

Agenda item 4.i

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| Report to: | Board of Directors | Date: 1 October 2020 |
| 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 COVID Report and 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 | |

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 COVID 19 Report and PIPR. The areas this paper focuses on are:

- 2020 Flu Campaign
- WRES Data and action plan
- BAME Network update
- LGBT+ Network update

2. 2020 Flu Campaign

We achieved a flu vaccination take up rate of 86% in 2019/20 against a CQUIN target of 90%. This was our highest recorded uptake and was achieved despite issues with delayed supply of vaccinations.

We will launch our 2020/21 flu vaccination programme on 5th October 2020. The CQUIN target this year is 90%. However, the Public Health England (PHE) update of 5 August 2020 set out an ambition to vaccinate 100% of front line staff which for RPH is 1834 staff.

We are anticipating a heightened demand this year for the vaccine and this alongside our need to protect our staff and reduce absence from seasonal flu to compensate for a

predicted rise in absence as a result of Coronavirus, we have set ourselves the ambition to vaccinate all our staff (whether frontline or not) and we have ordered sufficient quantities of the vaccine to do this. We have also more recently ordered 250 additional doses to enable us to vaccinate those from our partner organisations (Skanska and OCS).

We established a multi-disciplinary Flu Vaccination team in July who have been working closely with Occupational Health to prepare to meet this challenge.

We have ordered 2260 vaccines which will enable us to vaccinate all our staff as well as staff employed by Skanska and OCS who work at the hospital site. Last year we received our supply of vaccines on a staggered basis and unfortunately this will be the case again this year¹, with vaccine availability being as follows:-

| Delivery | Dates | Quantity in Delivery | Total vaccines to date |
|--------------------------|---------------------------------|----------------------|------------------------|
| 1 st delivery | w/b 28 Sept 2020 (pre campaign) | 1240 | 1240 |
| 2 nd delivery | w/e 9 October 2020 (wk 1) | 290 | 1530 |
| 3 rd delivery | w/e 25 October 2020 (wk 3) | 330 | 1860 |
| 4 th delivery | w/e 6 November 2020 (wk 5) | 400 | 2260 |

Given the staggered supply of our vaccines and taking the learning from last year the initial focus will be on encouraging early uptake from our frontline staff. Whilst any staff member will be able to attend the clinics in the atrium, our team of peer vaccinators will follow a programme prioritising clinical areas in the first two weeks, turning their attention to non-clinical areas and Papworth House in weeks 3 & 4 of the campaign. We will be operating 2 clinics in the hospital atrium for the first two weeks of the campaign (w/b 5th October and w/b 12th October) with coverage from 7am to 6pm Monday to Friday. This will reduce to one clinic for a further two week period (w/b 19th October and 26th October). We aim to have achieved the majority of vaccinations during this first four week period and will take a view at the end of week 3 as to whether we need to continue holding a clinic in the atrium beyond week 4. We have scheduled two clinics at Royal Papworth House on 20th and 28th October.

The engagement of local vaccinators is essential for the success of the campaign. We have identified 25 local peer vaccinators and are in the process of populating a rota for the first 4 week period, ensuring we have coverage on late and night shifts and over the weekend. Local peer vaccinators are given training and will have on-going support from OH and the local flu vaccination team. As in previous years we will use prizes to incentivise our peer vaccinators and encourage a fun and healthy competition in order to achieve our vaccination target.

Good communication about the campaign is vital and our communications team started our pre-launch campaign during the w/b Monday 14th September with clear information relating to when and where to get a vaccination and strong messaging to encourage staff to get the jab, protecting themselves, patients and loved ones. We will use data collected on uptake to target communication in specific areas or for specific staff groups where lower vaccination rates are noted. We will be giving clear information to staff about how to record vaccinations that have been obtained outside RPH (e.g. at their GP or local pharmacy). Information will be regularly placed in the weekly comms bulletins and on the intranet and we will be asking managers to ensure that every member of staff a) is encouraged to get the vaccine, b) records if they have had a vaccine elsewhere and c) completes the declaration of decline form online.

¹¹ NHS England have confirmed that this is a problem across the supply chain and not peculiar to RPH.

3. Workforce Race Equality Scheme Action Plan

Attached as Appendix A and B are the 2020 WRES data against the reporting domains and the latest version of the Trust's WRES Plan. This plan was refreshed following review by the Chair of the BAME Network and the Trust's EDI lead of the 2019/20 WRES data. It will be finalised at the next BAME Network and then formally approved by the Trust Equality, Diversity and Inclusivity Steering Group. It will then be published on our public website

Whilst we have made some progress in the percentage of clinical staff from a BAME background in Bands 6 – 8a we did not make any progress in Bands 8b and above. The action plan reflects a continued focus on how we improve career progression for staff from a BAME background. It also reflects increasing awareness and conversations. The COVID pandemic emergency response inevitably affected our ability to make progress with a number of the key initiatives we were wanting to implement in 2020 specifically reverse mentoring and enhanced support for career development. We have managed to implement the career coaching in July and we will be reviewing the learning and impact of this. We have appointed a EDI Manager who commences mid-October and this will give some much needed expertise and capacity to drive forward the implementation of the action plan.

The Trust has been set aspirational goals by NHSE/I for improving the number of staff from a BAME background in senior roles. The table below sets out this 10 year trajectory to reach equality by 2028 as presented to the Board last year. Progress against the data will be kept under review by the WRES team and national regulators.

Table 3. Goal setting trajectory for bands 8a-VSM BME recruitment for Royal Papworth Hospital NHS Foundation Trust

| | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|---------|------|------|------|------|------|------|------|------|------|------|------|
| Band 8a | 6 | 7 | 8 | 8 | 9 | 10 | 11 | 11 | 12 | 13 | 14 |
| Band 8b | 0 | 1 | 1 | 2 | 2 | 3 | 4 | 4 | 5 | 5 | 6 |
| Band 8c | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| Band 8d | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 |
| VSM | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |

The table below sets out the progress since last year against this trajectory. Whilst we have made some progress at Band 8a level we have not meet our goals.

| | 2019 | 2020 | WRES 2020 Aspirational Goal |
|---------|------|------|-----------------------------|
| Band 8a | 5 | 7 | 8 |
| Band 8b | 0 | 0 | 1 |
| Band 8c | 0 | 0 | 0 |
| Band 8d | 0 | 0 | 0 |
| Band 9 | 0 | 0 | 0 |
| VSM | 0 | 0 | 0 |

4. Update on the BAME Network

There was a meeting of the BAME Network on the 8th September. The topics discussed were:

- Progress with the career coaching offering

- How the Trust supports staff who experience racial abuse/micro-aggression from patients. Members of the Network shared their personal experiences. It was agreed that the importance of the Trust developing and implementing a consistent approach to addressing this issue would be escalated. Training for managers and support for staff was also discussed.
- Planning for Black History Month in October and how it would be a good opportunity to promote participation in the Network.
- Review of the WRES action plan and discussion of updates required.

5. Update on the LGBT+ Network

There was a meeting of the LGBT+ Network on 11th September 2020. This was the first meeting of the network since February 2020. The focus of the discussions were on:

- Re-energising the Rainbow badge scheme by getting involved in the national phase 2 plans. There was a discussion on the impact of the badge and some of the feedback received from staff and managers.
- Investigating the Stonewall employers charter and considering whether the Trust should commit to this.
- Training for staff and managers on supporting and creating a positive culture for staff and patients transitioning. The network had been working on this prior to the pandemic and it was agreed to re-start this work.
- Early discussions on what activities the Trust may want to undertake during LGBT+ month in Feb 21.

Recommendation:

The Board of Directors is requested:

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