

Agenda Item 4.i

Report to:	Board of Directors	Date: 4 February
Report from:	Oonagh Monkhouse, Director of Workforce and OD Smitha Sebastian, CCL Programme Manager Emma Warren, Health and Wellbeing Practitioner Onika Patrick-Redhead, EDI Manager	
Principal Objective/ Strategy and Title:	Update on Progress with the Culture and Leadership programme focusing on Health and Wellbeing and EDI	
Board Assurance Framework Entries:	Staff Engagement Retention Recruitment	
Regulatory Requirement:	Well Led	
Equality Considerations:	Supports the delivery of the Trust's WRES, WDES and EDS goals. This report supports the requirements laid out in the Equality Act 2010 and the Public Sector Equality Duty. This report provides assurance that the Trust is complying with NHS Workforce Equality Standards as outlined in the NHS Standard Contract.	
Key Risks:	<ul style="list-style-type: none"> • Staff retention • Staff engagement • Patient experience • Quality and Safety of services provided 	
For:	Information and noting	

1. Purpose/Background/Summary

1.1 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 Trust Board in November 2018. The implementation of the programme was delayed whilst the Trust focused on a safe and effective relocation and was formally commenced in July 2019. It has been further delayed in 2020 by the Covid emergency.

1.2 The purpose of this paper is to update the Board on:

- programme progress
- health and wellbeing workstream
- equality, diversity and inclusivity (EDI)workstream

2. Programme Overview

2.1 Royal Papworth Hospital (RPH) implemented a Compassionate and Collective Leadership Programme to embed a culture that enables the delivery of continuously improving, high quality, safe and compassionate care. The programme commenced in July 2019 and has three phases

- Phase 1: Diagnostics- to identify the culture of RPH- July- December 2019
- Phase 2: Design of improvement interventions
- Phase 3: Implementation

- 2.2 The project team in Phase 1 identified eight priorities to focus on in Phase 2. One of the key priorities was to review the values of RPH to ensure they reflect the feedback from staff about what is important in our new working environment and to implement a behaviour framework to help staff and managers live the values in their day to day working lives; including in our recruitment and performance review processes.
- 2.3 Progressing the work on the values and behaviours has been disrupted by the emergency response to the pandemic however we have adapted and prioritised the health and wellbeing and the EDI workstreams as these are aspects of the programme which are very relevant to supporting staff during this emergency. At the end 2020, using funding provided by the Royal Papworth Charity, we appointed an experienced OD practitioner to lead the values and behaviours workstream, an EDI Manager and Health and Wellbeing Practitioner.
- 2.4 We are focusing on the following actions over the next three months which we think are achievable in the current climate:
- We conducted the first values-mapping workshop with a few key members of the project team on 18 January 2021. The workshop was a good starting point to recognize the essential RPH values and to clarify the meanings of the values and the associated behaviours to support these values
 - The inputs from the first workshop will help to create the initial values and behavioural framework
 - Engage with teams to identify, develop and confirm the initial framework
 - Draft the final value and behaviours statement
 - Use cultural ambassadors (the project team in phase 1) to test and validate the framework
- 2.5 We had set the objective of bringing a revised set of values and a behaviour framework to the June 2021 Board Meeting for ratification. Given the extent of the current surge in COVID activity and the impact of this on the organisation and the workforce it is not clear at this stage whether that objective is going to be achievable.

3. Health and Wellbeing Workstream

- 3.1 As a Trust, we recognise the importance in prioritising and investing in the physical and mental health and wellbeing of all of our staff. It is a key component of good staff engagement and compassionate leadership. It has become even more of an imperative as a consequence of the pandemic emergency and the concerns at the damaging physical and mental impact of this on healthcare staff.
- 3.2 At the end of 2020 we appointed a Health and Wellbeing Practitioner, Emma Warren, with funding support from the Royal Papworth NHS Foundation Trust. Alongside the appointment of this role, we have also appointed two Mental Health and Wellbeing Facilitators within the Critical Care Unit to support staff specifically within that area, and there are further plans to roll this out in other departments where certain Health and Wellbeing initiatives are already underway.
- 3.3 The priorities for the Health and Wellbeing Practitioner since she commenced in post have been:
- Engaging with a range of key stakeholders within the Trust (Execs, Non Execs, Heads of Workforce Department, Head of Finance, Head of Charities, Nursing staff, Chaplaincy)
 - Providing a central point of contact for anything relating to general Health and Wellbeing of staff at the Trust
 - Raising the profile of Health and Wellbeing activities already underway across the Trust through a pro-active communication plan. Every briefing contains information about some service or facilities that are available to staff.
 - Connecting key Health and Wellbeing leads across different parts of the Trust with one another through the formation of a 'Health and Wellbeing Collaborative'. The Collaborative will meet on a

monthly basis (2nd week of the month) to discuss and share best practice and act as a supportive peer to peer group. *This group already comprises individuals from across the Trust with Physiotherapy, Pharmacy and Critical Care already represented, and there are plans to include other key links as and when possible*

- Linking up with Health and Wellbeing peers at a Regional (East Region) and National Level.
- Setting up a service to offer 1:1 counselling sessions to members of staff within the Trust – *this has already been done and already 16 staff are being seen for individual counselling*
- Creating dedicated wellbeing spaces for staff to use as and when required – *this has already been done and six spaces are now available throughout the Hospital for staff to access when required*
- Developing a ‘one-stop shop’ on the intranet for all Health and Wellbeing resources
- Working with the Educational Department team to review and create any training content relating to Health and Wellbeing
- Identifying and working with suitable external training providers (e.g. Sam Thorogood at Tiny Pause) to create a Health and Wellbeing offering that best meets the needs of our staff at this moment - *we have already held Mini Mindfulness and Resilience webinar sessions in response to requests from Line Managers*
- Linking in with the Equality, Diversity and Inclusion Manager once a month to tie together works that may overlap and share best practice

3.4 There are a number of more local level initiatives that individual departments have introduced for example:

- Health and Wellbeing Bingo in the Finance Directorate
- Appreciation Week in Thoracic Services

We want to continue to build upon and encourage these kinds of initiative by celebrating and sharing best ideas and practice across the Trust. As such, the Health and Wellbeing Practitioner has recently formed a ‘Health and Wellbeing Collaborative,’ comprising of various individuals from across the Trust, currently Physiotherapists, Pharmacists and Critical Care Nurses though with plans to expand.

3.5 The areas of focus over the next 6-12 months are as follows:

Education of Line Managers

We want to educate Line Managers in how better to support their staff through the promotion of good health and wellbeing so as to avoid work related stress and/or burnout. Part of this will come through role modelling - it is important that everyone from the top down models taking regular breaks away from the workplace. Further to this, we also have plans in the pipeline to equip Line Managers with the tools they need to feel comfortable in having timely, compassionate conversations with staff around their health and wellbeing. We have already rolled out some ‘Health and Wellbeing Conversation’ scripts for them to use as a starting point and at a later date we hope to be able to offer some more tailored training on particular topics that staff have requested such as ‘*Building Resilience*’ and ‘*Knowing What Language to Use*.’

Health and Wellbeing Induction and Personalised Plans

In due course, our objective is that all new starters will have a health and wellbeing induction and that all staff will have their own personalised Health and Wellbeing plan to be reviewed annually (as a minimum) as part of an appraisal or one-to-one line management discussion. As part of this conversation, line managers will be expected to discuss the individual’s health and wellbeing, and any flexible working requirements, as well as equality, diversity and inclusion.

Provision of Safe Spaces for Staff to Rest and Recuperate

Our objective is to provide staff with spaces where they can safely manage and process the physical and psychological demands of their work, either by themselves or with colleagues as part of a group. At The Royal Papworth we have identified six such spaces to be used for this purpose, to be known going forward as ‘Wellbeing Rooms.’ These include the Health and Wellbeing Practitioner’s own

Consultation Room which can be used by other staff when not otherwise being used for booked 1:1 counselling sessions or for the lunchtime 'drop in' sessions. Additionally the Trust has opened additional rest areas on the Ground Floor.

Access to Psychological Support and Treatment

At The Royal Papworth, staff can not only access the full range of services available to all NHS staff, such as the Employee Assistance Programme, the NHS Helpline, various Wellbeing Apps and Occupational Health, but we have also put in place access to an onsite counsellor through the services of Emma Warren, the Health and Wellbeing Practitioner. Emma is a highly qualified and experienced Psychodynamic Counsellor who is able to offer 1:1 counselling sessions to those staff in need of more specialist support. The Cambridge and Peterborough System have commissioned a Staff Mental Health Service (SMHS). This service is for staff experiencing moderate to severe mental health symptoms that are impacting significantly on their functioning. The multi-disciplinary team offers rapid access to psychiatric assessment and advice. The main challenge is ensuring that staff know what is available and are signposted and encouraged to seek help.

Creation of a Physically Healthy Work Environment

Health and wellbeing does not only address mental health and wellbeing but also the physical aspects too. As such, we want to create a physically healthy work environment where staff are not only able to keep physically active, but more so are encouraged to do so. Staff should feel able to access ways to keep physically active throughout their working day, especially where their roles are more sedentary. We are still identifying ways in which to further support this but discussions are underway with a couple of key individuals in the Trust who are known to have a particular interest in physical health and fitness – Keith Bachiller and Dr Will Davies. One idea that addresses both physical and mental health and wellbeing is 'Walk and Talk' Therapy Sessions. The popularity of this as a medium for therapy sessions has grown significantly during the past few months in response to COVID and the need to adapt to a different way of working.

4. Equality, Diversity and Inclusion

- 4.1 This update provides an overview of the work plan and activity over the last 12 months on the important strategic EDI agenda. The business and moral case for having a culture that has EDI at its centre is comprehensive and clearly aligned to our corporate strategic objectives as a Trust. Our Trust is known for its medical excellence; it is important that the Trust also focuses on going above and beyond the minimal requirements set out by law or our regulators and achieving excellence in our leadership. The Trust's EDI work should seek to create a culture of continuous improvement with regards reducing health inequalities and tackling discrimination.
- 4.2 The NHS People Planned published in July 2020 has EDI at its heart. The Trust appointed a EDI Manager at the end of 2020, funded by the Royal Papworth Charity, to provide expertise and capacity to progress this strategic priority. The emergency situation has impacted on the work plan in this area and we have focused on those issues that have particularly come to the fore at this time.

Engagement and Involvement

Widening participation; by seeking out diverse range of stakeholders and underrepresented groups within our workforce and service user groups. The EDI Manager has:

- Engaged and connected with Network Chairs and meet with them all every 4-6 weeks. Our Networks and chairs are involved and feed into projects reports etc. (i.e. WDES Action Plan, EDI Action plan, WRES action plans). Supporting them to improve participation in the Networks.
- Connected all Network Chairs with other Chairs from CPFT and CUH (regional) to share best practice, events and experiences.
- Engaged with a range of stakeholders within the Trust (Execs, Non Execs, Heads of Workforce Departments, Head of Finance, Head of Charities, FTSU Guardian, Nursing staff, Career coach, Regional Non Execs)
- Engaged with a range of EDI Leads both Regional and National to make sure any reports are written to the same standard linking the right data to the right metrics.

- Worked with the Deputy Chief Nurse over Christmas to buddy our staff from different countries, to feel supported and less alone.
- Engaged with our Stepping Up Alumni, in the Trust, and working on a staff story to be published in February around staff experience of this programme.
- Developed an EDI Calendar to be published 25th January 2021, working closely with our Charities team.
- Supporting staff as part of the Staff Liaison Team, making a real difference to staff and managers.
- Triangulate work and outcomes with FTSU guardian and Network leads.
- Keeping up to date comms around BAME anxiety and worry re covid vaccinations.
- Exploring with the Charities accessing funding for a moving hamper: a one off payment to provide our overseas staff members with warm clothes and duvets etc. Up to £500. Awaiting funding outcomes.
- Exploring with Charities Funding for additional equipment for staff with disabilities who are working from home, awaiting funding requirements and outcome.

Compliance Management/ Governance and Data Collection Analysis

Supporting the organisation to be more accessible and inclusive in its policy and practices and organisational change programmes

- Completed WDES Trust Board Paper, WDES and Action Plan 2020-2021.
- Developed an EDI Intranet page, working with the Workforce Project Officer to create this which incorporates (The Equality Delivery System, Accessible Information Standard (AIS), Equality Impact Assessment (EIA), Useful Reports: Workforce Race Equality Standard (WRES) Workforce Disability Equality Standard (WDES), Gender Pay Reports, Public Sector Equality Duties (PSED)
- Established a 6 weekly EDI Bulletin launch date 25th January 2021.
- To be compliant with the Accessible Information Standards Andy Palmer CEO of Cambs Deaf association and Joanne Paterson Commercial Business Development Manager SignLive will be doing some training and work with EDI team and Nursing staff to help support our deaf and hard of hearing patients. March 2021.
- Updated the Datix system to ensure that data is gathered on protected characteristics for concerns/reports linked to discrimination.
- Improve the triangulation of equality data to make sure we monitor Data collection and completeness across the nine protected characteristics for staff & patients.
- Actively identify projects to address underrepresentation of BAME, staff, data from the recent MBA programme has been requested and supplied, I will be analysing this in terms of representation from all protected characteristics.
- Exploring the opportunities offered by the Trust signing up to the Race Equality Charter.

Talent Management/Training

Inclusive Leadership and culture: Developing a community of leaders who take personal and collective responsibility to inspire and influence inclusive behaviours within the organisation and beyond:

- Adding 17 educational books on a range of EDI subjects into our Library November 2020.
- Procured training in Introduction to Cultural Competency coupled with cultural intelligence assessments for 8 Senior Nurses Level 5 including our BAME Chair, training to commence in March 2021.
- OPR Training on Allyship with Workforce Team Collaborative Meeting February 2021.
- OPR Training on Allyship with Nursing staff level 5 April 2021
- OPR Training/presentations on White fragility, white privilege, institutional racism to deliver to staff from May 2021.
- Three Regional and National speakers specialising in Mental Health, Sponsorship and Coaching and the Director of Filipino Nurses UK to engage with networks here to share best practice and learning.

- NHSE Regional WRES Manager and the EDI Manager have developed engagement sessions to deliver to the Trust Board and staff from May 2021 around race. (Pushed back to May because of the pandemic).
- Exploring the introduction of Diversity Champions (DC's) or Cultural Ambassadors.
- Helping the Network chairs be vocal around a big drive to ensure diverse representation at Interview Panels, and stakeholder groups for senior and other roles,
- All the Equality Diversity and Inclusion course materials have been adapted so they are available in basic form by the end of January.

Coaching, Mentoring and Sponsorship

- RPH was successfully accepted onto the Reciprocal Mentoring Programme, this is an 18 month mentoring programme modelled on STP approach. Communication/ engagement/ training and review. Initial meeting with Chief Exec, HRD, EDI Manager and NHSE on 1st February 2021.
- Planning for the procurement Coaching for inclusion training, this work supports the Building Leadership for Inclusion (BLFI) strategy, Talent Management strategy and the National Coaching and Mentoring strategy. Coaches will be trained on inclusion and to deploy powerful coaching interventions with participants on our positive action programmes
- Career Coaching, to help career planning, resume building, negotiation and interviewing skills, with our own in house career coach.
- Linking staff members with protected characteristic, with Regional and National networks for sponsorship opportunities.

Recommendation:

The Board is requested to note the contents of this paper