

Agenda item 2.ii

Report to:	Board of Directors	Date: 1 June 2023
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:	<ul style="list-style-type: none"> • To note and discuss the content of this report • To approve the updated Workforce Strategy metrics 	

Item that is addressed in this report:

- Q1 Pulse Survey Results
- Compassionate and Collective Leadership Programme Update
- Workforce Strategy: Metrics

1. Q1 Pulse Survey Results

1.1 Prior to the hospital move in 2018 we started undertaking a monthly anonymous pulse survey via Survey Monkey to gather feedback on the issues concerning staff regarding the move and some key questions about their experience of work. Following the move we adapted it to a quarterly survey and, whilst maintaining a set of core questions that seek to track staff experience of work and levels of engagement we have also focused on specific issues that are pertinent in that quarter.

1.2 The latest survey was undertaken at the end of April 2023. We had 160 staff respond to the survey which is approximately 7.5% of our workforce. 44% of the respondents were in the Administrative and Clerical staff group and 35% were in the Nursing staff group. There was single digit responses from the other staff groups. There was a special focus on staff communication in the survey questions. These demonstrated that Newsbite and the intranet were the most valued formal communication routes.

1.3 The table below provides the responses to the questions which have been consistently asked over the years. It also provides the responses to these questions over the last 2 years.

	20/21 Q2	20/21 Q4	21/22 Q1	21/22 Q2	21/22 Q4	22/23 Q1 (196)	22/23 Q4	23/24 Q1 (160)
Regular One to One	48.4%	55.9%	70%	61%	66%	75%	63%	66%
Regular Team Meetings	50.8%	55.9%	70%	68%	68%	76%	69%	73%
Staff communication on issues that are important to you	59.6%	62.8%	78%	68%	66%	75%	66%	60%
Sufficient resources to undertake your role	66.9%	69.1%	65%	61%	62%	62%	62%	62%
Planning to stay working with the Trust for the next 12 months	54.9%	54.4%	53.3%	49%	56%	58%	56%	51%
Wellbeing is considered	54.3%	61%	74.5%	72%	64%	65%	56%	55%
Mental Health wellbeing is considered	54.3%	60.7%	63.6%	60%	64%	65%	57%	55%
Recommender as a place to work	70%	70%	66%	67%	74%	70%	59%	50%
Recommender as a place to be treated	92%	96%	90%	89%	90%	86%	85%	75%
Able to raise concerns	67%	71%	77%	76%	75%	78%	70%	67%

1.4 There is the option to provide an explanation for the response to the recommender questions. These free text comments cite workload pressures, a sense of an uncaring senior/middle leadership and not feeling safe to raise concerns as the main reasons for giving negative responses. The responses from staff in STA Division are more generally more negative than those in other Divisions where there tends to be a more balanced range of positive and negative comments.

2. Compassionate and Collective Leadership Programme Update

2.1 Leadership

Line Management Development Programme- We are on track to exceed the target in our Workforce Strategy of 64 managers having completed by the end of the year. By 30/4/2023 three LMDP cohorts, with a total of 45 candidates, had completed the training. Our learning over these modules has shown that attendance on each module is variable which has led to some candidates not being eligible for certification of competence. Given the need for this training and the demand, we intend to make attendance mandatory in future. We have a planned catch-up session in May which will help those who missed sessions to complete their training and attain their certificate. Cohorts 4-6 have commenced with module 1 and cohorts 7-8 are on target to launch in July 2023. As part of this training staff attend management skills workshops with subject matter experts from the workforce being asked to populate content and lead workshops to develop a consistent "Papworth" approach to how we manage in specific situations such as finance, risk, project management etc. This method is proving popular and impactful.

Values and Behaviours – over the last quarter 207 staff have undertaken this training but taking into account our leavers our compliance rate is sticking around the 66% mark, short of our 90% target. Given that each course routinely now has a 40% drop out rate on the day we are now working directly with areas of low compliance offering bespoke training. The team are also currently in the process of developing a V&B audio podcast which will be ready in time for the August intake of 60-70 junior doctors and will be available more broadly to those who find it difficult to attend this training. The team are evaluating the V&B training in general and the results of this will be available in August. V&B training continues at induction and so we are confident that all new staff are receiving the necessary training.

Team Development - our work in this area is progressing with our new Head of CCL providing a combination of group development sessions and 121 management coaching to areas in the Trust where there is currently conflict or a specific need. The demand for this support currently outstrips capacity but the team continue to prioritise and offer support where possible.

Leadership/senior management development (triumvirate development) – we have identified a provider for the programme and discussions are ongoing about the shape of the programme. The next steps are to agree a timetable taking into account the need to provide sufficient notice for participants to realign their diaries.

2.1 Health and Wellbeing

The Trust is continuing to develop its wellbeing offer to staff which is shaped by the staff themselves through the information gleaned from our H&WB collaborative and facilitators, staff survey responses and actions recommended in the NICE guidance for mental health and wellbeing at work. Health and wellbeing activity is funded through charitable funds until the end of December 2023. A future programme of activity, building on what has been done so far has been developed and submitted as a bid for additional funding for a further 2 year period from 1 January 2024. The latest report of actions implemented show that we:-

- Launched a Back Care app for RPH staff
- Advertised 25 x one month gold memberships for staff at Frank Lee centre which will be replicated in Huntingdon with the aim in supporting staff to kickstart their fitness.
- Provided training in mental health in Theatres, CCA, Clinical Education and the 3rd floor as well as training more mental health first aiders to provide on the ground support.
- Undertook listening events at Kingfisher House aimed out finding ways to raise morale and as a result organised a coronation cream tea. This was very successful and with circa 100 people attending the event.
- Confirmed the extension of the Staff Support Scheme which provides subsidised food and drinks in the staff restaurant, car parking charges and bus travel.
- Ran a programme of events to highlight Mental Health Week.

2.2 Equality, Diversity and Inclusion

Networks Annual Review: The Director of Workforce and OD and the Head of ED&I met with all of the Network Chairs and Deputy Chairs to review their progress and any issues over the last year and discuss the ambitions they were setting for 23/24. We also discussed the support they received and whether it met their needs. We agreed to explore whether a different model for their working arrangements would be desirable.

Transformational Reciprocal Mentoring Programme: Cohort 2 Expression of Interest Launch – We have been promoting and recruiting to Cohort 2. Once again the focus is on race and disability although we have also suggested that we would like to explore issues related to sexism. We are promoting it through the all staff briefings, Newsbite and events in the Atrium. We are also looking to people currently on the programme to encourage colleagues to participate.

Transformational Reciprocal Mentoring Evaluation - In conjunction with NHSE Leadership Academy we have commissioned an external review of the programme. The purpose of the review is to consider the impact of the programme, what actions we might need to take to sustain the benefits of it and what learning there is for other organisations wishing to undertake such a programme. We have received a mid-point report and the final report will be completed after the programme has finished. The key findings at the mid-point is that there is an overall positive perception of the programme with clear impact on individuals. However there is some diversity in experience in terms of psychological safety and ability to protect time for the programme. This can often be the case in programmes involving participants from a range of backgrounds, both identity-wise and job role and seniority. There is a need to focus explicitly on the difference in autonomy around participation, and wider impact for participants of the programme who have line managers who are less supportive, or understanding.

Microaggression and Civility training Trust wide: In May 2022, the Critical Care Transformation Implementation Group officially set up a Culture and Civility Workstream subtitled “you can’t be you without me”. Within that workstream the EDI team in collaboration with the Freedom to Speak up Team and Learning and Development team, delivered Civility and Microaggression sessions. As a result of those sessions staff from the wider organisation have requested this training with their teams. This training has now been adapted and been opened up to staff and managers across the Trust. This training aligns with the Trust staff survey results, the WRES and WDES results, and the East of England Anti-Racism strategy’s key priorities. It’s aim is to increase staff awareness of their impact on others,, creating psychological safety, support line

managers to know how to manage difficult conversation and situations, and develop leadership and critical thinking skills.

3. Workforce Strategy Metrics

3.1 At the March 2023 meeting of the Workforce Committee the Workforce Strategy was considered and approved. There was one area that the Committee requested was further developed. They Committee requested that there was a clearer articulation of the metrics that would be used to measure the impact of the strategy.

3.2 The attached document sets out a revised section that describes the metrics that will be used to measure the impact of the strategy and it also sets improvement goals for 23/24 and 24/25 for each of the metrics. This was reviewed at the Workforce Committee. There was an acknowledgement that the goals being set needed to be a realistic assessment of what was considered achievable however there was a request that in the goals linked to racial equality and disability equality we include stretch goals. I have included a stretch target for the race equality goals but not for the disability goals as we have been making improvement in these areas and are currently near average for our peer group. I therefore considered that the improvement goal of 10% per annum was a sufficiently stretch goal.

Recommendation:

The Board of Directors is requested:

- **To note and discuss the content of this report**
- **To approve the updated Workforce Strategy metrics**