

## PEOPLE ACADEMY MINUTES

<b>Date:</b>	Wednesday 24 <sup>th</sup> May 2023	<b>Time:</b>	11:00-13:00
<b>Venue:</b>	Webex meeting	<b>Chair:</b>	Karen Walker, Non-Executive Director
<b>Present:</b>	<p><b>Non-Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Karen Walker, Non-Executive Director (KW)</li> <li>- Altaf Saddique, Non-Executive Director (AS)</li> <li>- Sughra Nazir, Non-Executive Director (SN)</li> <li>- Jon Prashar, Non-Executive Director (JP)</li> </ul> <p><b>Executive Directors:</b></p> <ul style="list-style-type: none"> <li>- Faeem Lal, Interim Director of HR (FL)</li> <li>- Ray Smith, Chief Medical Officer (RS)</li> <li>- Karen Dawber, Chief Nurse (KD)</li> <li>- Faye Alexander, Head of Education (FA)</li> <li>- Catherine Shutt, Head of Organisational Development (CS)</li> <li>- Joanne Hilton, Deputy Chief Nurse (JH)</li> <li>- Adele Hartley-Spencer, Director of Nursing (AHS)</li> <li>- Rukeya Miah, Chair of Staff RESIN Network (RM)</li> <li>- David Smith, Director of Pharmacy (DS)</li> <li>- Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP)</li> <li>- Kez Hayat, Head of Equality, Diversity &amp; Inclusion (KH)</li> <li>- Samia Hussain, Associate Director of HR (SH)</li> <li>- Abbie Wild, Chair of Staff LGBT Network (AW)</li> <li>- Adele Hartley-Spencer, Director of Nursing (AHS)</li> </ul>		
<b>In Attendance:</b>	<ul style="list-style-type: none"> <li>- Sehra Hassan, Executive Assistant (minutes) (SHa)</li> <li>- Sean Willis, Associate Chief Nurse (SW)</li> <li>- Katie Shepherd, Corporate Governance Manager (KS)</li> <li>- Ruth Haigh, Equality, Diversity &amp; Inclusion Manager (RH)</li> <li>- Carly Wilson, People Promise Manager (CW)</li> <li>- Justine Carroll, HR Business Manager (JC)</li> <li>- Kate Lavery, Outstanding Pharmacy Services Programme Manager for agenda item PA.5.23.5 only (KL)</li> <li>- John Holden, Director of Strategy and Integration/Deputy Chief Executive for agenda item PA.5.23.5 only (JHo)</li> <li>- Caroline Nicholson, Head of Non-Clinical Risk for agenda item PA.5.23.13 only (CN)</li> <li>- Charlotte Keasey, Senior Head of Facilities (CS)</li> </ul>		
<b>Observer</b>			

Agenda Ref	Agenda Item	Actions
PA.5.23.1	<b>Apologies for Absence</b>	
	<ul style="list-style-type: none"> <li>- Jane Kingsley, Lead Allied Health Professional (JK)</li> <li>- Mark Holloway, Director of Estates and Facilities (MH)</li> </ul>	

	<p>Absent</p> <ul style="list-style-type: none"> <li>- Amandeep Singh, Partnership Lead (AS)</li> <li>- Sarah Freeman, Director of Nursing (SF)</li> <li>- James Taylor, Deputy COO (JT)</li> <li>- Amy Ilsley, Clinical Lead for Medical Workforce (AI)</li> <li>- Amanda Grice, Workplace and Wellbeing Centre Manager (AG)</li> </ul>	
<b>PA.5.23.2</b>	<b>Declarations of Interest</b>	
	There were no interests declared.	
<b>PA.5.23.3</b>	<b>Draft minutes of the meeting held on 26<sup>th</sup> April 2023</b>	
	The minutes of the meeting held on 26 <sup>th</sup> April 2023 were approved as an accurate record.	
<b>PA.5.23.4</b>	<b>Matters arising</b>	
	There were no matters arising from the minutes that were not already on the agenda. Verbal updates were given at the meeting on the outstanding and closed actions and these are reflected in the action log.	
<b>PA.5.23.5</b>	<b>Outstanding Pharmacy Services update</b>	
	<p>KL and JHo joined the meeting where they provided a presentation outlining the OPS programme. This was the first update which was provided to this academy and updates will be provided throughout the year.</p> <p>The Outstanding Pharmacy Services (OPS) programme was launched due to a number of concerns raised, which led to focused conversation facilitated by the OD team. Due to the success of the Outstanding Maternity Programme and Outstanding Theatres programme it was agreed to set up OPS. The team is supported and coordinated by a central team including an experienced programme lead from the BTHFT Transformation Unit and a clinical/professional lead seconded from the Pharmacy team.</p> <p>This presentation provided an overview of the OPS activity to date, with a particular focus on the engagement and involvement of the people who work within pharmacy. OPS was formally launched in January 2023 and there has been other landmark events including the opening of the dedicated “hub” so there is a place within the pharmacy department where staff can utilise resources and discuss ideas.</p> <p>There are five workstreams associated to the service, which were confirmed through discussions in the launch events. The leads for the workstreams have also been identified; these are staff from the pharmacy team who volunteered to get involved. The workstreams are Wellbeing and Culture, Education and Training, Digital, Estate and Equipment, Patient Centred Care (clinical excellence and medication supply).</p> <p>The OPS programme is supported and coordinated by a central team, including an experienced programme lead from the BTHFT Transformation Unit and a clinical/professional lead seconded from pharmacy.</p>	

	<p>The development and definition of the programme ends in June 23, with delivery of the change and outcomes starting in June 23 through to November 2024.</p> <p>KW asked how the team will manage maintaining momentum as the launch event attracted over 100 attendees. KL said that the management team are based within the department who will deal with issues or challenges. Having a presence in the department makes a big difference in terms of accessibility. 'The hub' is also based within the department, which is accessible for all to use, there are several initiatives ongoing where there is constant engagement with staff/users to inform them of any updates.</p> <p>KW thanked KL and JH for the update and for attending the meeting.</p> <p>The academy noted the update.</p> <p><b>Action:</b> It was agreed for KL to provide an update on the Programme at November's meeting and to incorporate a staff story.</p>	<p>OPS Programme Manager (PA23015)</p>
<b>PA.5.23.6</b>	<b>Workforce Growth and Transformation</b>	
	<p>SW provided an update on Quarter Q1 of the Workforce Growth and Transformation Subgroup.</p> <p>AHP's across the Place have produced a virtual work experience package, which includes videos and online interactive resources for students considering AHP roles. The package is to be completed prior to face-to-face work experience opportunities. The aim is for the initiative to be evaluated and brought back to WGT for review and consideration for developing a similar resource for other workforce groups.</p> <p>Confirmation has been received that Nursing and Midwifery CPD monies is available for 2023/24 (£330 per registrant) from NHS England. The aim is to ensure staff are made aware of the CPD opportunities available to them and further discussions are to be held via the appraisal process.</p> <p>The Academy was provided with an update on the Medical Support Worker programme. The programme officially ended at the end of March 2023. Three of the four Medical Support Workers have had their contracts extended with BTHFT. The fourth is awaiting their GMC registration and hopes to return to work soon. The programme will re-open in July 2023 and we are looking to recruit to another cohort with support from NHS England.</p> <p>The Trust has appointed a lead Physicians Associate. Once in post, it is expected that the role links with the lead ACPs and Head of Education, to build future collaborative career opportunities.</p> <p>SN noted that the report indicates that there are 8 doctors who completed their medical degree abroad and have been offered a 12-month foundation year opportunity at the Trust. SN asked how</p>	

	<p>the Trust assures itself that the same level of training is offered to these doctors, as well as those who have qualified in the UK. RS stated that there are standards across Europe in terms of medical training. Doctors would have completed an accredited course overseas with a year of clinical practice and will probably have more experience than a FY1 who has left medical school in the UK. There is a programme/process/induction which overseas doctors will have to undergo once they arrive in the UK, which is recognised by NHSE. Clinical skills are also taught to those individuals and RS confirmed that we now have 7 doctors employed by the Trust, as one was unable to join. The doctors undergo a three-week supernumerary period at the Trust, which covers gaps/additional training/additional assessments and a further assessment day. Overseas doctors undergo the same assessment as UK graduates.</p> <p>The academy noted the update.</p>	
PA.5.23.7	<b>People Academy Dashboard</b>	
	<p>FL referred to the Dashboard and informed members of the following:</p> <ul style="list-style-type: none"> <li>• <b>Contacts with Advocacy service</b> – refreshed data is available around this service and there has been an increase in terms of contact. The service is being refreshed and will be recruiting new advocates who will undergo the appropriate training.</li> <li>• <b>Harassment and Bullying Outcomes</b> – this shows a slight reduction from the previous 6-month data and this also shows a reduction in formal action taken in terms of conduct procedures. The bullying and harassment policy is currently under review.</li> <li>• <b>Appraisal rate non-medical</b> – the appraisal rate has slightly reduced from 75.11% to 74.53%. The Trust has now linked the appraisal to pay progression, which will go live 1<sup>st</sup> September 202.</li> <li>• <b>Core Mandatory Training</b> – the overall compliance has increased by 1% with an overall compliance at 90%. EDI has increased by 3% which is currently at 95% compliance.</li> <li>• <b>Staff Turnover</b> - turnover has seen a decrease by 0.18% to 11.62% in April 2023 from 11.80% in March 2023</li> <li>• <b>Staff Stability</b> - the stability rate is 99.12% in April 2023 which is a slight decrease from 99.28% in March 2023. FL will provide a report at the next meeting for individuals who have had less than 12 months service.</li> <li>• <b>Staff Sickness Absence</b> - the rolling 12-month sickness absence rate at the end of April 2023 was 6.43% compared to 6.62% in March and sickness absence is reducing.</li> </ul> <p>KW asked with regards to the advocacy service/bullying and harassment outcomes, when resolving issues informally do we have any repeated contacts and how do we ensure informal resolutions are a success. FL stated that once a resolution is in place then mediation is offered, where many of the mediation cases outcomes are successful.</p> <p>JP noted that there have been approximately 50%</p>	

	<p>uptake/resolution with the staff advocacy service and asked whether this means staff members are accessing the service or whether staff members should be undergoing formal management processes. FL stated that the increased contact with advocacy service is seen as positive, as it's a service offered to staff that can make contact and resolve issues when issues are raised.</p> <p>KD asked if the Nurse staffing vacancy metric can be added to People Academy Dashboard, to report on nurse staffing vacancies and health care support workers vacancies, as this is a risk on the Strategic Risk Register and is currently scored at 20. KD also suggested for SW to present the nursing recruitment plans at the next meeting which SW agreed to do.</p> <p><b>Action:</b> LP, KW and FL to discuss adding the nurse staffing vacancies metrics to the People Academy dashboard.</p> <p><b>Action:</b> SW to present the nursing recruitment plans at the next meeting.</p> <p>The academy noted the update.</p>	<p>Acting Director of HR/Chair/Board Secretary (PA23016)</p> <p>Associate Chief Nurse - Quality &amp; Workforce (PA23017)</p>
<b>PA.5.23.8</b>	<b>High Level Operational Risks</b>	
	<p>FL presented the high-level operational risks and informed members of the following:</p> <ul style="list-style-type: none"> <li>Six new risks have been added to the HLRR since the last report. Five of these new risks were also closed during the reporting period.</li> <li>One new risk has been added to the risk register around fit testing.</li> <li>One risk changed in score which resulted to the Nursing industrial action, this will be reviewed again to ensure this is appropriately assessed and scored.</li> </ul> <p>The Academy was assured that all the relevant key risks were identified and reported to the Academy and managed appropriately.</p>	
<b>PA.5.23.9</b>	<b>WRES/WDES update</b>	
	<p>KH and RH informed members that the data contained within the report covers the period up to 31st March 2023 and that the data is provided for both WRES and WDES as per our contractual obligations.</p> <p>In his summary presentation KH provided an overview of key improvements for race and disability equality. RH highlighted the following changes to Metric 9 on page 24, since the papers were circulated:</p> <ul style="list-style-type: none"> <li>Overall improvement in the engagement score for disabled staff from 6.4 to 7.1 should read as:</li> <li>Overall improvement in the engagement score for disabled staff increased from 6.3 to 6.4.</li> </ul>	

	<p>AS asked if 'ethnic minority staff are more likely to undergo a formal disciplinary process than white colleagues' and if so, was this because ethnic minority staff are not provided with informal options? KH stated that the workplace mediation service is open to all staff regardless of their ethnicity or any other protected characteristic. The EDI team are currently working with staff in HR to review formal disciplinary cases to determine whether another route could have been taken and if there is any further learning from these cases.</p> <p>FL reported that plans are in place to analyse/understand the data and prepare for next steps to work with individuals and managers with a focus on improving our overall performance in this area.</p> <p>The academy noted the update.</p>	
<b>PA.5.23.10</b>	<b>Nursing and Midwifery Staffing Data Publication Report</b>	
	<p>KD discussed the circulated paper and highlighted that data plans have been completed, the report indicates that the fill rates for the nursing and midwifery staffing are not at the expected level of where they should be, which is in the region of 75% - 80%.</p> <p>A review of the Red Flags reported via Safe Care, highlighted, 254 (521) reported in April 2023 which was a significant reduction from the previous 2 months. The highest numbers of flags were raised to highlight a shortfall in registered nurse/midwifery time and delays to patient care.</p> <p>SW and JH provided a brief overview of the recruitment, retention and workforce plans for the Nursing and midwifery positions across all bands and departments. Several resources are being invested into the international recruitment and this is making a positive difference, as the Trust is finding that overseas nursing staff are retained for much longer in the organisation.</p> <p>The academy noted the update.</p>	
<b>PA.5.23.11</b>	<b>Guardian of Safe Working Hours Doctors and Dentists in Training Annual Report 2022-23</b>	
	<p>RS provided an update on the annual report and informed the Academy that the 2016 junior doctor contract requires the Guardian of Safe Working Hours to submit a quarterly report to the board to provide assurance that doctors and dentists in training are working safe hours.</p> <ul style="list-style-type: none"> <li>• In 2022/23 - 287 exception reports submitted during this year, which is an increase of 41% from the previous year.</li> <li>• 219.75 additional hours were reported by junior doctors which were paid for or taken as TOIL, this is an increase of 33% in total number of hours.</li> <li>• The number of exception reports, by speciality, was high amongst General Surgery and General medicine, with FY1 doctors being the highest reporters, but provisions are in place with additional recruitment and changes to the work</li> </ul>	



	<p>environment.</p> <ul style="list-style-type: none"> <li>• There are currently 67 unfilled training posts out of a total of 497 – which is 13.5% unfilled, these are due to unfilled training posts and sickness absence. The trust employs 14 post-foundation fellows, 7 post-core fellows and 52 locally employed doctors to help cover the rota gaps.</li> <li>• Rota gaps are filled by bank or agency locums via the flexible workforce team.</li> <li>• The Guardian of safe working has the ability to impose fines, if the breaches of working hours and rest periods occur; there have been no fines for our Trust.</li> <li>• Safety concerns - There was an increase in safety concerns from 14 to 49, which is mostly from Foundation doctors in General Medicine and Surgery, due to staffing levels. All safety concerns raised are reviewed and most of these are usually due to busy periods or where a junior doctor is unable to attend a clinic of their choice due to staff shortages, this did not result in patient harm or any significant patient safety concerns.</li> </ul> <p>The academy noted the update.</p>	
<b>PA.5.23.12</b>	<b>Freedom To Speak Up Annual Report</b>	
	<p>KD gave an overview of the circulated paper and provided further information in relation to the guardians.</p> <p>The report provides a breakdown of the guardians in post, the new guardians who have been appointed in order to comply with the Ockenden Midwifery guardian, as well as the welcoming of the student midwives. In terms of the associate guardians the Trust is well represented across all characteristics.</p> <p>The number of concerns remains static and most of these are related to bullying and harassment.</p> <p>The number of anonymous concerns continues to rise and these are in relation to one area, however plans are in place to resolve the issues.</p> <p>A self-assessment session will take place during a board development session, where a detailed self-assessment will be undertaken. The national guardian will also be in attendance.</p> <p>Compliance with training is low and KD asked members if they could encourage their teams, or those staff members who are required to complete this training to complete the training courses.</p> <p>The academy noted the update.</p>	
<b>PA.5.23.13</b>	<b>Report/minutes from the Health and Safety Committee</b>	
	<p>Due to CNs poor network connection members were asked to refer to the circulated papers. A conversation took place via the chat option and the academy noted the update.</p>	
<b>PA.5.23.14</b>	<b>Bradford District &amp; Craven People Committee Update</b>	
	<p>FL informed members that the circulated paper highlights keys risk</p>	

	<p>and escalations; he notified members that there have been some changes to the leadership of the Bradford District &amp; Craven People Committee, where Daniel Hartley – joint SRO/Director of HR for Bradford and District &amp; Craven - has moved into a new role to Rotherham.</p> <p>£50k new funding has been secured from HEE for Social Care Academy marketing campaign for Growing Our Workforce, which is being managed by the Council comms team. An external company is being commissioned to provide innovative and fresh campaign approaches to attract new and diverse audiences to the sector.</p> <p>£40k has been secured for our trust through the Clinical Entrepreneur programme – Generation Medic is to deliver a 12-month programme, supporting young people with H&amp;SC career guidance.</p> <p>The academy noted the update.</p>	
<b>PA.5.23.15</b>	<b>Industrial Action Update</b>	
	<p>An RCN industrial action took place at the end of May which proved very challenging, taking up staff time and resources, as well as the impact this has on delivering planned activity. The IA was well managed and there were no gaps identified in service delivery and services were safely maintained.</p> <p>The junior doctors have announced the next dates for industrial action which are 14<sup>th</sup> – 17 June 2023. Formal notification has not yet been received, but information will be circulated once this is received.</p> <p>RCN are out to ballot, mandate expired 2<sup>nd</sup> May and RCN members will be going for an aggregated ballot to ballot across the country. The ballot closes on 23<sup>rd</sup> June and further details will be released after that date.</p> <p>BMA have made the Trust aware that their consultants are currently balloting, the ballot ends on the 27th of June.</p> <p>The academy noted the update.</p>	
<b>PA.5.23.16</b>	<b>People Academy Work Plan</b>	
	<p>FL informed members that the work plan will be reviewed due to some changes to the submission date for several reports. FL asked members to contact him, LP or KW if any items need to move to a later date. The workplan will be refreshed and the changes will be presented at the next meeting.</p> <p>LP noted that the Outstanding Pharmacy Service item is on the workplan for September meeting, but this will be moved to October's meeting and will incorporate the staff story.</p> <p><b>Action:</b> FL/LP to present the refreshed workplan at the next meeting.</p>	<p>Acting Director of HR &amp; Board Secretary (PA23018)</p>



<b>PA.5.23.17</b>	<b>Any Other Business</b>	
	<p>KW asked members for feedback, on the quality of the meeting, papers, debates and assurance etc.</p> <p>FL noted that with the considerable number of reports shared at this meeting, does this allow members sufficient time to read the papers ahead of the meeting and being mindful that colleagues are presenting detailed papers in a short period of time, whether this allows sufficient time at the meeting for agenda leads to present their items. KW echoed FL comments and reminded members to read papers ahead of the meeting. FL, KW and LP have regular agenda setting meetings; this gives them the opportunity to ensure the agenda is not weighty and that they plan sufficient time for all agenda items.</p> <p>KW welcomed feedback and asked members to share any comments/thoughts with her outside of the meeting.</p>	
<b>PA.5.23.18</b>	<b>Matters to share with other Academies</b>	
	There were no matters to share with other Academies.	
<b>PA.5.23.19</b>	<b>Matters to escalate to the Board of Directors</b>	
	There were no matters to share with the board of Directors.	
<b>PA.5.23.20</b>	<b>Date and time of next meeting</b>	
	5 <sup>th</sup> July 2023 – 11.00 – 1.00pm	
<b>PA.5.23.21</b>	<b>Internal Audit Reports relevant to the Academy</b>	
	There was nothing to report on this agenda item.	

ACTIONS FROM PEOPLE ACADEMY – 24<sup>th</sup> May 2023

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA23009	22.02.2023	PA.2.23.8	<b>Nursing Recruitment and Retention Plan:</b> FL to present data on applicants who attended the last recruitment event, appointments made, unsuccessful candidates etc.	Acting Director of HR	05.07.2023	It was agreed to defer this action to the next meeting.
PA23002	25.01.2023	PA.1.23.10	<b>Workforce Report:</b> LP to invite SHo to a future meeting to report on recruitment initiatives in Midwifery.	Associate Director of Corporate Governance/Board Secretary	05.07.2023	LP has contacted SHo, update to be provided in May as SHo will be attending that meeting as the nursing/midwifery rep. SHo will provide an update at the next meeting.
PA23013	26.04.2023	PA.4.23.5	<b>People Academy Dashboard:</b> RS agreed to provide a detailed medical appraisal report at the next meeting.	Chief Medical Officer	05.07.2023	It was agreed to defer this action to the next meeting.
PA23012	26.04.2023	PA.4.23.5	<b>People Academy Dashboard:</b> FL to provide data on tenure which would assure the Academy about the experience levels across the Trust.	Acting Director of HR	05.07.2023	
PA23016	24.05.2023	PA.5.23.7	<b>People Academy Dashboard:</b> LP, KW and FL to discuss adding the nurse staffing vacancies metrics to the People Academy dashboard.	Acting Director of HR/Chair/ Associate Director of Corporate Governance/Board Secretary	05.07.2023	
PA23017	24.05.2023	PA.5.23.7	<b>People Academy Dashboard:</b> SW to present the nursing recruitment plans at the next meeting.	Associate Chief Nurse - Quality & Workforce	05.07.2023	



## Bradford Teaching Hospitals

NHS Foundation Trust

PA23018	24.05.23	PA.5.23.16	<b>People Academy Work Plan:</b> FL/LP to present the refreshed workplan at the next meeting.	Acting Director of HR & Associate Director of Corporate Governance/Board Secretary	05.07.2023	
PA23008	22.02.2023	PA.2.23.13	<b>Gender Pay Gap:</b> LP to arrange an exceptional People Academy session on EDI and Gender Pay Gap.	Associate Director of Corporate Governance/Board Secretary	27.09.2023	
PA23015	24.05.2023	PA.5.23.6	<b>Outstanding Pharmacy Services update:</b> It was agreed for KL to provide an update on the Programme at November's meeting and to incorporate a staff story.	OPS Programme Manager	01.11.2023	