

**Agenda item 4.ii**

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|---|--|----------------------------|
| <b>Report to:</b>                         | <b>Board of Directors</b>  | <b>Date: 28 March 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<br/>Retention<br/>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> </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:

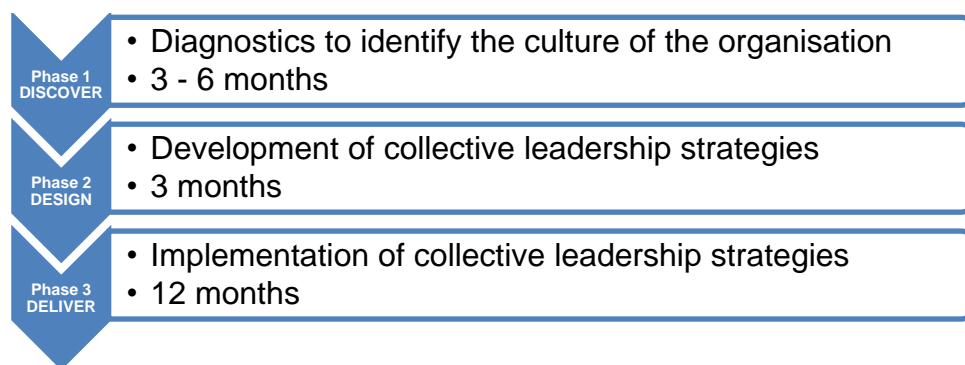
- Leadership and Culture Programme
- Black Asian and Minority Ethnic (BAME) Network Meeting Update
- Staff Stories

**2. Updates**

**Leadership and Culture Programme**

At the end of last year the Trust Board approved the implementation of a Culture and Leadership Programme in order to review the prevailing culture of the organisation and the development of a leadership strategy to ensure that we consistently maintain a high quality care culture. This programme has been designed by the Kings Fund based on the work of Professor Michael West on compassionate and collective leadership models in the NHS. This is a style of leadership where staff at all levels are empowered as individuals and in teams to act to improve care within and across trusts. It has three phases:

## Indicative Phasing of the Programme



The Charity have approved funding to support Phase one. We paused implementation until after the move as this programme will require involvement and support from leaders and staff across the organisation. We are now ready to commence implementation and resources have been identified to undertake the diagnostic work and set up a “Change Team” to guide and lead the programme. This work will commence in June. A number of supporting pieces of work are also in progress, from example, line managers training on adopting a coaching style of leadership, working with Critical Care to develop staff behaviours specifically linked to concerns at bullying behaviours within the department.

### BAME Network Meeting Update

The BAME network welcomed some new members at the April meeting.

To date, the network has discussed and taken action on the following areas:

- **Improving Career Coaching for BAME staff** - a programme for career coaching is being piloted by BAME network members on 11th June
- **Unconscious bias e-learning roll out** – will be mandatory within 12 months for line managers and for all staff attending Recruitment and Selection training in the interim
- **Recruiting for Difference** - exploring different ways of recruiting to avoid bias – participation in a national pilot being undertaken by the co-author of a national report on into Equality and Diversity in the NHS.
- **Cultural ambassadors** - Course run by RCN to ensure interview and disciplinary panels reflect the candidates being interviewed. We are talking to CUH about doing joint training for ambassadors with CUH.
- **Review of annual leave procedure** – request by the Network that the annual leave policy provides a framework for an equitable approach by managers to approving longer periods of annual leave to enable staff with families overseas to visit them. A revised policy will be reviewed at the next Network meeting.
- **Review and discussion on the 2018 Staff Survey results** and in particular the responses to the questions on equality, diversity and inclusivity
- **Discussing and reviewing the WRES data** and the WRES action plan 2018/2019

The sixth BAME network meeting is scheduled for Wednesday 5 June and managers have been encouraged to support staff to attend. Cynthia Conquest, NED, will be attending the meeting. At that meeting we will be planning a one-year anniversary celebration for the network and promoting their role and work.

### **Staff Stories**

The Trust Board use patient stories to help understand our patients' feelings as they move through their care pathway and to provide valuable insights on how service delivery and care can be improved. They assist staff in improving the experience for patients.

As we know from research, staff experiences in their work have a direct impact on their own wellbeing and on the quality of care they offer patients. Staff stories are therefore equally valuable for improving the experiences and outcomes of patients. Using staff stories would support staff feeling valued and knowing they are being listened to and heard, and that learning from their stories will lead to actions for improvement.

It is proposed that on a bimonthly basis, commencing July 2019, the Board hear a staff story of their experience working in the Trust. It would be a very powerful signal to staff that the Board is listening and want to understand the experiences of staff. The stories would be presented by either a staff side representative, the Freedom to Speak up Guardian or the lead for the BAME Network. They would focus on key aspects of working for the Trust.

### **Recommendation:**

#### **The Board of Directors is requested:**

- **to note the content of this report**
- **to approve the implementation of bimonthly staff stories being presented to the Board**