

Agenda item 4.i

Report to:	Board of Directors	Date: 6 October 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:	Recruitment Retention 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:

- 2022 Flu/Covid Booster Vaccination Campaign
- Resourcing and Retention Programme
- 2022/23 Staff Support Scheme

1. 2022 Flu/Covid Booster Vaccination Campaign

1.1 At the close of our 2021 vaccination programme for flu and covid we had vaccinated 75% for flu and 89% for the covid booster. Our uptake of the flu vaccination was down on 2020 (84%) and this was most likely due to the focus put on the covid vaccination take up. Whilst there we have not been informed of a nationally mandated target yet for 2022 we set an ambition to vaccinate at least 90% of staff with both vaccines.

Headlines as at 28-Feb-2022;

	1st Covid Dose	2nd Covid Dose	Covid Booster	Flu Vaccination
Number of vaccinations administered to recognised RPH staff	2306	2259	1794	1666
RPH staff that have received their vaccination in settings which do not upload to NIVS	675	563	149	79
% of RPH staff vaccinated (including those elsewhere)	97.1%	95.1%	88.6% *	74.5%
	1st Covid Dose	2nd Covid Dose	Covid Booster	Flu Vaccination
% of RPH staff vaccinated – Clinical Roles	97.1%	95.2%	89.4% *	73.1%
% of RPH staff vaccinated – Non-Clinical Roles	97.0%	94.6%	85.7% *	79.1%

1.2 We launched our 22/23 vaccination programme on 21 September. We are administering the Moderna bivalent Moderna Spikevax vaccine which provides protection against the original covid and omicron variants. We have ordered 2850 flu vaccine which will enable us to vaccinate all our staff as well as staff employed by Skanska and OCS who work at the hospital site.

1.3 As with 21/22 we have established a multi-disciplinary vaccination team who will be running the campaign directly for the Trust as opposed to previous years when Occupational Health have had oversight of the vaccination campaign.

1.4 The Covid vaccine will be administered within the atrium clinic alongside the flu vaccine and in addition to the atrium clinic we will deploy “roving” vaccinators for the flu vaccine as has been the practice in previous years. We will also run a number of clinics at the House for both vaccines.

2. Resourcing and Retention Programme

2.1 The Trusts Five Year Strategy set the following strategic goals in relation to resourcing and retention:

- Continue our focus on recruitment and retention, building on recent successes and the momentum of the renewed interest in NHS careers.
- Working with STP partners promote the NHS as the place to have a fulfilling and rewarding career and to develop new employment routes into healthcare professions.
- Ensure robust workforce supply by effectively marketing the Trust as the employer of choice and by working with STP partners to utilise educational and recruitment supply routes to meet projected demand.
- Establish clear career and development pathways supported by a talent management system for all roles that allow staff to progress within the Trust if they wish to do so.
- Looking to the future through accurate and detailed workforce planning that aligns to medium- and long-term organisational plans, effective succession planning and talent management. Key to this is to provide accurate and timely workforce information to support decision making.

2.2 The Compassionate and Collective Leadership Programme has been designed to ensure that we have a culture and leadership capability that supports the delivery of high-quality care and positive staff engagement. However, there are wider inter-connected issues that affect staff engagement and our ability to recruit and retain. Over the last 12/18 months there have been enormous changes in the economy and labour market which are impacting on our ability to recruitment and retain staff. It is proposed that we establish a Resourcing and Retention programme to:

- To **enhance resourcing & retention** of staff, delivering our strategic objectives by having a systematic and coherent approach
- To **identify, realise & deliver** opportunities to **think & work differently**
- To **utilise local, regional & national initiatives**

2.3 We are in the early stages of developing this programme and held a workshop with key leaders across the organisation to discuss the scope and level of engagement with such a programme. There was a very strong positive response to this approach. We would want to use some of the methodology from the CCL Programme and commence with a diagnostic phase to ensure that we were targeting the right issues and prioritising correctly. In this diagnostic phase we would be looking at a mix of quantitative and qualitative information, much of which we already have but may require in some areas a deeper level of engagement with managers and staff. Attached as Appendix 1 is a draft set of Terms of Reference and a diagram of the proposed governance for the programme. We discussed the programme and its governance at the Quality and Risk Committee. There was endorsement of the aims and approach of the programme. The discussion on governance arrangements linked with the wider discussion on the governance arrangements for all workforce issues. The outputs of this discussion and a proposed approach will be set out in the report of the Quality and Risk Committee Chair.

3. Staff Support Scheme

3.1 In May 2022 the Executive approved a fund of £700,000, in recognition of the performance of staff and the organisation in 21/22, to support staff financial wellbeing in light of the cost-of-living pressures being experienced by staff. These schemes sat alongside the benefits that were already in place. Following discussion with Staff Side colleagues it was agreed that the Trust would progress four schemes subsidising: -

- a. parking at the hospital
- b. travel to and from the hospital with the local bus service
- c. food whilst at work
- d. funding of the public sector Blue Light discount card

3.2 These were implemented in June and were welcomed by staff. We took a cautious approach in order to ensure our spending did not exceed the £700,000 funding. Following a mid- review of the spend we have identified that we can increase and extend the subsidies offered as follows:

- In addition to the current 30% discount on Stagecoach buses we will provide free bus travel between the hospital and the Park and Rides
- Increase the discount on food in the restaurant and with the House Coffee Van to 50% and extend until 31 March 2023.
- Continue the subsidy on car parking until 31 March 2023.

3.3 In addition, we will make a lump sum payment to all staff in November to support with the increased cost of living. We have announced these additional benefits to staff at the October all staff briefing.

Recommendation:

The Board of Directors is requested:

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