

**People Academy: 26<sup>th</sup> April 2023**  
**Agenda Item: PA.4.23.6**

---

## **Introduction**

The last Workforce report was presented to People Academy in January 2023. This report picks up key workforce themes and trends since then and is presented in the format previously used to report to Workforce Committee.

This report will continue to be presented to People Academy on a quarterly basis as agreed at the July 2021 meeting.

Data as at 31.03.23

	DIVISION						
	Unplanned Services	Planned Services	Diagnostic & Corporate Operational Services	Corporate Services	Estates & Facilities	Research	Whole Trust
Staff in Post (Headcount)	1,917	2,025	1,363	705	550	218	6778
Staff in Post (FTE)	1,679.18	1,807.36	1,200.55	643.56	448.61	190.16	5,969.42
Establishment	1967.56	2067.38	1383.28	664.95	590.27	211.73	6885.17
Agency Usage (FTE)	17.10	18.28	34.87	5.27	80.67	0	156.19
Bank Usage (FTE)	251.11	152.87	76.29	31.99	44.80	1.18	558.24
Turnover	12.57%	11.45%	11.86%	14.20%	8.56%	10.17%	11.80%
Monthly Sickness %**	6.01%	6.44%	7.19%	3.70%	7.21%	1.54%	6.07%
YTD Sickness %**	7.34%	6.06%	7.38%	3.52%	10.04%	2.66%	6.62%

	STAFF GROUP								
	Add Prof Scientific & Technic	Additional Clinical Services	Admin & Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical & Dental	Nursing & Midwifery Registered	Whole Trust
Staff in Post (Headcount)	160	1,213	1,595	478	517	104	920	1,791	6778
Staff in Post (FTE)	130.62	1069.73	1,406.36	421.36	409.10	94.56	864.08	1,573.61	5,969.42
Establishment	149.88	1217.88	1571.62	487.36	581.77	94.05	857.13	1925.48	6885.17
Agency Usage (FTE)	5.69	4.09	1.40	11.45	84.54	2.86	8.20	37.96	156.19
Bank Usage (FTE)	0	266.24	12.34	0	46.23	0	49.06	184.37	558.24
Turnover	16.39%	13.60%	13.00%	13.11%	7.29%	8.21%	6.62%	11.53%	11.80%
Monthly Sickness %**	4.36%	8.77%	5.24%	4.86%	8.97%	4.99%	2.97%	6.46%	6.07%
YTD Sickness %**	5.36%	10.35%	5.63%	4.58%	11.08%	3.76%	2.76%	6.81%	6.62%

\* ODP's/Theatre Nurses are split out into the relevant staff groups for the staff in post figures but not for the Establishment figures.

\*\* The above Sickness figures are an indicative figure as at the end of March 23

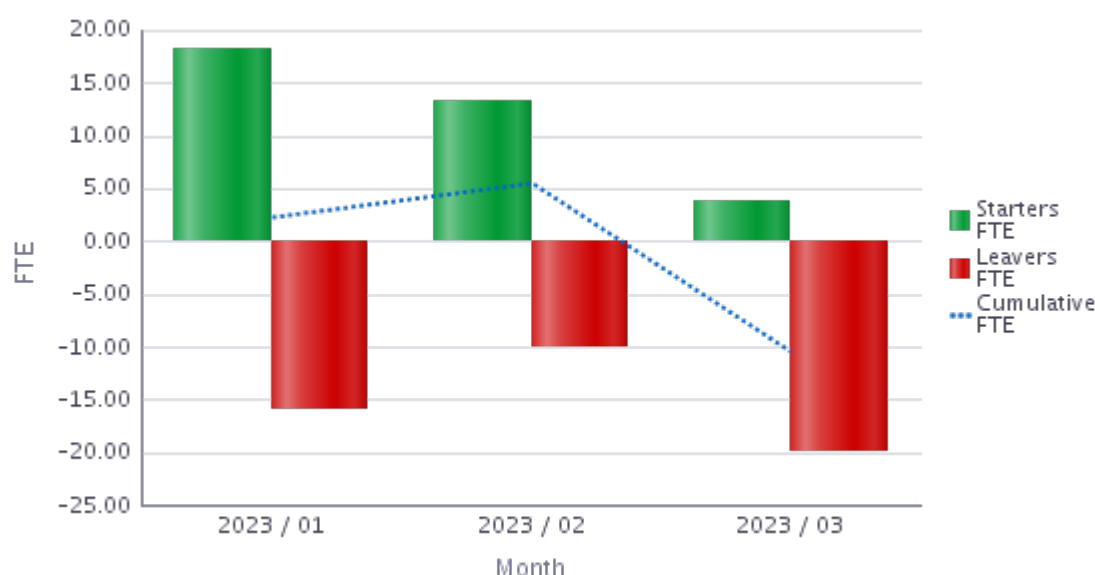
\*\*\* Includes usage for centralised budget code for COVID-19

Establishment, agency and bank usage data supplied by Finance

Please note: The Establishment figures for Research staff are counted within the overall Research Division, however where staff are line managed in Clinical Divisions the rest of the figures include them under the relevant Division. Therefore there is a mismatch between the Establishment data and the rest of the data for Research staff only.

## Staff in Post

Since the last report staff in post FTE has increased from 5,879.23 in December 2022 to 5,969.42 in March 2023 representing an overall increase across all staff groups of 90.19 FTE. The largest increase in FTE over the period is in the Additional Clinical Services Staff Group (59.53 FTE) followed by the Admin & Clerical Staff Group (15.01 FTE). The increase in the Additional Clinical Services Staff Group is due to the Healthcare Assistant open day which was held in October 22 of which those recruited have started in the last 3 months. There is also a cohort of overseas Nurses who have joined and are awaiting their NMC Registrations so counted in this staff group. Once registered they will move into the Nursing & Midwifery Registered Staff Group. The only staff group to show a reduction in FTE over the last three months was is Nursing & Midwifery Registered (2.43 FTE).



The table above shows the position with respect of qualified nursing / midwifery starters and leavers which demonstrates the position over the last three months. The cumulative position for the 3 months is -10.28 FTE with 35.26 FTE registered nurses / midwives joining the Trust and 45.54 FTE leaving.

## e-Job Planning and e-Rostering

e-roster has been implemented for over 90% of the clinical workforce. Electronic Job Planning is now in BAU phase with some early implementers starting their second year of using the system.

Progress has been made on the outstanding objectives required to achieve Level 2 of the 4 Levels set out in the NHS Long Term Plan. In both electronic job planning and e-rostering we have developed KPIs in order to give Trust wide awareness of how our workforce activity is recorded. We have also been selected as a Exemplar site by NHSE to work with them on supporting the Trust to move towards flexible working through rostering. 5 areas have been selected as early adopters.

## **Agency and Bank Usage**

Over the last three months the use of our temporary workforce has remained fairly static with the exception of Estates and Facilities with an increase in agency usage (FTE) of 17.25, Diagnostic & Corporate Operational Services with an increase in agency usage (FTE) of 10.34 and Corporate Services with an increase in agency usage (FTE) of 4.56.

Healthcare Assistants (HCAs) agency use is minimal with an average of 83 shifts a month covered. The average bank fill rate for HCAs in March was 68.5%.

Agency use across the Nursing & Midwifery has remained relatively static in the reporting period with an increase in the deployment of bank usage of 43.40 (FTE). Allied Health professional staff group had an increase in agency use of 5.42 (FTE). Medical & Dental bank has increased by 9.1 (FTE) and agency usage has decreased by 4.13 (FTE). The average fill rate for bank is 71.76% which has increased on the previous period which was 63.92% and agency is 3.91 which has decreased on the previous period which was 7.67%.

Agency monitoring controls through the Flexible Workforce Department is continuing to show positive control on the use of agency staffing, however the ability to consistently fill shifts under the agency cap remains challenging, particularly for medical agency locums and qualified nurses in all roles.

## **Turnover**

Turnover has continued to decrease to 11.80% in March 2023 from 12.38% in December 2022. Turnover has reduced slightly across all staff groups apart from Admin & Clerical and Healthcare Scientists where it has increased slightly.

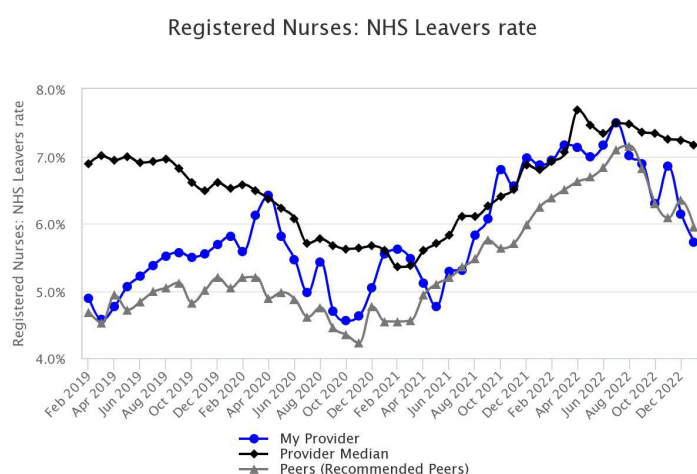
## **Nursing and Midwifery**

### **Background**

Data from the Model Hospital Portal can be used to Benchmark against peer organisations, locally and nationally. Our Nursing and Midwifery Vacancy Rate as reported via Model Hospital is 17.2% (January 2023) compared to a median 10% vs Peers 4.7%. This places us within the upper quartile of Trusts within the Northern and Yorkshire region.

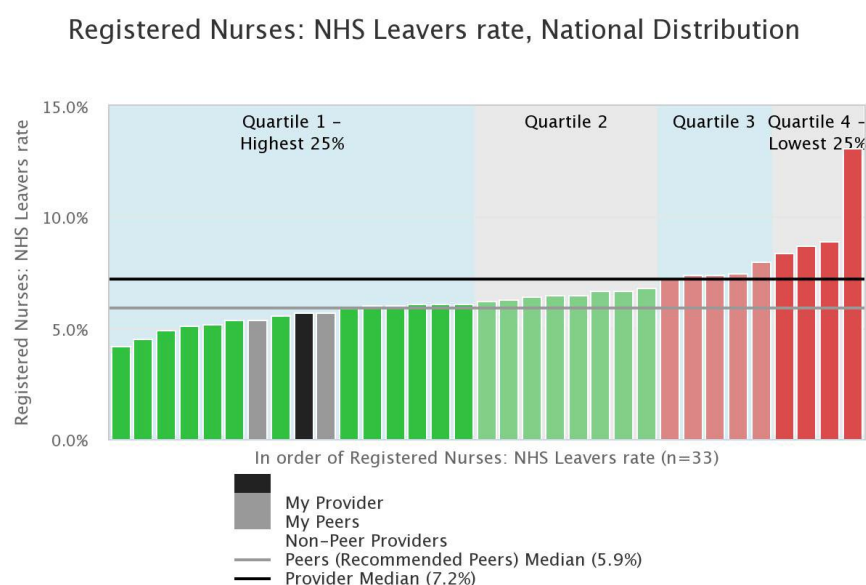
Although we have a higher number of vacancies than other organisations, Since August 2022, our nurse leaver's rate continues to decrease and in January 2023 was 5.7%

People Academy: 26<sup>th</sup> April 2023  
Agenda Item: PA.4.23.6



**Figure 1**

This places BTHFT in the first quartile compared to our peers in the Northern and Yorkshire region.



**Figure 2**

Figure 3 also shows a continued reduction in Registered Nurse turnover rate. The turnover rate as defined by Model Hospital is the percentage of Registered Nurses that left to join another NHS organisation or left the NHS over the previous 12 months.

People Academy: 26<sup>th</sup> April 2023  
Agenda Item: PA.4.23.6

### Registered Nurses: Turnover rate

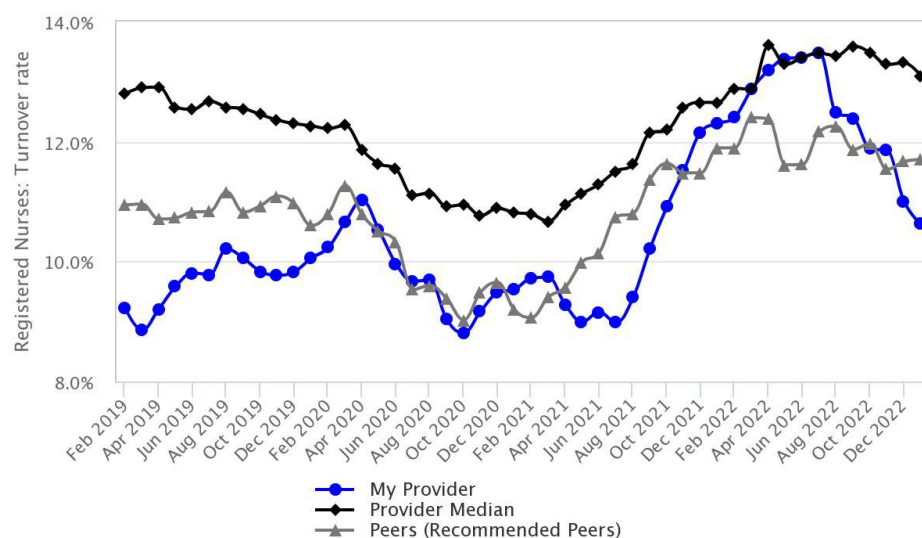


Figure 3

Our Midwifery leaver's rates is the lowest of our Peers (Figure 4)

### Midwives: NHS Leavers rate, National Distribution

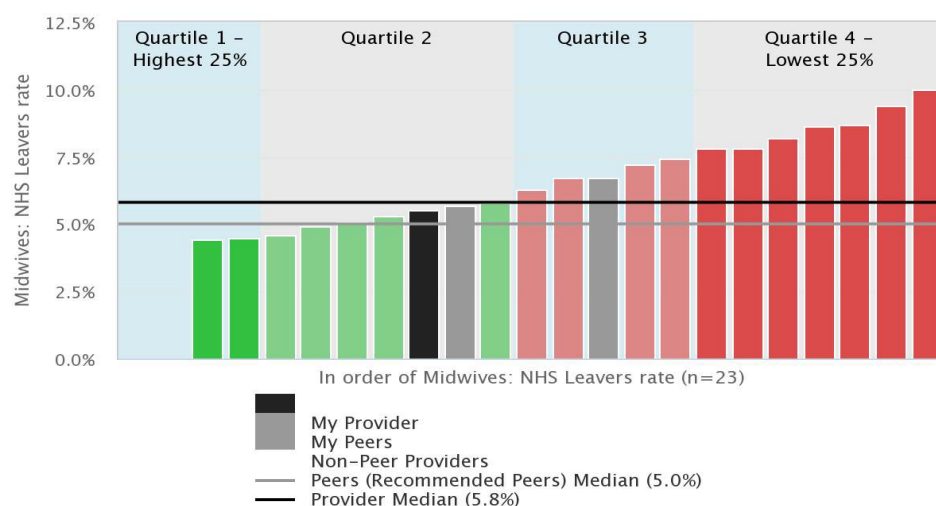


Figure 4

Our Health Care Support Workers leavers rate also remains in the lowest 25% regionally (Figure 5).

## Support to Nurses: NHS Leavers rate, National Distribution

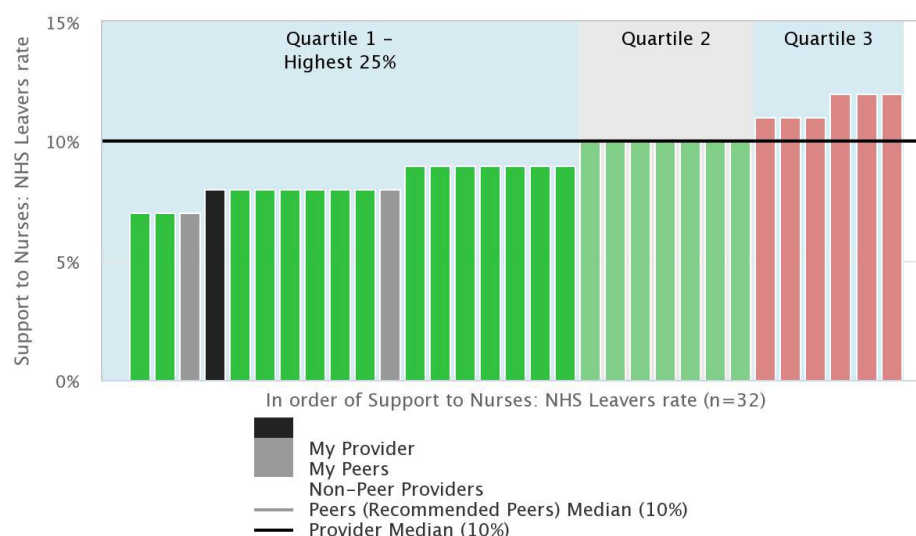


Figure 5

## Risks and Recruitment

Nursing and Midwifery staffing remains on the Chief Nurse Risk Register (Risk ID 3732) as 5x4 (Reviewed 13th April 2023). Our Nurse and midwifery Staffing Fill Rates at a ward level remain at an average fill rate of 77% for Registrants and 94% for Healthcare support workers.

Nursing and Midwifery recruitment is ongoing; we currently have 236 vacant Band 5 nursing posts and 168 Band 2 Healthcare Assistant posts.

We continue to work with Just R, our recruitment marketing company. The Just R team are developing a website to promote recruitment to BTHFT and have been commissioned to undertake a specific campaign to promote recruitment for the new Day Case Unit at St Luke's Hospital.

## Band 5 Recruitment

From January 2023 open day: 91 people were offered band 5 posts: 5 were already registrants, 6 due to qualify in June, 73 due to qualify in September, 6 midwives and 1 Operating Department Practitioner.

A further open day is planned for 25 May 2023.

## Recruitment of Internationally Educated Nurses and Midwives

Since October 2022, we have welcomed 94 international staff to BTHFT. With support from NHS England our aim is to appoint a further 100 staff by November 2023, since April 2023, 11 have started with a further 36 due to arrive in July 2023.

**People Academy: 26<sup>th</sup> April 2023**

**Agenda Item: PA.4.23.6**

---

We are working towards NHS England's Pastoral Award Accreditation and our OSCE pass rate continues to be 100%.

### **Band 2 Recruitment**

We have ongoing recruitment for Band 2 Healthcare Assistant roles with BTHFT.

In April 2023 we have advertised our new "Step into Care" programme to encourage the recruitment of trainee Health Care Assistants with minimal qualifications or experience of care. Our aim is to use values based recruitment at interview to identify individuals who want to work in the care sector. Once in post, we will support them with enrolment via local colleges and in-house training to start their career with BTHFT. At the end of a 12-18 month training period they will have achieved the care certificate and the necessary qualifications to progress to a Health Care Assistant Role and for some the potential to consider further career options, such as trainee ODP or Nursing Associate.

### **Changes to NMC English Language Requirements**

From February 2023, the NMC changed the English language requirements for internationally educated registrants. The changes;

Extended the period for English Language test score combining from six to twelve months.  
Standardised the minimum test scores we accept when combining scores across two sittings.

Allows additional supporting information from employers (SIFE) for applicants who trained in English in a country where English is not a majority spoken language. Since this change we have 5 Healthcare Assistants come forward who may be eligible to use this route to have their international training recognised and be eligible to apply to become registrants. The Chief Nurse and Education teams are working with individuals and CSU's to formalise this pathway.

### **Nursing Associate Roles**

We continue to expand our Nursing Associate workforce, with 25 registrants in post and a further 30 due to start their trainee Nursing Associate course in April 2023.

### **Advanced Clinical Practitioners**

Within the organisation we currently have approximately 37 Advanced Practitioners with a further 17 due to qualify over the next 18 months. We have requested funding from NHS England (HEE) for a further 18 posts across a range of specialities to start in September 2023.

### **Retention**

The retention of staff is a key objective of the NHS People Promise and an important step in providing safe staffing. We are engaged in a number of initiatives to improve recruitment including;

**Recruitment tracker to keep in contact with staff waiting to start in the organisation**



**People Academy: 26<sup>th</sup> April 2023**

**Agenda Item: PA.4.23.6**

---

We recognise the time from interview to staff starting in post can be protracted, this is a metric reported via Model Hospital. This is a particular issue for final year student nurses who cannot start until they have completed their University requirements. We recognise they may receive other job offers in that time. We have developed a tracker to keep in contact with the individual while they are waiting to start. The aim is for the tracker to act as a reminder to send monthly information to the candidates and allow wards to see who is starting and when. We want to develop a relationship with the candidate before they start in post.

### **Team Rostering**

We are working with NHS England as an exemplar site to develop team or self-rostering. The initiative started in March 2023, with 5 pilot sites identified, Renal, AMU, the Neonatal Unit, Endoscopy and Outpatients. In other organisations Team Rostering was shown to improve retention rates, reduced vacancies and flexible working request and received positive feedback via staff surveys.

### **Appointment of Legacy Mentor roles**

Legacy mentors already exist within the Trust in Maternity services, and they are aware of the benefits of this role. We know the attrition rate for registrants in their first 2 years in post is a recognised workforce risk. Legacy mentors are experienced nurses, usually in their late career, who can provide coaching, mentoring and pastoral support to staff at the start of their careers or who are newly appointed into the NHS. The aim is to pass on a 'legacy' to the next generation. We have appointed 5 legacy mentors who will be starting in the organisation in April/May 2023.

### **Allied Health Professionals**

Within Therapies - Physiotherapy vacancy rates are very low at present at 3.6% and there are no Occupational Therapy vacancies.

ODPs apprentice programme numbers are to be increased from approx. 10/year to 15 by adding a second intake in April, in addition to the established September intake. The education team in Theatres is being strengthened to support learners. There is a national shortage of ODPs and the Trust is engaged with the work to address this.

Radiographers - the trust is in the process of undertaking International Recruitment of Diagnostic Radiographers. Offers have been made to 8 HCPC registered Radiographers in total, one of which has arrived with the remainder anticipated to start by July.

Overall Radiography vacancies are not a cause for concern, although Sonographer vacancy rates have increased to around 15%

The Trust has been successful in a bid for funding in 2023/24 to pilot an AHP Legacy Mentor post to work predominantly in Therapies & Dietetics. Recruitment is commencing for suitable AHP/s to undertake a project with newly qualified staff and students to optimise retention.

### **Pharmacy**

**People Academy: 26<sup>th</sup> April 2023**

**Agenda Item: PA.4.23.6**

---

The Outstanding Pharmacy Services (OPS) Programme is now underway with the launch events being attended by over 50% of colleagues working in this area. Work is currently underway to finalise the work stream leads and to complete the refurbishment of the OPS hub.

Pharmacy vacancy issues continue to be a challenge locally, regionally and nationally although the team have successfully recruited to some band 6 and 7 pharmacist roles as well as a new teacher practitioner pharmacist role. This will see an increase in the number of pharmacists available to the trust following a period of churn in this profession. This increase in the recruitment of pharmacists is on the back of recruiting an additional dispensary manager and lead technician for training from outside of the organisation. NB these roles were offered internally and externally with the external candidates being successful.

In pharmacy technical services a skill mix review has resulted in new roles being created for band 3 non-registrant roles. These have been advertised as band 3 annex U training roles and have attracted over 100 applicants of which 30 will be interviewed. This is seen as really good news.

The service is carefully reviewing its training in order to ensure that colleagues are more aware of the training and development available. This is a key element of the work Pharmacy's Education and Training lead supported by the new lead technician for training is undertaking. In addition to this consideration is being given to upskilling the Pharmacy Technicians by providing NVQ level 4 courses with the first cohort starting on 25<sup>th</sup> January 2023. Three pharmacists are allocated time every six months to undertake the non-medical prescribing course. Leadership and management development opportunities are also being made available to ensure managers have sufficient knowledge and skills relating to their management role through Trust led modules which in turn supports the needs of their team.

Vacant posts are continuing to be recruited to on a regular basis and these are actively promoted on social media networks and within the Pharmacy professional networks. Where roles do not attract suitable applicants the roles are reviewed in an attempt to make them more attractive to potential applicants, and flexible working is actively offered where possible.

The service is looking to increase the number of pre-registration pharmacy technicians this September to account for the national shortage of qualified hospital pharmacy technicians and are opening up this opportunity to internal staff, supported by a different provider, to enable our current staff to explore opportunities to further their careers as a pharmacy technician.

### **Medics Career Conversations Pilot**

NHS England have commissioned the Trust to be a pilot site for holding late stage career conversations with consultants, SAS and locally employed trust grade doctors. The pilot is part of a wider programme of work by NHS England to improve staff experience and retention of all staff groups within the NHS, as part of the NHS People Plan published in Aug 2020. The pilot this is still running and will finish at the end of May 2023.

**People Academy: 26<sup>th</sup> April 2023**  
**Agenda Item: PA.4.23.6**

---

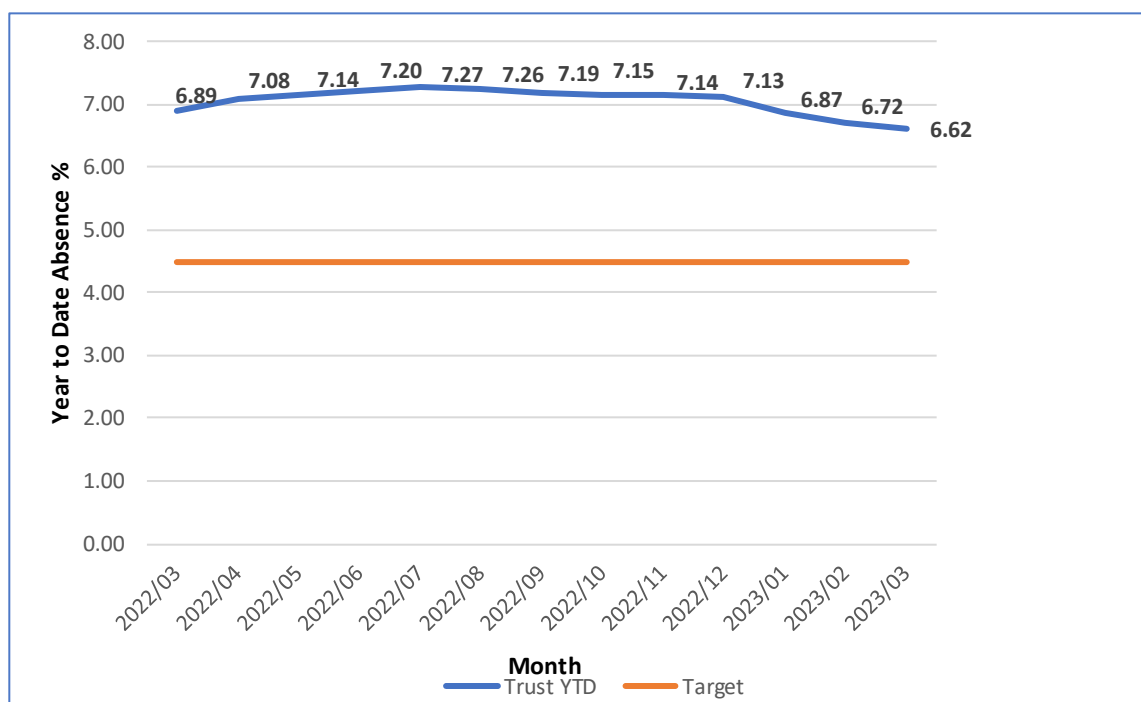
Retention of doctors in later stage careers is key to supporting the recovery and restoration of services following the pandemic. Doctors are choosing to leave the NHS for various reasons, ranging from workplace pressures, lack of opportunities to work flexibly, and issues relating to pensions taxation.

This pilot continues to be rolled out locally. All medical and dental staff age 51+ have been invited to take part, and the current cohort of appraisers and consultant mentors have been asked if they would like to assist with hosting these career conversations.

People Academy: 26<sup>th</sup> April 2023  
Agenda Item: PA.4.23.6

## Sickness Absence

Absence Timeline – Year to Date Absence % Rate – Table 1



The year to date absence percentage rate in March 2023 is 6.62%. The absence rate has showed a peak in July 2022 and then a continuous steady reduction through to March. At this time last year the year to date absence rate was 6.89%. The graph above also shows Year to Date sickness absence (%) up to March 2023.

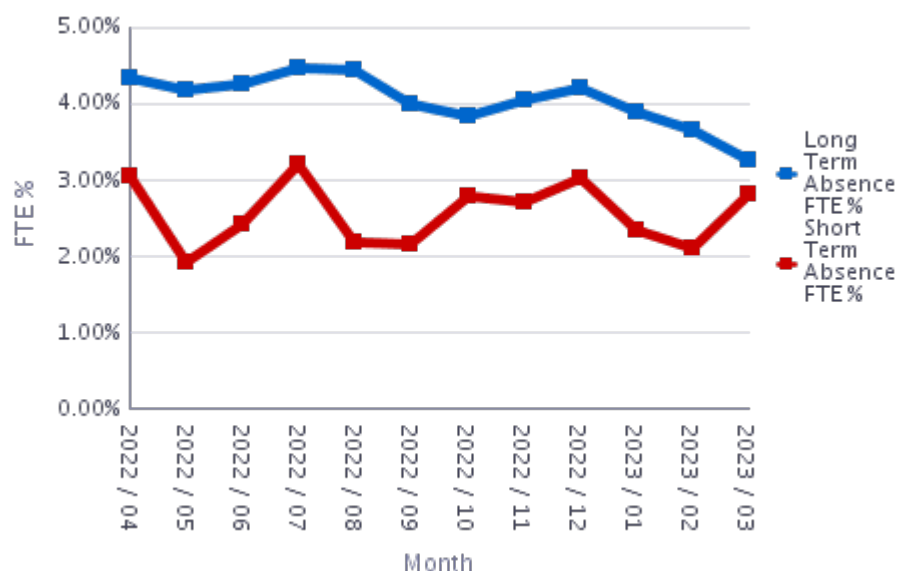
Top 5 Absence Reasons by FTE Lost – Table 2

Absence Reason	%
S10 Anxiety/stress/depression/other psychiatric illnesses	23.8
S27 Infectious Diseases	15.0
S98 Other known causes – not elsewhere classified*	13.7
S12 Other musculoskeletal problems	6.4
S13 Cold, Cough, Flu - Influenza	6.2

Anxiety / stress / depression are the most common reasons for absence. This is followed by Infectious Diseases which includes Covid related sickness.

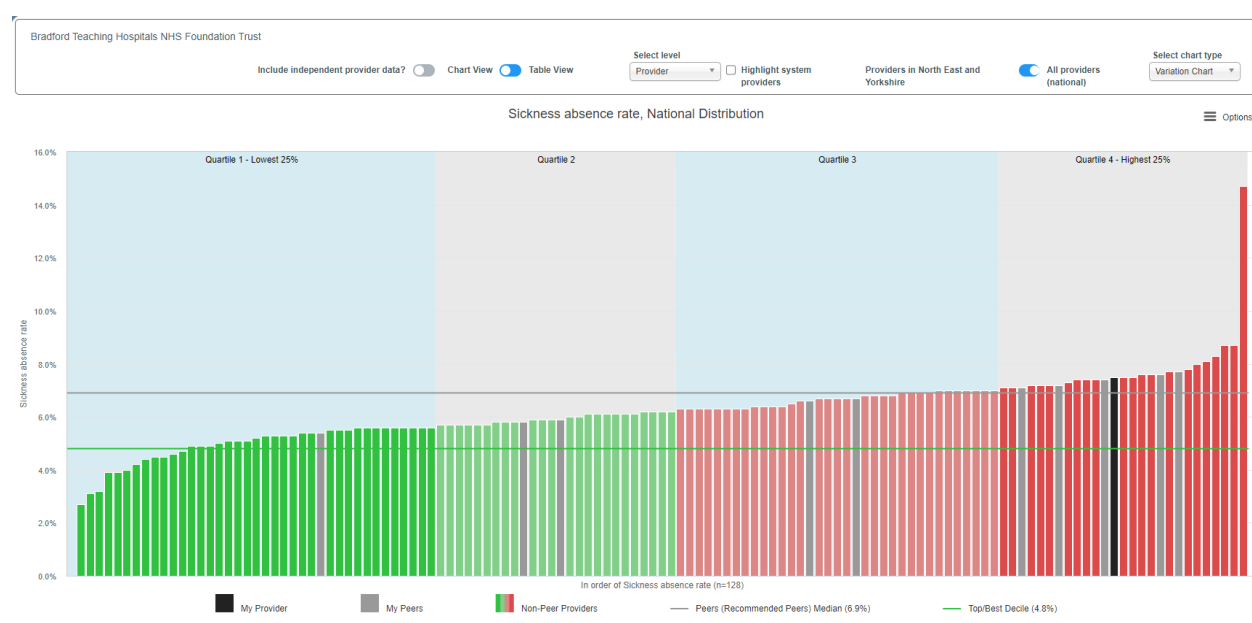
People Academy: 26<sup>th</sup> April 2023  
Agenda Item: PA.4.23.6

### Absence Long Term / Short Term – Table 3



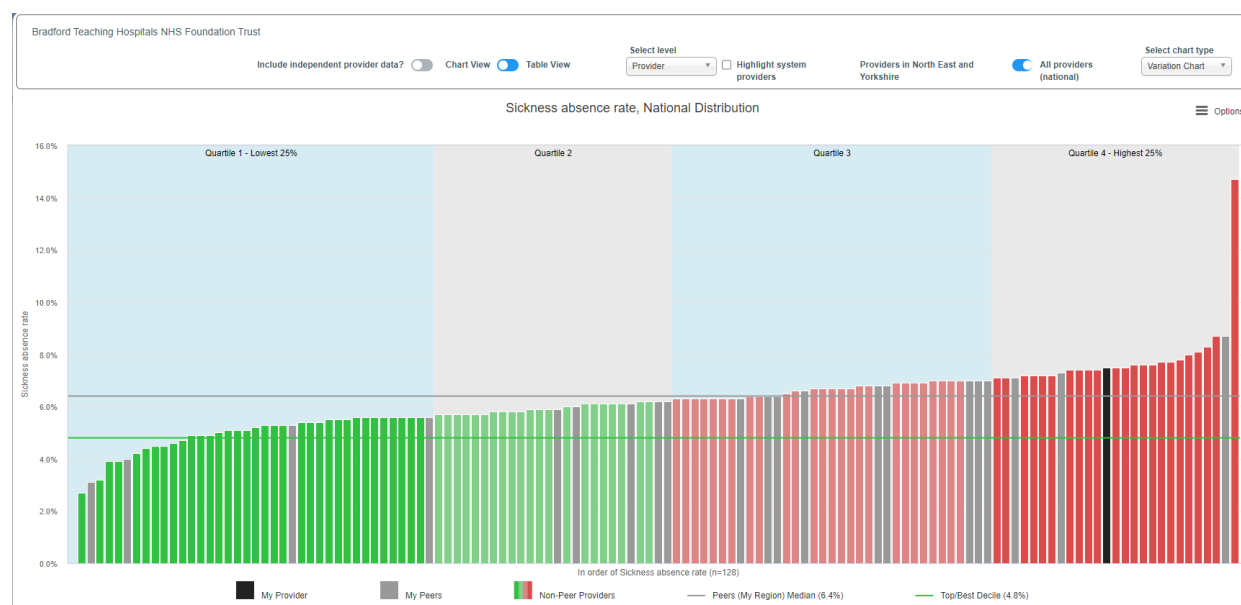
This table shows the long-term and short-term sickness trend. Long-term sickness has showed a steady decrease since December. Short-term sickness decreased in both January and February but has showed an increase in March.

### Absence Benchmarking – Model Hospital



The above chart is the latest data available from Model Hospital and shows sickness benchmarking compared to NHSI Recommended peers for the month of March 2022 which is the latest available data. These peers are the 10 Trusts with the most similar attributes and context selected by Model Hospital. BTHFT is in the 4<sup>th</sup> quartile with 5 other peers in the 4<sup>th</sup> quartile.

**People Academy: 26<sup>th</sup> April 2023**  
**Agenda Item: PA.4.23.6**



The above chart shows sickness benchmarking compared to other Acute Trusts within North East and Yorkshire for the month of March 2022 which is the latest available data. BTHFT is in the 4<sup>th</sup> quartile with all except one peer having a lower sickness rate.

When compared to the NHS England recommended peers the Trust sickness absence rate was comparable to the absence rate for the majority of our peers. The Trust is continuing to proactively manage sickness absence and offer support to colleagues who are off sick. Training is now available for line managers on managing sickness absence to ensure managers are able to support staff during their absence.

Sickness absence continues to be a challenge and with the impact of the pandemic and current cost of living crisis it is likely that sickness rates will continue at a higher rate than the rate of absence seen pre-pandemic. The Trust approach will continue to focus on supporting colleagues at the earliest opportunity. The Health Wellbeing and Attendance Policy is currently being reviewed and it is intended that the policy review will lead to a policy which will focus on early intervention and support for colleagues who do have absence due to ill health. Further work is also planned to ensure best practice and policy is being implemented consistently across the Trust such as ensuring return to work interviews are being carried out when staff return.

## Organisational Development (OD) update

### Reach In, Reach Out

Executive Management Team have approved a proposal to pilot 'Reach In, Reach Out', which is a new, co-ordinated approach to both volunteering externally to the organisation, and internally within services. This involves:

Reach In – 3 hours to be spent once a quarter in a service / team within BTHFT. This could be on an informal walk-round or working with a team in a 'back to the floor' / 'shift in my shoes' type activity.

**People Academy: 26<sup>th</sup> April 2023**  
**Agenda Item: PA.4.23.6**

Reach Out – Each quarter, we propose that colleagues also spend 3 hours volunteering in the local community (i.e. Bradford District and Craven).

A pilot is due to commence in Q1. Colleagues to take part in the pilot have been identified. We are now exploring how we partner with colleagues in the VCS to create volunteering opportunities for those involved with the pilot.

### Financial Wellbeing Update (March 2023)

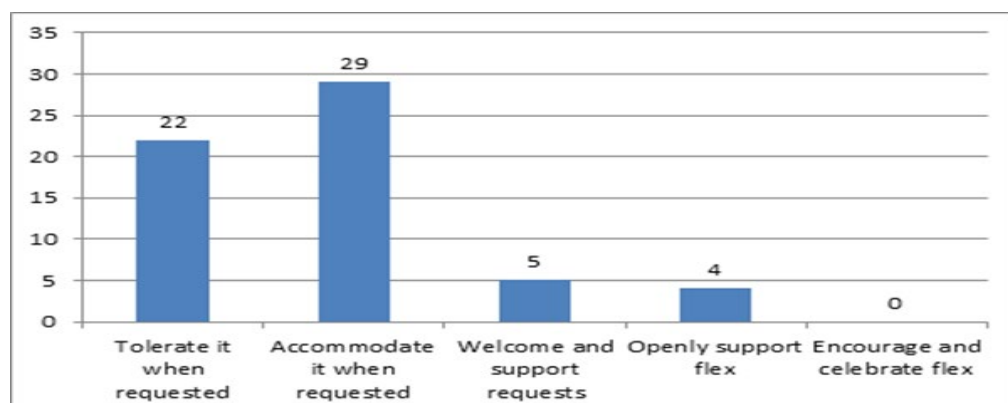
Our financial wellbeing is now embedded with an update as follows:

Activity	Update
Salary Finance	£80,250 funded loans to date
Salary Finance (% APR compared with High Street Lending)	£2793 saving
54 Salary Finance Pay advances	£37 Average amount
Free wills provided to staff	153 to date
9 Financial Wellbeing webinars	112 attendees

### Flexible Working

In Quarter 3, we increased the conversation around flexible working, in line with the People Promise. This work included the launch of 3 webinars aimed at managers which discussed the practicalities of offering flexibility, and also to understand the barriers that managers face. The sessions were well attended, and engagement was also good. The general themes to come out of the sessions were that managers feel that technology is often a barrier, as is the financial side (for example losing the budget if a member of staff reduces their hours). During the sessions the managers were asked to assess the current flexibility culture at BTHFT, and whilst not all took part, it did provide feedback on the current culture (see graph below). We will continue to measure this as the work on flexibility continues.

The next steps include a workshop aimed at all staff, and a Let's Talk article which will share good news stories and best practice examples relating to flex. New toolkits have been developed to support managers and individuals and the policy has been refreshed – both documents are being circulated to managers to support them with flexibility in their areas. The survey asked Managers: 'At BTHFT, how do we embrace flexibility?'



## **Rostering Optimisation and Flexibility Programme**

As part of the People Promise programme of work, BTHFT has been selected as 1 of 3 Trusts to take part in a programme supported by NHS England which will utilise the roster to promote flexible working via the Team Based roster model. This programme commenced in late March, and 5 departments will take part: Neonatal Services, Renal, AMU 1&4, ENT / Ophthal Outpatients and Endoscopy. An enhanced support offer from NHSE will include deep dives into the roster in each area, an engagement piece to support managers and their teams to use the roster system differently, ensuring fairness, consistency and transparency. This work is expected to last until September, and is supported by the People Promise Manager, the Rostering Team and the Chief Nurse Team.

## **Estates and Facilities OD Consultancy Pilot**

The OD consultancy work with Facilities commenced in March shadowing services, engaging with staff and fact finding in all facilities services. The aim of this pilot is to have dedicated OD support in a service where we can measure the input and output and see if we can make measurable differences by doing things differently. We want to connect on a local level with staff around areas such as:

- NHS Staff survey responses & how these can be increased
- Civility
- Increasing appraisals / 1-1s / career conversations
- Employee voice
- Retention (through our People Promise work)

A plan is being developed with senior managers on areas of focus for next 3-4 months.

## **Leadership Development Pathways**

All three pathways have been successfully piloted and further improved in line with feedback. Staff are finding the blend of discussion and interactivity valuable. Many staff state that the discussions and information around conflict, EQ and feedback are the most useful.

The standout piece of feedback is the content is stimulating reflection from the participants on their thoughts, behaviours & actions.

Leadership Development Pathway enrolment figures (Data for period 10 October 2022 –12 April 2023);

Development Pathway	Number of Enrolments	Number of cohorts delivered	Number of completions
Aspiring Leaders	38	2	21
Developing Leaders	75	2	19
Progressing Leaders	38	2	15
Total	151	6	55

Next steps;



**People Academy: 26<sup>th</sup> April 2023**

**Agenda Item: PA.4.23.6**

---

- Continuous improvement in line with evaluation and feedback.
- Development of 10 Action Learning Set facilitators from across the trust.
- Embed Action Learning into our Leadership Development Pathway offer.
- Introduction of bespoke pathway merchandise packs for attendees from June 23.
- Design and delivery pilot of Masterclasses identified in response to feedback; all to be promoted under the above categories.
- Design of an electronic/printable Leaders toolkit.

### **Advancing Leaders**

The advisory group have met three times and refined our current learning needs and have also met with members of the Executive Team to understand their experience and current position within the organisation and system, and further understand what development senior leaders need in order to make us credible and fit for the future.

The next step is to look at identifying subject matter experts (SME's) and delivery proposals. We expect to launch a pilot offer of the Advancing Leadership Development Programme in Q2 2023.

### **Managing Others – Core Skills**

In order to make these modules more accessible to managers and as part of induction for new members of staff, core management modules are now planned so they are delivered on the same day/venue. Along with the current HR modules, we also welcome the addition of an EDI module and Finance module. The first sessions are set to run in May 2023. All sessions will be face to face and delivered by the subject matter experts from HR, EDI or Finance. Places are bookable via ESR.

### **Talent Management – Scope for Growth (S4G) - Career Conversations Pilot**

S4G is a new approach to supporting personal growth and developing talent right across the NHS as part of the People Promise initiatives. It provides a framework for high-quality inclusive career conversations that help draw out an individual's aspirations and potential. It is a future-focused approach which encourages everyone to take ownership of their own development through coaching-style conversations that prioritise well-being, professional development and career aspirations. It draws on evidence-based insights into understanding, nurturing, and developing all our people to be the best they can be.

The S4G approach is built around three fundamental factors that are known to drive engagement and motivation:

Positive self-identity and self-awareness

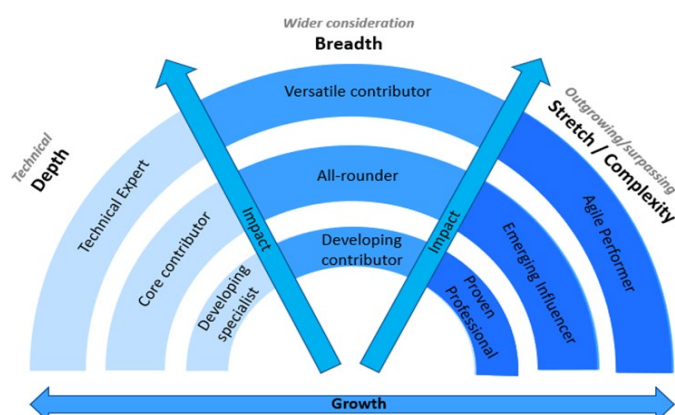
The power of relationships

A strong sense of purpose

The Model:

People Academy: 26<sup>th</sup> April 2023

Agenda Item: PA.4.23.6



The **Growth axis** refers to an individual's personal ambition for growth across the three elements of:

**Depth** - Expanding our people's expertise

**Breadth** - Building on our people's careers into other areas

**Stretch/complexity** - Growing beyond current role, particularly around increasing complexity and leadership capabilities.

Whilst the axes focus on impact and growth, another critical factor is **individual aspiration**. People may have aspiration to remain where they are and this will be appreciated and accepted.

In collaboration with the Quality Lead for Nursing Excellence, the approach is being piloted with our Professional Nurse Advocate team. The first engagement session has been held and further engagement is planned with the PNA's not in attendance. BTHFT is participating in a Community of Practice at a regional and national level.

## Appraisals 2023

The Appraisal policy has been updated to reflect changes to the appraisal document. Completion rate as of 31st March is 75.11%. Time2Thrive appraisal training has seen an increase in numbers, and is continuing to run each quarter.

## Thrive Conference – For the Leader in Everyone

Following the success of last year's conference we are well underway with plans for this year's event to be held on 6<sup>th</sup> June 2023. To empower all staff, regardless of role, to see themselves as leaders; the conference has been renamed as; Thrive Conference 'For the Leader in Everyone'.

The overall objective of the 2023 Thrive Conference is to support our colleagues in how they develop high performing, fantastic teams – particularly in light of our recent organisational restructure and the creation of our new CSUs. It's really important that we support our people to develop a team focus, and we want to build this using Our People Charter and Thrive to get the best out of each other. The day will also acknowledge and celebrate our journey and story throughout the last year. Anybody in the organisation can apply for a ticket and like last year, we hope to get fantastic representation from all areas. We'll also be joined by two key note speakers which we are really excited about;

Paul McGee – The SUMO Guy

Yetunde Hoffmann – Love in Leadership

Ticket application will be made via ESR and will require manager approval before the ticket allocation is approved. Post event screening tickets will be promoted along with live dates, offering as much choice as possible.

**People Academy: 26<sup>th</sup> April 2023**

**Agenda Item: PA.4.23.6**

---

We are mindful of operational pressures and the need for BAU to continue. Mirroring last year's success, we aim to offer a hybrid event this year with some delegates attending the conference face to face at the venue and others participating via a live stream remotely at the Sovereign Lecture Theatre. The Thrive Conference will also be recorded to allow staff an opportunity to catch up on the conference afterwards. We will offer a post conference screening at Sovereign Lecture Theatre on 22nd June 2023 which can be booked in the same way as the live event.

A bespoke Conference Thrive page has been designed and a QR code to this page will be included on all promotion.

A Managers promotion pack is being developed which will include; printable posters, guiding principles for ticket allocation/approval and FAQ's to be shared with each CSU/service area to promote internally and get on meeting agendas.

Members of the OD Team and the Conference task and finish group will be promoting the upcoming conference on the BRI concourse over a time period that will engage with different work patterns. The date and time for this is 26.04.23 between 3.30 – 8pm.

## **Civility**

The Civility and Respect toolkit, which contains useful resources for all staff when dealing with, witnessing or being accused of incivility, has now been approved. This will be launched in April via a series of 'Civility Big Chat' drop in sessions, both face to face and virtual. The sessions will be run by EDI and OD and are open to all colleagues with the aim of exploring the toolkit in more detail as well as other informal resolution methods.

We also want to make sure that we are equipping our managers with the skills and confidence to tackle incivility – the standards we walk past are the standards we accept – and therefore we all have an essential role in creating a culture of civility and respect in our teams. To do this, we have partnered with Collingwood Learning, an external organisation who specialise in drama based training to develop a 'live action' event which will use professional actors to act out BTHFT related scenarios of incivility with the opportunity to stop and reflect what we would each do if we were witnessing or experiencing the scenario.

The event will be held in the Sovereign Lecture Theatre, BRI on Thursday 25 May, 2.30pm – 5pm. Invites have been circulated to managers.

## **Outstanding Programmes**

### **Outstanding Pharmacy Services (OPS)**

In March, two events were held with the Pharmacy Service to launch OPS. The events aimed to engage colleagues on what an 'Outstanding' programme is and shared learning from both OMS and OTS. Both events were well attended and generated many ideas (over 1000 post-it notes) which have been used to create 5 work streams. The recruitment of work stream leads is also now underway.

The OPS hub has also been created within the Pharmacy Department at BRI with an official opening planned for 27 April 2023 and new lockers have been ordered for dispensary staff.

People Academy: 26<sup>th</sup> April 2023

Agenda Item: PA.4.23.6

---

### **Outstanding Maternity Services (OMS) & Outstanding Theatres (OTS)**

A programme to develop coaching skills to members of OMS, OTS and Quality team was delivered in March with the aim of supporting the development of Quality Improvement capability and capacity through a coaching approach. The delivery of the programme also facilitated the piloting of materials for a 'Manager as Coach' programme which could be delivered more widely across the organisation in pursuit of the ambition to develop a coaching culture. A follow up session is planned with participants to review impact and determine next steps in terms of application and effectiveness. Early feedback has been that participants have increased confidence in having coaching conversations and feedback from OTS specifically has been that this is already making a difference.

### **Equality, Diversity and Inclusion**

The Trust's newly developed EDI strategy was approved by the Trust Board in March 2023. The strategy sets out the Trust's ambitions and plan of actions to promote and advance equality of opportunity, with sharp focus on belonging and inclusion. It has been shaped from our willingness to listen and involve our staff and key stakeholders through extensive consultation; from partnerships with our staff equality networks, understanding their 'lived experiences' of working and being service users and patients, and from the learning we have gained from external benchmarking, peers and partners. The strategy aims to drive a step change in the culture of our organisation, helping us to embed and advance equality, diversity and inclusion, for the benefit of our staff, patients and the wider community. As part of the strategy the following five refreshed strategic objectives have been identified to develop and action over the next three years (2023 – 2025). These are:

- Education, Empowerment and Support
- Effective Staff and Community Engagement and Involvement
- Population Health Inequalities
- Promoting Inclusive Behaviours
- Reflective and Diverse Workforce

The strategy will be accompanied by a year on year implementation plan which will also show the progress we are making.

### **Recommendation**

The People Academy is asked to note the contents of this report.

## Glossary - Appendix 1

Indicator	Description	Source
Staff in post WTE	The number of whole time equivalent staff in post at that point in time.	HR Department via ESR (Electronic staff record).
Mandatory Training	The proportion of staff who have undertaken the statutory and mandatory training for the rolling year. The threshold is now 100%.	HR Department – via ESR
Appraisals	The proportion of staff who have undertaken an annual appraisal. The threshold is equal to or greater than 75% of staff.	HR Department – via ESR
Sickness	The proportion of staff that are absent due to sickness. The threshold is less than or equal to 4.50%.	HR Department – via ESR
Friends and Family Test	% of patients who complete a friends and family questionnaire following an inpatient admission.	Picker Services
Staff Group	Staff are coded to one of a national set of Staff Groups as follows: <b>Add Prof Scientific and Technic</b> – Pharmacists, Psychologists, Counsellors, Chaplains <b>Additional Clinical Services</b> – All clinical staff who don't need to be Professionally registered i.e. Bands 1-4 <b>Administrative and Clerical</b> – All Admin staff inc Managers who aren't Clinical <b>Allied Health Professionals</b> – OT, Physio, Dieticians, Radiographers <b>Estates and Ancillary</b> – Estates Officers, Porters, Cleaners, Catering <b>Healthcare Scientists</b> – Audiologists, Clinical Scientists, Physiologists <b>Medical and Dental</b> – All Medical & Dental Staff <b>Nursing and Midwifery Registered</b> – All Registered Nurses and Midwives.	HR Department – via ESR
Workforce Planning	NQB (2013) <i>How to ensure the right people, with the right skills, are in the right place at the right time – A guide to nursing, midwifery and care staffing capacity and capability.</i> <a href="https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf">https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf</a>	NHS England