

PEOPLE ACADEMY MINUTES

Date:	Wednesday 27 th September 2023	Time:	11:00-13:00
Venue:	MS Teams meeting	Chair:	Karen Walker, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Karen Walker, Non-Executive Director (KW) - Sughra Nazir, Non-Executive Director (SN) - Altaf Saddique, Non-Executive Director (AS) - Jon Prashar, Non-Executive Director (JP) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Faeem Lal, Interim Director of HR (FL) - Ray Smith, Chief Medical Officer (RS) <p>Attendees:</p> <ul style="list-style-type: none"> - Catherine Shutt, Head of Organisational Development (CS) - Joanne Hilton, Deputy Chief Nurse (JH) - David Smith, Director of Pharmacy (DS) - Laura Parsons, Associate Director of Corporate Governance/Board Secretary (LP) - Kez Hayat, Head of Equality, Diversity & Inclusion (KH) - Samia Hussain, Associate Director of HR (SH) - Jane Kingsley, Lead Allied Health Professional (JK) - Amanda Grice, Workplace and Wellbeing Centre Manager (AG) - Raquel Licas, Interim Chair of RESIN (RL) - Sarah Freeman, Director of Nursing (Operations) (SF) - Laura Gornall, Education Manager- Professional Education (LG) 		
In Attendance:	<ul style="list-style-type: none"> - Sean Willis, Associate Chief Nurse (SW) - Carly Wilson, People Promise Manager (CW) - Jacqui Maurice, Head of Corporate Governance (JM) - Caroline Nicholson, Head of Non-Clinical Risk (CN) - Gary Lupton, Education Manager (GL) 		
Observer	<ul style="list-style-type: none"> - David Wilmhurst, Governor (DW) - Michelle Mahoney, HR Business Partner (MM) 		

Agenda Ref	Agenda Item	Actions
PA.9.23.1	Apologies for Absence	
	<ul style="list-style-type: none"> - Karen Dawber, Chief Nurse (KD) - Adam Griffin, Deputy Chief Information Officer (AGr) <p>Absent</p> <ul style="list-style-type: none"> - Amandeep Singh, Partnership Lead (AS) - James Taylor, Deputy Chief Operating Officer (JT) - Amy Ilsley, Clinical Lead for Medical Workforce (AI) - Abbie Wild, Chair of Staff LGBT Network (AW) - Suan Parker, Co-chair of the Enable Staff Equality Network (SP) 	

PA.9.23.2	Declarations of Interest	
	No interests were declared.	
PA.9.23.3	Draft minutes of the meeting held on 26th July 2023	
	The minutes of the meeting held on 26 th July 2023 were approved as an accurate record.	
PA.9.23.4	Matters arising	
	KW brought members attention to the CSU to Academy session/ Annual Quality and Patient Safety Review (PA.9.23.24) and encouraged members to attend the session which is scheduled on 10 th November.	
PA.9.23.5	People Academy annual effectiveness review	
	<p>Following last years review using mentimeter, a review was undertaken at the meeting using Slido. Members were asked to participate in the review by answering a series of questions relating to this academy. Questions asked, were included in the PowerPoint presentation which were circulated with the papers.</p> <p>KW thanked all members for taking part in the review. Feedback from the responses will be shared at the next meeting.</p>	
PA.9.23.6	People Academy Dashboard	
	<p>FL referred to the dashboard and informed members of the following:</p> <ul style="list-style-type: none"> • Core Mandatory Training - compliance is now set at 85% across all 11 core subjects. • Staff Turnover – rates have reduced in the last year and they still continue to drop. • Staff Stability - The stability rate for August was 96.33%, which is a reduction from 99.47% seen in June 2023. • Number on an apprenticeship programme – there are currently 311 members of staff, on an apprenticeship programme. • Appraisal Non-Medical –The rate for August 2023 has reduced to 74.35%, which in June it was 77.24%. The pay progression increment will be linked to appraisals, this will go live in November 2023. The industrial actions have impacted on appraisals conducted, but managers have been encouraged to arrange appraisal meetings. • Staff Sickness Absence – absence rate at the end of August 2023 was 6.02% compared to 6.24% in June. <p>SN queried the course attendance metric on the Education dashboard, where she noticed that course attendance was at 57% where the target is set at 80%. GL explained that during August there was high level sickness within the team and the team were unable to bring in external training providers, but the target is back on the rise.</p> <p>Congratulations were given to CS and the OD team for being winners of the HPA Award for, Team of the Year.</p>	

	The academy noted the update.	
PA.9.23.7	High level operational risks	
	<p>LP presented the high-level operational risks and drew members attention to the following:</p> <ul style="list-style-type: none"> Three risks were added to the register in September, where one risk is relevant to this academy, which is risk number 3767. This was previously on the risk register where the score was reduced, but this has not been re-reviewed and is back on the risk register with a score of 16, KD is the exec lead for this risk. The high scoring risks are based on nurse staffing vacancies and the industrial action, both these items are on the agenda. <p>JP sought assurance that risks relating to industrial action and the Lucy Letby case were appropriately included on the risk register. LP confirmed that there is a high-level risk relating to industrial action, currently scored at 20 and reviewed on a monthly basis. LP agreed to check whether a risk was required in relation to the Lucy Letby case.</p> <p>Action: LP agreed to review whether there were any risks on the risk register relating to the Lucy Letby case.</p> <p>SN noted that risk number 3767 was on the risk register last winter and whether anything alternative has been considered. CN mentioned that the contract for the lone workers device is being reviewed, but a consistent approach has not yet been agreed. KW agreed to add this to the chairs report and escalate to the board.</p> <p>The Academy was assured that all the relevant key risks were identified and reported to the Academy and managed appropriately.</p>	Associate Director of Corporate Governance/ Board Secretary (PA23026)
PA.9.23.8	Nursing recruitment and retention plan	
	<p>SW provided a brief overview of circulated paper and highlighted the following:</p> <ul style="list-style-type: none"> Sickness rates are reducing. Retention rates are improving. Mel Pickup's video which provided details on the legacy mentors has made a significant difference, by supporting new learners in the organisation. 40 international staff will be arriving this week and SW thanked the Education team, as well as the CSUs for their continued support. The first Daisy award took place in August. <p>The academy noted the update.</p>	
PA.9.23.9	Board Assurance Framework for nurse staffing	
	SW referred to the circulated paper and informed members that the BAF was updated in November 2022 and has not been updated by NHS England since. We expect it to be updated in preparation for	

	<p>winter. The BAF is mapped across our structures, processes, and daily assessments carried out in order to mitigate staffing issues, the Trust can evidence compliance against the BAF.</p> <p>In June 2023, NHS England published the Professional Judgement Framework: A guide to applying professional judgement in nurse staffing reviews. The latest six-monthly establishment review process is currently underway and due to report in October 2023. The new framework will be trialled during this period.</p> <p>The academy noted the update.</p>	
PA.9.23.10	Nursing and midwifery staffing data publication report	
	<p>SW provided an overview of the report and advised members that the staffing levels remain unchanged. New staff members have been appointed and this will take a while before those staff members are placed in clinical areas.</p> <p>In terms of harms, pressure ulcers reduced in August. Falls remain static where the majority of these reported are no harm or low falls, work is underway in the CSU to support improvements.</p> <p>The red flags are being reviewed monthly and regular meetings are taking place with the CSUs to help support target staffing, in areas where it is difficult to recruit to.</p> <p>The academy noted the update.</p>	
PA.9.23.11	Guardian of safe working hours quarterly report	
	<p>RS informed members that the circulated report covers quarter 1 of the new financial year – 1st April 2023 – 30th June 2023.</p> <p>The 2016 junior doctor contract requires the Guardian of Safe Working Hours to submit a quarterly report on missed educational opportunities or additional hours worked, where we submitted a quarterly report to the board to provide assurance that doctors and dentists in training are working safe hours.</p> <p>In Quarter 1, there were 22 exception reports which represented 50% reduction from the previous quarter report. 17 of these were related to hours/working patterns, this totals to 14.75 hours worked extra across the quarter, half of those additional hours were within Obstetrics and Gynaecology. 1 was education related and 4 exception reports were relating to the service support available to the doctor. In addition, 6 reports were flagged as an immediate safety concern, 3 were from a plastic trainee and 3 came from foundation years doctors in medicine and surgery due to gaps in shift. No patient harm was resulted in any of the exception reports.</p> <p>The academy noted the update.</p>	
PA.9.23.12	2023 training and education self-assessment report	
	Referring to the circulated paper, LG informed members that the Trust has completed the self-assessment report (SAR). The Trust	

	<p>is required to submit a SAR for all the education provision for learners on healthcare programmes and the report outlines that we meet all the requirements for our learners. The report has been completed with the relevant internal stakeholders and as part of the self-assessment report, we had to outline our three key successes and challenges. There are plans in place to address the challenges and these are:</p> <ul style="list-style-type: none"> • Capacity of placements and availability of skilled supervisors to support learners poses a significant challenge. • Workload is continually proving as challenging at BTHFT. • The declining T&E estate and facilities <p>The academy noted the update.</p>	
PA.9.23.13	After hours Consultant cover – Maternity Incentive Scheme	
	It was agreed to defer this item to the next meeting.	
PA.9.23.14	Health and safety annual report	
	<p>CN presented the key highlights for this report and informed members that the annual report is carried out to review gaps in legislation. It is a legal requirement to carry out an annual report for the organisation. Key highlights from the report are:</p> <ul style="list-style-type: none"> • Physical assault – reduced by 22% from the previous year. • Safe environment – reduced by 20% from the previous year and this is due to the ventilation system in the Maternity department and the changes to the Covid requirement. • Verbal abuse – reduced by 33% • RIDDOR – decrease from previous year, from 35% to 25% but we need to improve our reporting to HSE. • Public liability and employer liability – this has increased by 65% in terms of claims. • Regulators – no formal visits from regulators. • Physical assaults – 11 assaults were reported as intentional assaults, of the 11 physical assaults on staff that were not clinically related in 2022-23, 2 received adult cautions, 3 received criminal sanctions and 3 have been charged and pending court outcome and 4 no further action taken due to the victim not wanting to support prosecution. • no clinical sanctions or charges were served. • Objectives – 6 were completed from the previous year, 1 is on hold and 2 are partially completed and 1 incomplete which will move into this year's action plan. • Areas of improvement are – fire, electrical safety, medical equipment, ventilation, management of contractors, lone workers and vehicle and pedestrian segregation. • Working at heights – this relates to ensuring appropriate protection is in place, some annual checks will be introduced. • COSHH and First Aid – currently under review. <p>The academy noted the update.</p>	

PA.9.23.15	Industrial action update	
	<p>FL advised that the junior doctors IA ended on 23rd September. The next IA for junior doctors and consultants will commence w/c 2nd October. Medical Unions have arranged for demonstration to impact the Conservative party conference. The industrial action will impact our Trust and the Trust is planning for services to run similar to Bank Holidays and Christmas holidays, for the next round of strikes. Not all staff will be striking but most of the elective work is not going ahead due to safe staffing and patient care. FL outlined staff that this is a national dispute with the government and not the Trust, but of course it impacts us.</p> <p>RS advised that when the last industrial action took place, 21% of consultants took strike action, where most of the consultants came to work during this period. Elective surgeries were cancelled due to not having a full complement of staff, but outpatient clinics did take place. RS mentioned that there is no indication of the IA ending, where the government is being very determined on their stance. RS confirmed that no safety events occurred which related to the strike action, but this will impact on the increase waiting times to lists, financial costs and patients.</p> <p>The academy noted the update.</p>	
PA.9.23.16	People Academy work plan	
	<p>FL mentioned that there are no major changes to the workplan, apart from an EDI paper which will be presented at the next meeting. LP pointed out that the agenda is already full for October's meeting. At the next agenda setting meeting, a discussion will take place to defer some of the agenda items to November's meeting.</p> <p>The academy noted the update.</p>	
PA.9.23.17	Workforce civility update	
	<p>CS gave an overview of the paper and informed colleagues that it has been agreed to widen the remit and membership of the Civility programme board to include a 'Just and Learning Culture,' which will bring all the workstreams together.</p> <p>The civility workplan has been refreshed, which considers the movements and achievements made, and the plans for the future. The plans for rolling out the civility training across the organisation has begun, with a focus to contact all staff members across the organisation.</p> <p>CS informed members that the civility toolkit has been refreshed, based on feedback received from staff members, the Programme Board and Civility Advisory panel, with a view to launching the toolkit.</p> <p>In the recent staff survey an additional question has been added, which is if staff members have experienced harassment of a sexual nature and this links into whether this was via a patient or member of staff. Work is underway with the safeguarding team and the</p>	

	<p>Psychology service where staff can be signposted if they have experienced any form of sexual harassment.</p> <p>KH informed members that a half day face to face EDI training session has been developed for managers, which has received positive feedback. The training empowers managers in terms of their role and responsibility when managing diversity in the workplace, this has received positive feedback.</p> <p>The staff advocacy service has undergone a review, where 6 new staff advocates have been recruited, they will attend a half day training session based on their role as an advocate.</p> <p>The civility, respect and resolution policy is awaiting final approval and will be presented at the next Joint Negotiating Consultative Committee before it is published.</p> <p>The academy noted the update.</p>	
PA.9.23.18	Review of GMC survey feedback	
	<p>RS informed members that the GMC survey is an annual survey, which takes place over three months March – May. In July 2023 the GMC published the full results of the annual trainees' and trainers' survey for postgraduate medical training. The paper circulated included the detailed results of the survey.</p> <p>Our response rate was at 72% which is a good response. Overall, Trust aggregate scores were within the middle quartile for all 18 domains when all the training posts were collated. Scores in 12 of the 18 domains were higher than last year. RS referred to the circulated and shared the results of the survey with members of the academy.</p> <p>With regards to the benchmarking, our Trust ranked 217th out of 229 UK acute and mental health Trusts for workload, which was also identified as a significant issue in last year's survey. The paper highlights an action plan which identifies the areas of challenge and where improvements need to be made. A senior leaders engagement session is taking place in October with NHSE, where the survey feedback will be discussed how improvements can be made for our junior doctors.</p> <p>The Trust is under resourced with junior doctors, but the allocation for juniors is received from NHSE, this puts us in a similar position to other Trusts, where other Trusts are short staffed with junior doctors.</p> <p>The academy noted the update.</p>	
PA.9.23.19	Any other business	
	<p>CS encouraged all the staff members to complete their staff survey and asked members to encourage their team/colleagues to complete theirs too. Last year's results were 37% where the Trust is looking at increasing the figures this year, by visiting ward/departments to encourage and support staff to complete their surveys.</p>	

PA.9.23.20	Matters to share with other Academies	
	There were no matters to share with other Academies.	
PA.9.23.21	Matters to escalate to the Board of Directors	
	There were no matters to escalate to the Board of Directors.	
PA.9.23.22	Date and time of next meeting	
	25 October 2023 11.30 – 1.30pm.	
PA.9.23.23	Internal Audit Reports relevant to the Academy	
	There was nothing to report on this agenda item.	
PA.9.23.24	CSU to Academy Sessions/Annual Quality and Patient Safety Review	
	Discussed under agenda item PA.9.23.4.	

ACTIONS FROM PEOPLE ACADEMY – 27th September 2023

Action ID	Date of meeting	Agenda item	Required Action	Lead	Timescale	Comments/Progress
PA23008	22.02.2023	PA.2.23.13	Gender Pay Gap: LP to arrange an exceptional People Academy session on EDI and Gender Pay Gap.	Associate Director of Corporate Governance / Board Secretary	27.09.2023 January 2024	LP agreed to arrange an EDI and Gender Pay Gap session towards the end of the year.
PA23026	27.09.2023	PA.9.23.7	High level operational risks: LP agreed to review whether there were any risks on the risk register relating to the Lucy Letby case.	Associate Director of Corporate Governance/ Board Secretary	25.10.2023	
PA23021	05.07.2023	PA.5.23.21	Any other business: LP to arrange for the long-term workforce plan to be included in the agenda at an upcoming People academy meeting.	Associate Director of Corporate Governance / Board Secretary	01.11.2023	This item is to be added to the workplan, but to identify which meeting this will be presented at. Meeting date yet to be confirmed. Item added to the workplan for 1 November meeting.
PA23022	05.07.2023	PA.5.23.21	Any other business: LP to arrange for the NHS Equality, Diversity and Inclusion improvement plan to be included in the agenda at an upcoming People academy meeting.	Associate Director of Corporate Governance / Board Secretary	01.11.2023	FL to liaise with KH to determine which Academy meeting this will be presented at. Item added to the workplan for the 1 November meeting.
PA23023	26.07.2023	PA.7(2).23.6	Just R – candidate journey report: It was agreed for FL, SW, SH to present an updated paper on Just R – candidate journey report at October's meeting.	Interim Director of HR, Associate Director of HR & Associate Chief Nurse	01.11.23	



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PA23015	24.05.2023	PA.5.23.6	Outstanding Pharmacy Services update: 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	01.11.23	
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