

Meeting Title	Board of Directors		
Date	21 September 2023	Agenda item	Bo.9.23.13

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

Report from the: People Academy

Date of meeting: 26<sup>th</sup> July 2023

### Key escalation and discussion points from the meeting

#### Alert:

**Industrial action** – The Academy received an update from Faeem Lal, Interim Director of Human Resources. Further industrial action is expected to take place.

**Maternity Recruitment Initiatives.** Sara provided an update, and this was against a confirmed context of national midwifery staffing challenges also continuing to impact across the local system.

The BTHFT position as at June 2023

- -20.3 WTE vacancy against safe staffing
- -51.94 WTE vacancy against Midwifery Continuity of Care (MCoC) as a default for all women
- 10.14 WTE maternity leave.

In practice, we were advised that this means safe staffing remains a priority, MCoC ambitions remain aspirational and there is a specific challenge in meeting the headcount required to meet the 38.5 hour mandatory maternity training requirement associated with the Core Competency framework. Not being able to meet framework requirements carries the risk of impact on the Maternity Incentive scheme.

(The staff shortage risk remains on the Chief Nurse risk register)

**Risks** – the Academy considers that the Board should remain cited on the short term and longer-term impact of industrial action on the Trust, its people and its patients. There remains the potential for significant operational impact not just in terms of patient care but also challenges to capacity for management oversight, business planning and improvement processes.

#### Advise:

- **Outstanding Theatre Services** – Following an excellent presentation, Academy members were invited to reflect on the key achievements and learning from a “People” perspective.

The Golden thread of Culture and Teamwork was discussed and we were encouraged by the potential to share practice such as; -

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- Successful Team Achievement Recognition (STAR) Awards which were created to recognise staff who make an outstanding contribution to the Department.
- We're all Ears. 10 Mental health champions identified who received training from the Clinical Psychology team around recognising and responding to the signs of psychological distress, role and listening skills around people in distress.
- Theatres Civity Charter – (Meetings have already taken place with Radiology and Maternity Services, following their interest with a view to sharing good practice)
- **Health and Safety Committee Minutes.** The Academy received the minutes and noted the following in particular; -
  - Attendance at meetings is good overall but Workplace Health and Wellbeing and COSHH (Control of substances hazardous to health) representation could be improved.
  - At the end of 2023, NED representation on the Health and Safety Committee will need to be reviewed.
  - Risks in relation to assurance on safe management of Medical Devices was mentioned and further information was required to understand whether there were any factors relevant to this Academy.
- The **Freedom to Speak up** Quarterly report was received and reviewed.

## Assure:

**Dashboard** We reviewed and challenged elements of the dashboard presented.

While we appear to be making good progress in recruiting Ethnic minority senior leaders, there was acknowledgement that further accelerated work was required to meet the targets set in WRES (Workforce Race Equality Standard). There was also a discussion about ensuring that we are aware that employment of overseas staff and others from BAME (Black and Minority Ethnic) backgrounds may not necessarily mean that we are reflecting the local community. Specific development opportunities for our own staff still need to be considered.

Disability declaration rates remain low despite initiatives such as a video showcasing staff profiles. We considered whether there were any missed opportunities in one to ones or appraisals for line managers to encourage declaration.

The Academy recognised a number of achievements including metrics for sickness absence showed improvement with a decrease on 12 month rolling trajectory -with Estates and Facilities showing the most significant decrease.

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**Workforce Growth and Transformation** – We received the minutes of the Group meeting which advised 16 Advanced Clinical Practitioners had been appointed with expected start dates of September. A recognition event is planned for trainee Nursing associates and qualified Nursing Associates topping up to nurses. A new lead for preceptorship is expected to start in August. From a learning point of view the Group (and Academy) noted that further work was required to better understanding the cited variability in the role/ use of nursing associates and work was already planned by the OD (Organisational Development Team) to improve exit survey take-up and analysis.

#### **Overall reflection on Academy effectiveness**

There were a few absences due to holidays and there was scope for further input from NED colleagues. A number of governors both shadowed and actively participated in the meeting. Overall, we were pleased to receive high quality presentations and detailed reports and we continue to work towards creating time on the agenda for further discussion.

#### **Report completed by:**

Sughra Nazir  
Non-Executive Director Deputising for Academy chair  
September 2023