

**Agenda item 4i**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: 3 January 2019</b>
<b>Report from:</b>	<b>Director of Workforce and Organisational Development</b>	
<b>Principal Objective/Strategy:</b>	The purpose of this paper is to provide the Board with an update on key workforce issues that are not covered in the PIPR.	
<b>Title:</b>	<b>Report of the Director of Workforce and Organisational Development</b>	
<b>Board Assurance Framework Entries:</b>	<b>Recruitment Retention Staff Engagement</b>	
<b>Regulatory Requirement:</b>	<b>Employment Legislation Well-Led</b>	
<b>Equality Considerations:</b>	n/a	
<b>Key Risks:</b>	<ul style="list-style-type: none"> <li>• <b>Turnover increases as a result of poor staff engagement</b></li> <li>• <b>Vacancy rates do not improve as a result of PRP staff not progressing to registration with the NMC</b></li> </ul>	
<b>For:</b>	<b>Information or Approval</b>	

**1. Purpose**

The purpose of this paper is to provide the Board with an update on key workforce issues that are not covered in the PIPR. The areas this paper focuses on are:

- Training and Familiarisation for the move to the new hospital
- BAME Network update

**2. Updates**

**2.1 Training and Familiarisation for the move to the new hospital**

An important element of ensuring a safe and effective move to the new hospital is the provision of timely and appropriate training for staff in the new facilities, equipment and ways of working. There are five elements to this programme:

- Clinical Familiarisation
- Non-Clinical Familiarisation
- Digital Familiarisation
- Equipment Training
- Team visits and planning

Clinical Familiarisation

This is a generic four hour session for all staff who will be working in a clinical area. It will ensure that staff are familiar with the overall layout, facilities and key building principles of the new hospital. They will also participate in a number of clinical scenarios to ensure the safety of our patients from day one.

The training will cover;

- Security and access
- How to contact people in an emergency / if there is a network outage
- Generic building familiarisation, including;
  - Atrium, main reception and ground floor facilities
  - Outpatient clinics/treatment rooms
  - Toilets, changing rooms and lockers
  - Basement tunnel and lifts
- Fire and evacuation principles
- Specific area familiarisation, including;
  - detailed layout
  - patient flow throughout the department and to other departments
  - overview of storage facilities available
  - call system
  - staff rest rooms
  - clean/dirty utilities
  - specific equipment relevant to the clinical area
- Clinical scenarios
- Chance to ask questions

We are encouraging staff to use the opportunity to trial their new journey to work. We are also offering a free coach transport for those that would prefer to travel from the current hospital.

90% compliance is required for staff on Band 5 and above (or equivalent) and 80% compliance for the remainder of relevant staff. At the beginning of December 77% of staff on Band 6 and above had booked onto a session and 80% of staff on Band 5 and below.

#### Non-clinical familiarisation training

This is a two-hour session for staff working in non-clinical areas. It is aimed at administration and clerical staff and other non-clinical staff members and volunteers, including those based at Royal Papworth House.

The training will cover;

- Generic building familiarisation
- Campus amenities
- Core building principles – fire, security, access, lockers, facilities management, desks/storage
- Digital familiarisation – using telephones, booking rooms, using self-check-in kiosks
- Self-guided tour
- Chance to ask questions

Free coach transport will be available. We have not set a compliance KPI for this session as it is not considered essential that staff attend in order to ensure a safe move however we are encouraging all staff to attend as it will build confidence and engagement.

We are offering Governors the opportunity to attend one of these sessions.

#### Team visits to the new hospital

Departments are encouraged to organise a team visit to the hospital to discuss operational policies and how they will work in their new area. A series of dates are available for team visits to allow these discussions and planning to take place on site.

Eight dates have been made available for team visits Mon-Fri between 0900 and 1730. Departments will be able to spend as much or as little time as they want in their new area between these hours.

## Equipment Training

The Training and Familiarisation Group are co-ordinating with the equipping team and medical engineering the training requirements for new equipment. As much as possible is being undertaken on this site and is being delivered either by the companies providing the equipment or the relevant experts in the Trust.

## Digital Familiarisation

A Digital Familiarisation programme is being developed to ensure that all staff are prepared for the wide range of new technology that will be deployed in the new hospital. This will include phones, bleeps, patient flow system, self-booking system, the patient entertainment system and room booking systems.

This programme will be communicated to staff in early January and will include face to face training, user guides, drop in sessions, e-learning and superusers. The Clinical and non-Clinical Familiarisation sessions will include some aspects of digital familiarisation.

## **2.2 Black, Asian and Minority Ethnic (BAME) Network**

The BAME Network was established in September 2018. We used the Windrush event at the end of June and ongoing communications to promote the creation of the network. We have continued to promote the Network across the Trust in order to expand its membership. Judy Machiwenyika is Chair of the Network and she provides feedback to the Equality, Inclusivity and Diversity Steering Group.

The second meeting of the Network was held on the 30 November 2018 and the focus of the meeting was on improving the experience and perception of BAME staff regarding career development and progression in the Trust. The 2017 Staff Survey had indicated that BAME staff had a less positive perception of career progression opportunities than white staff. The meeting included:

- A guest speaker, Taff Gidi from Cambridge Community Services attended the meeting to talk about the Cultural Ambassador Programme that CCS had introduced in conjunction with the RCN. Taff is the Freedom to Speak up Guardian for CCS. CCS had initially used Cultural Ambassadors to help them address the higher than average number of staff from a BAME background who were involved in disciplinary/capability processes. They were now working on involving them in recruitment panels. The Network were very interested in the programme and agreed to explore whether the Trust should introduce this at RPH.
- A discussion on how the Career Coaching being introduced following agreement of the funding by the Charity could be targeted to address the concerns raised by BAME staff about career development opportunities.
- An overview of the Culture and Leadership Programme and how this is integrated with our Equality, Diversity and Inclusivity goals.
- An update on the roll out of Unconscious Bias training and Recruitment and Selection training
- An update of WRES action plan
- A discussion on how we can continue to improve participation in the network

### **2 Recommendation:**

**The Board of Directors is requested to note the content of this report.**