

Meeting Title	Board of Directors		
Date	13 July 2023	Agenda item	Bo.7.23.14

## Committee/Academy Escalation and Assurance Report (AAA)

Report from the: People Academy

Date of meeting: 5 July 2023

### Key escalation and discussion points from the meeting

#### Alert:

##### Industrial action

- Junior Doctors plan on striking 13<sup>th</sup> to 18<sup>th</sup> July with Consultants planning strike action on 20<sup>th</sup> and 21<sup>st</sup> July. The Trust is confident it can provide safe levels of cover and is planning a series of mitigating actions with the Exec team making decisions on activity that may be stood down.

##### Retention and Recruitment

- The Academy acknowledged the drop in staff turnover again for the 10th month running, now at 11.43%. However there are 277 nursing and midwifery band 5 vacancies, up 30 since April, and 154 band 2 healthcare assistant vacancies. The highest nursing and midwifery vacancies are in the high staff volume areas such as ED (24), Neonatal (19) and Intensive Care (14). Neonatal will be at full establishment by September.
- Recruitment continues with further international nurse recruitment, 102 newly qualified nurses expected to start in September, 48 HCAs offered between May and June and the launch of a new programme, 'Step Into Care', to recruit trainee HCAs with minimal qualifications and experience and support them via the local college and in house training. The Trust is also working with SkillsHouse to support local communities to access employment.
- The long term workforce plan will be reviewed at the People Academy shortly. As Sean Willis, Associate Chief Nurse –Quality and Workforce pointed out, the value of retaining the Trust's good people can't be underestimated.

#### Advise:

##### Bullying and Harassment and Disciplinary Case Deep Dive

- We explored the review of the 45 formal Bullying and Harassment and Disciplinary cases in the period 01/04/22 to 31/03/23, with 44% of cases attributed to males despite males making up only 23% of the Trust's workforce. Of the formal cases, 33% of bullying and harassment related cases and 48% of disciplinary cases involved people from an ethnic background.
- Each case and outcome was reviewed in detail and there were a number of key themes: 1) the role and responsibility of the line manager in 'nipping in the bud' and creating a culture of civility and respect 2) understanding cultural and other differences 3) the impact of unwanted and unprofessional banter and behaviour 4) fact finding in the early stages to better understand team dynamics/cliques/culture 5) the need for a focus on wellbeing and a 'just culture' approach.
- There are some key actions arising from the review including the ongoing work

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around civility and a 'just' culture, the continued use of drama based videos, briefing sessions around professional behaviour, cultural competency and a review of historical cases to draw on further learning.

- Upskilling and supporting managers to ensure consistency of approach and helping them to deal with issues informally, where appropriate, is a top priority.
- Cat Shutt and Kez Hayat made a great point on the importance of aligning and connecting activity across the OD, EDI and HR teams with the PSIRF and Patient Safety work.
- The reviews were conducted by Samia Hussain, Associate Director of HR, who joined the Trust very recently. The Academy was assured that Samia provided an independent view and had not been involved in offering advice on any of the cases. We agreed that future reviews would benefit from the same independence.
- From an EDI perspective, there were no concerns that people had been disadvantaged because of their characteristics.

## Assure:

### Medical Appraisal and Revalidation

- The Academy celebrated the 2022/23 medical appraisal and revalidation performance. Not without its challenges following the pandemic, the overall rate is 90.78% across 488 doctors with a connection to the Trust. Only 2 appraisals were 'unapproved incomplete or missed' and both of these doctors have now re-engaged with the 2023/24 process. 8.81% were approved incomplete/missed. Challenges such as the migration to new software and a new appraisal format, workforce pressures impacting non clinical activity and an increase in the number of GMC connections based on short term/locum/bank employees have been overcome and all pre-pandemic processes have been resumed with internal audit rating assurance as significant, 12 new appraisers and a commendable record for the Trust among other Trusts across all sectors. The Trust has created real value in the appraisal process, moving away from an admin heavy process to a focus on wellbeing and optimising learning.

### Dashboard

- There has been an increase in senior leaders from an ethnic background, up to 17.84% from 15.85% in April and the further increase in ethnic background staff from 36.96% to 38.22% vs the 35% target.

### People Experience

- There is so much great work going on in the people space (far too much to mention here) such as civility, looking after our people and the robust action plan in response to the NHS People Survey results. The Thriving Together (NHS Culture and Leadership Programme) launched at the very successful Thrive conference.
- A new wellbeing group made up of SMEs from across the Trust is looking at a refreshed wellbeing offer including better communication, enhanced care for night workers, greater support for managers on wellbeing matters, end of shift check ins and post trauma check ins. The group is also planning a wellbeing week in September.
- There is also a new initiative called Reach In, Reach Out where the Executives

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and their direct reports will trial a new approach. Each quarter they will spend half a day shadowing/supporting an internal team/function and then volunteer out in the community. The Trust is trialling with the Executive team first to increase visibility of the team across the Trust and increase awareness of Trust activities with the Executive team, as well as providing the Executive team with opportunities to get out into the community. Cat Shutt, Assistant Director of HR/Head of Organisational Development asked whether the Non-Executive Directors should be involved; one to discuss at the next Board meeting, but it was a yes from Altaf and I 😊

#### Education

- There are 321 people on apprenticeships at the Trust from entry level to Masters, across nursing, AHP and Health Scientists and technical, admin and trade roles.
- The first draft of the Education dashboard was presented – an excellent view of the work the Education team are involved with and the progress and difference they're making across the Trust.

#### How it felt

- High contribution, a conscious effort to move to summarising rather than presenting papers and very rich and insightful content made for a really productive and efficient meeting.

#### Report completed by:

Karen Walker  
Academy Chair and Non-Executive Director  
05 July 2023