether any further development work is required. The period reported on is from April 2022 to March 2023. Following this review by the Board the report will be presented to the Audit Committee on 23 May 2023 as part of the suite of assurances supporting the Annual Governance Statement.
- Improvement wise, the Academy challenged itself to create a single version of some papers containing the same information but written by different authors to cut down on the significant amount of work done to produce reports. There was also a challenge to assess the meaningfulness of some of the reports.
- As ever, risks were assessed and challenged and assurance was provided that all relevant risks have been identified and the mitigations of current risks are robust.
- Appendix 2 provides oversight of the reporting to all Academies with regard to the

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Strategic Commitments, as set out in the Corporate Strategy.

Report completed by:

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03 May 2023