

Agenda item 5.i

Report to:	Board of Directors	Date: 6 Feb 20
Report from:	Director of Workforce and Organisational Development	
Principal Objective/Strategy:	The purpose of this paper is to provide the Board with an update on key workforce issues that are not covered in the PIPR.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	Recruitment Retention Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	n/a	
Key Risks:	<ul style="list-style-type: none"> • Turnover increases as a result of poor staff engagement • We are unable to recruitment sufficient staff to meet safe staffing levels • Staff engagement is negatively impacted by poor people practices 	
For:	Information and feedback.	

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:

- Compassionate and Collective Leadership Programme update
- LBGT network
- Diversity by design
- Staff Awards

2. Updates

Compassionate and Collective Leadership Programme Update

This programme has been jointly developed by the Kings Fund and NHSI and is based on the work of Prof Michael West on building a compassionate and collective leadership approach to enable the development of high quality care in healthcare organisations.

Evidence shows that there are five key elements in high quality care cultures. In collective leadership everyone works to create and support these five elements across an organisation.

Cultural Elements	Values	The way we do things
Vision and values	Constant commitment to quality of care	Everyone taking responsibility in their work for living a shared vision and embodying shared values
Goals and performance	Effective, efficient, high quality performance	Everyone ensuring that there are clear priorities and objectives at every level and intelligent data constantly informing all about performance
Support and compassion	Support, compassion and inclusion for all patients and staff	Everyone making sure all interactions involve careful attention, empathy and intent to take intelligent helping action
Learning and innovation	Continuous learning, quality improvement and innovation	Everyone taking responsibility for improving quality, learning and developing better ways of doing things
Teamwork	Enthusiastic cooperation, team working and support within and across organisations.	Everyone taking responsibility for effective team-based working, interconnectedness within and across organisations, systems thinking and acting

There are three phases in the programme.

- Phase 1 - July to December 2019 Discover phase – an opportunity to discover the issues affecting the Trust
- Phase 2 - January to September 2020 Identify the strategies for implementing the Phase 1 findings
- Phase 3 - 2020/21 Implement findings and review the outcomes

Phase 1: Outcomes

The first, diagnostic, phase was completed in December 2019. The outputs from that phase were presented at the December 2019 Trust Board. During December further work was undertaken and the findings distilled into 8 themes for the programme to focus on in Phase 2 and 3. Attached as Appendix 1 is a draft schematic which has been developed to communicate the themes to staff across the Trust. This will be used during February via all the Trust's communication channels to ensure that staff are informed of the progress of the programme.

Phase 2: Next Steps

During Phase 2 we will undertake a gap analysis of activities/strategies already in place that support addressing the themes identified in Phase 1 and those that the programme has collated which support the development of a compassionate and collective leadership culture. Using this gap analysis a strategy is developed that prioritises the activities identified as being required and what resources will be required. A bid will be prepared seeking funding from the Trust charity to support Phase 2 and commence Phase 3.

LBGT+ network

We introduced the Rainbow Badge Scheme in November 2019. This is a national initiative that supports the building of an open, non-judgemental and inclusive culture for patients and staff who identify as LBGT+ (lesbian, gay, bisexual, transgender, the + means that we are inclusive of all identities, regardless of how people define themselves) This scheme has been funded by Royal Papworth Hospital Charity. Since its launch approximately 20% of staff have signed up to it.

Following on from the success of this scheme we have established a LBGT+ Network to help the Trust engage with staff who have an interest in building an inclusive culture and addressing any issues/concerns for LBGT+ staff and/or patients. We have communicated the creation of the Network and have had a good response from staff wanting to be involved. The first meeting of the Network is in February and we will be focusing on how the Trust can participate in Cambridge Pride which takes place in June 2020.

Recruiting for Difference (RfD) trial

As part of the work the Trust is doing to improve diversity in senior roles we are participating in a trial called Recruiting for Difference. This is a pilot project to test a methodology for recruiting that seeks to de-biase as much as possible the processes of

recruitment, promotion and building teams in order to select the “best person”. The outcomes articulated for the pilot are:

- leading on the development and implementation of a *practical solution* to the diversity deficits in NHS recruitment
- refining search and language to increase attraction of potential staff to the NHS
- attracting candidates to bring a broader range of personal attributes to work in the NHS - changing the perception of what the NHS values in its staff - further widening the pipeline
- opening up opportunities for candidates from groups typically under-represented.
- recruiting people *for* their difference, enabling Trusts to put together the most effective teams
- training teams (those recruiting in the trial) to value and manage difference well with better patient and staff outcomes
- training HR in the Trust to recruit and promote differently
- making an impact on the diversity numbers.
- being part of a trial across NHS England which will make *the case for bigger investment* by NHSE into those Trusts who participated at this early stage to extend the changes in recruitment further across recruitment and into promotion.

We are working with the company undertaking this pilot to use their methodology for two senior roles within the Trust. In December 2019 we used the methodology to recruit the Head of Nursing role for the Thoracic Division. The methodology challenged us to consider what specifically the leadership team in the Division needed from this role and the criteria we articulated in our advert was very different from our normal advert. The advert also stated very clearly that we were seeking to attract applicants whose values align with those of the Trust in terms of diversity and inclusion. It was a very different process from our normal one and there has been a lot of learning already from this pilot. We were successful in making an appointment and the applicants commented that they enjoyed the process with a number of them stating that they had applied because they were attracted by what the advert signalled about the Trust's ambition to build a diverse and inclusive culture. We will work with the company to use the methodology for one further senior role and then we will consider the learning from the processes and what we can change in our recruitment processes.

2020 Staff Awards

Nominations for the 2020 Staff Awards were open throughout December. Staff were able to nominate colleagues for awards in the following categories:

- The Care and Compassion Award
 - Nurse
 - Doctor
 - Healthcare assistant
 - Healthcare scientist
 - Professional Support Services (e.g. dietitians, occupational therapists, speech therapists, physiotherapists and radiographers)
 - Non-clinical
 - Partner organisation staff
- The Learning and Development Award
- The Change Champion of the Year Award
- The Working in Partnership Award
- The Student and/or Apprentice of the Year Award
- The Compassionate and Collective Leadership Award
- The Team of the Year Award
- The Volunteer of the Year Award
- The Excellence and Innovation Award
- The Lifetime Achievement Award

There was a great response with over 500 nominations from staff and patients. The judging panel have reviewed all of the nominations and have identified the winner and runners up in each category. All staff who received a nomination have received a letter congratulating them on their nomination. The winner and runners up, and their nominator, have been invited to an awards ceremony which this year is being held in Homerton College on 18 March 2020. The ceremony is being funded by sponsorship from a number of partner organisations.

Recommendation:

The Board of Directors is requested:

- **To note the contents of the report.**