

Agenda item 4.i

Report to:	Board of Directors	Date: 7 July 2022
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 matters not addressed in PIPR.	
Title:	Report of the Director of Workforce and Organisational Development	
Board Assurance Framework Entries:	BAF 1854 Recruitment BAF 1853 Retention BAF 1929 Staff Engagement	
Regulatory Requirement:	Well-Led	
Equality Considerations:	Public Sector Equality Duty Workforce Race Equality Scheme	
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	

Items that are addressed in this report:

- 22/23 Q1 Pulse Survey Results
- Theatres Staff Engagement
- Staff Network Update
- Transformational Reciprocal Mentoring Programme

1. 22/23 Q1 Pulse Survey Results

1.1 The Q1 Survey was undertaken in May and approximately 9% (196) staff responded. The table below details the response rate by staff group. The response rate to this survey was low but it provides a “temperature check” on staff views through responses to a consistent set of questions.

By staff group		
Name	Number	% of total surveys completed
Additional Clinical Services (HCSW, Phlebotomist, Assistant Practitioner/Technicians)	9	4.6%
Additional Prof Scientific & Tech (Pharmacists, Technicians, Social Workers)	11	5.6%
Admin and Clerical	63	32.1%
Allied Health Professionals	33	16.8%
Estates and Ancillary	7	3.6%
Healthcare Scientists	1	0.5%
Medical	6	3.1%
Nursing	63	32.1%
Other	2	1.0%
Not Recorded	1	0.5%
Total	196	

2.2 The table below provides an overview of the responses to the key questions over the last two years (we do not undertake a survey in Q3 as this is when the annual national staff survey is carried out):

	20/21 Q2 (510)	20/21 Q4 (349)	21/22 Q1 (214)	21/22 Q2 (152)	21/22 Q4 (290)	22/23 Q1 (196)
Regular One to One	48.4%	55.9%	70%	61%	66%	75%
Regular Team Meetings	50.8%	55.9%	70%	68%	68%	76%
Staff communication on issues that are important to you	59.6%	62.8%	78%	68%	66%	75%
Sufficient resources to undertake your role	66.9%	69.1%	65%	61%	62%	62%
Planning to stay working with the Trust for the next 12 months	54.9%	54.4%	53.3%	49%	56%	58%
Wellbeing is considered	54.3%	61%	74.5%	72%	64%	65%
Mental Health wellbeing is considered	54.3%	60.7%	63.6%	60%	64%	65%
Recommender as a place to work	70%	70%	66%	67%	74%	70%
Recommender as a place to be treated	92%	96%	90%	89%	90%	86%
Able to raise concerns	67%	71%	77%	76%	75%	78%

1.3 There has been a steady improvement in the percentages of staff having regular one to one meetings with their line manager, having regular team meetings, feeling staff communications gave them the information they needed, their wellbeing is being considered and that they are able to raise concerns. There has also been a steady improvement in staff feeling that their wellbeing and mental health wellbeing being considered. The one area where there has been a deterioration over the last two years is staff feeling they have sufficient resources to undertake their role.

1.4 Staff are given the opportunity to provide free text feedback in a number of areas of the survey. The key concerns being highlighted in this feedback are:

- Insufficient staff facilities to have a rest/eat their meals and also crowded staff changing facilities on Level1
- Home working arrangements being reduced or stopped - staff have found this supports work/life balance and they are more productive with less distractions
- Lack of appropriate digital equipment to do their job and slow IT systems
- Workload and pace of work causing stress
- Staffing levels insufficient for the workload
- Pay levels

1.5 The positive aspects of working in the Trust highlight in the feedback are:

- Highly skilled and committed staff
- Patient care and experience being a priority
- Supportive teams and colleagues
- Opportunities to learn and develop
- Caring and compassionate colleagues

2. Theatres Department Staff Engagement

2.1 At the beginning of June the STA Leadership Team escalated a concern regarding the sustainability of staff working overtime hours in support of activity delivery. Theatres have seen an increase in vacancy rates over the last 6 months. In June the vacancy rates for Operating Department Practitioners (ODPs) is 31% and Anaesthetic Nurses is

9.5%. ODPs is a shortage occupation and to date we have not recruited sufficient staff to replace staff who have left though our recruitment efforts remain focused on trying to change this position

2.2 The STA Divisional Leadership team are reviewing the Theatres staffing model and developing a recruitment, retention and staff engagement plan through a quality/leadership improvement programme approach. There has been absence and changes in the Theatres leadership team in recent months and the Division are considering the most appropriate leadership and management model for the department to implement the improvement programme alongside the changes in operating model developed through the productivity programme supported by Meridian.

3. Staff Networks Update

3.1 The Trust has four well established staff networks; Black, Asian and Minority Ethnic Network, Womens' Network, LGBT+ Network and Disability and Difference and Working Carers Network. They are chaired by staff elected by members of the Network and all meet bimonthly. The Head of ED&I provides support and training for the Network chairs/deputy chairs and they also have proactive support from the Communications Team. The Networks have all agreed goals for this year and aim to complete a Network Strategy by October 2022.

3.2 We have recruited a Staff Network and Compliance Officer who will commence in July and they will work with the Network Chairs and Deputy Chairs to support them in organising the networks and implementing agreed actions/initiatives. This post is a two year fixed term post funded by the Charity as part of the Compassionate and Collective Leadership Programme.

3.3 At the end of year review with Network Chairs/Deputy Chairs it was raised that whilst they enjoyed their role and felt valued by the Trust, they were struggling with balancing the time required for their role with the Network and their day job. The arrangements for time off were informal and whilst their line managers were supportive, they felt that a more formal arrangement was needed. In response to this I have written to their line managers requesting that they work with their member of staff to agree more structured paid time off arrangements. All the managers concerned have responded positively to this request.

3.2 The areas of focus for the Networks currently are as follows:

- **BAME Network:** At the last meeting there was an excellent presentation from a member of the national WRES Team about mentoring for BAME and how it can improve career progression. The Network want to explore how this could be implemented in the Trust.
- **LGBT+ Network:** The key focus is on implementing Rainbow Badge 2 and the continued roll out of Trans Awareness Training. They are also leading the drafting and implementation of a Trans Policy.
- **Disability and Difference and Working Carers Network:** Although the Network has been in place for over a year they were formed during the pandemic and did not have a formal launch plus they have recently expanded the remit of the Network to include working carers. Therefore, the Network held a wonderful online launch event on 23 June. This involved our own staff sharing their stories and what the Network meant for them plus a number of external speakers. The Network has been focusing on implementing the Purple Passport which supports staff and managers in ensuring that where needed reasonable adjustments are put in place. They are also leading the implementation of Sign Live which is a service that provides interpretation for both patients and clinicians where a hearing impairment of deafness necessitates the need for translation of clinical information and the relay of relevant question and answers.
- **Womens' Network:** They have been focusing on developing a Menopause Policy/guidance document and supporting the Trust to become a supportive employer for menopausal staff. They have also been discussing Self Defence training for staff,

our Gender Pay Gap, flexible working approaches, misogyny in the workplace, setting up virtual cafes as safe spaces and how we record period/menopause related sickness.

4. Transformational Reciprocal Mentoring Programme

- 4.1 On the 8th June we brought together 24 members of staff to kick off our Transformational Reciprocal Mentoring Programme. These colleagues will be working, as a community, to champion a culture in which everybody can thrive and Royal Papworth Hospital is recognized by staff as a fair, equitable and inclusive place to work.
- 4.2 It was a very powerful start to the programme with participants and the faculty benefiting from being able to meet face to face in the HLRI. Over the next couple of months the partnerships will be building their relationships and identifying issues they want to focus on ahead of the next module in September. Throughout the programme we will be sharing the experiences and work of the partnership via the Trust communication channels.

5. Cultural Ambassadors

- 5.1 Since December 2021, we have had 2 cohorts of diverse staff, complete the cultural ambassadors training 9 staff altogether. There are a further 3 still awaiting their training dates in September. Which will make 12 staff in total across the Trust trained in this role.
- 5.2 The objective in introducing this role is to help the Trust ensure fairness in how members of staff are treated during the consideration of any complaints or allegations as part of a pre-action review triage process. The Cultural Ambassador will support and advise managers on any equality, diversity and cultural bias issues, particularly where they feel unfair bias (conscious or unconscious), less favourable treatment or discrimination is influencing management decision making.
- 5.3 We are also discussing with the ambassadors how we could use the role in other ways such as interview panels and in the review of policies.

Recommendation:

The Board of Directors is requested:

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