

**Agenda item 4i**

<b>Report to:</b>	<b>Board of Directors</b>	<b>Date: October 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>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>We are unable to recruitment sufficient staff to meet safe staffing levels</b></li> <li>• <b>Staff engagement is negatively impacted by poor people practices</b></li> </ul>	
<b>For:</b>	<b>Information and feedback</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:

- National FTSU Guidance on Training
- Flu Campaign Assurance
- Recruitment Update
- Compassionate and Collective Culture Programme Update

**2. Updates**

**National Guidance on Freedom to Speak up Training**

In August 2019 the National Freedom to Speak Up Guardian published guidelines on the content of speaking up training for all organisations in the health sector in England. It had been noted in case reviews that training on Freedom to Speak Up had not kept pace with developments in the field and did not fully reflect the NHS's approach to speaking up. They therefore developed national guidelines that are designed to improve the quality, clarity and consistency of training on speaking up across the health sector. The guidelines apply to all individual or organisation commissioning or delivering Freedom to Speak Up training for their workers and are applicable to providers of healthcare, regulators, and other bodies with a role in healthcare. They articulate the expectations in terms of content and learning objectives for:

- Core training for all workers
- Line and middle management training
- Senior Leaders training

The FTSUG, Tony Bottiglieri, and the Director of Workforce have reviewed the guidelines and have agreed the following actions:

- Review and ensure that the relevant sessions at Trust Corporate Induction include all elements of the learning objectives detailed in the national guidelines
- As national material is developed consider how training options for staff can be provided in particular e-learning material
- Develop a masterclass training session for managers that would be part of the suite of line manager training on key workforce policies and practice
- Deliver an annual session to the Trust Board to ensure that it is up to date with the latest practice and are clear on their responsibilities in this area

Further to discussions at the September Board regarding resourcing for the FTSUG role commitment has been given to increase the resources. How this is best delivered is being developed by the FTSUG and the Director of Workforce.

### **2019/20 Flu Campaign Assurance**

The 2019 Flu Campaign will commence on Monday 30<sup>th</sup> September.

The national CQUIN target this year is for 80% of frontline staff to have received the vaccine. The ambition remains the same as last year that 100% of frontline staff are vaccinated. Attached as Appendix One is an assurance proforma that all Boards are required to receive and review.

The Trust has comprehensive plans in place which build on the learning from last year's successful campaign when 84% of frontline staff were vaccinated. Unfortunately the vaccine supplier, Sanofi, has experienced production problems and we will be receiving the vaccines in three phases:

- 25 Sep – 35%
- 1 Nov – 30%
- 8 Nov - 35%

This phasing and timescales is being applied to all Trusts across the country who are supplied by Sanofi. We will be restricting vaccination to frontline staff until we receive the third phase of deliveries; however we are likely to run out of vaccine within the first two weeks. A communication plan has been developed to clarify the timetable for staff and provide reassurance that we will be offering the vaccine to all staff.

### **Compassionate and Collective Culture Programme Update**

The programme is progressing at pace. The diagnostic workstreams are continuing their information gathering and analysis during October. The Leadership Survey ended on 30<sup>th</sup> September and will then be analysed by the NHSI team providing support to this programme. There are a large number of focus groups taking place and the workstream leading on this have adapted their approach to ensure engagement with frontline staff. They are offering to undertake "Quick Fire" Focus groups in work areas. There is extensive communication taking place to reach all areas of the Trust including regular stands in the Atrium which have been very good at facilitating conversations about the programme and how staff can contribute. A workshop will take place in mid-November where the outputs from all of the workstreams this will be synthesised to identify the themes. It is likely that a further workshop will then be needed to order and prioritise

these outputs prior to feedback to the Trust Board and decisions being made on how we progress to the second phase.

### **Recruitment Update**

We continue to benefit from high response rates to post advertised. There remains hard to recruit staff groups such as Radiographers and Cardiac Physiologists. These are national shortage occupations and managers in those areas continue to work with Recruitment Services to develop attraction approaches. Healthcare Scientists and Allied Healthcare Professionals will be part of the next Recruitment open day in November.

At the time of writing this report there were 245 recruits in our pipeline plus approx. 50 internal transfers. This includes:

- 74 Band 5 nurses
- 71 HCSW
- 90 – all other

The October induction will be one of the largest ever with approximately 65 new starters attending. This is a significant logistical challenge and the Workforce, Digital and Education teams have been working together to ensure that it is a good experience for the attendees. We have also put on an additional induction programme for later in October to facilitate recruits starting as quickly as possible. We will be welcoming 5 overseas nurses from India at the October induction. These are staff that were recruited in partnership with CUH to specifically address the vacancy rate on Level 5 to enable the reopening of beds. The BAME Network is looking at how they can provide pastoral support for these new staff to help them have a good start in the hospital and the country.

The Recruitment team with support from Clinical Education and line managers run and/or participate in approximately five recruitment events per month. We are already planning for 2020 in conjunction with CUH.

As vacancy rates improve we will be reducing the use of agency and enhanced overtime through improved controls and staff bank provision.

### **Culture and Leadership Programme Update**

A programme to review the culture of the organisation and support the refresh of Trust values and the development of a leadership strategy was agreed by the Board in November 2018. The implementation of the programme was delayed whilst the Trust focused on a safe and effective relocation. We commenced implementation of Phase 1 in June.

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. There are three phases in the programme. The first, diagnostic, phase will provide data which enables us to determine the values and the behaviours that are most important for the Trust. It will hold a mirror up to how we are now and look at what we aspire to.

Phase 2 of the programme uses the analysis of information collated to progress the development of compassionate leadership. It will look specifically at the following areas:

- Vision and Values
- Goals and performance
- Support and compassion
- Learning and innovation
- Teamwork

Phase 3 will review the specific areas that will be implemented to move the strategy into the Trust culture.

**Recommendation:**

**The Board of Directors is requested:**

- **to note and discuss the content of this report**