

Agenda item 4.i

Report to:	Board of Directors	Date: 5 December 2019
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 issues that are not covered in the 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:	n/a	
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 and feedback	

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:

- Flu Vaccination Update
- National Staff Survey Update
- NHS Rainbow Badge Launch
- National People Plan Update

2. Updates

Staff Survey 2019

The 2019 Staff Survey closed on 29th November 2019, at the time of writing (26th November 2019) the Trust had an overall response rate of 58.4%, an improvement on the 2018 response rate of 54%. This is the second year the Trust has undertaken an electronic survey of all eligible staff (some Trust's undertake a representative sample). The Trust has again provided incentives to staff to complete the survey, including: four £50 John Lewis Vouchers and much more information as to the positive changes that have occurred thanks to previous surveys. The improved response rate reflects the increased digital maturity of the organisation and the efforts of many line managers to ensure their staff had the time and opportunity to complete the survey. This was particularly marked in the Housekeeper staff group.

The Staff Survey is the key indicator of staff engagement used by our regulators and is an important source of feedback for the organisation. The Interim People Plan has outlined that the survey and the metrics within it will increasingly be used as a measure of organisational performance against the objectives of the People Plan.

Flu Vaccination Campaign 2019

In 2019 the Trust has worked with our Occupational Health provider, to deliver the flu vaccine to our staff. This year the CQUIN target is for more than 80% of 'front line' staff to receive the flu vaccine during the campaign. At the time of writing (26th November 2019) 66% of front line staff and 64% of all staff have received the vaccine. Flu clinics have been held throughout the Trust, including the House. Peer vaccinators have again been employed to enable the vaccination of staff in their wards and departments. A significant communications effort has accompanied this year's flu campaign with notices at the weekly Briefing, PC screen savers, intranet slider, atrium clinics and voucher prize draws all being used. The Trust has also added vaccination information to HealthRoster this year. This has enabled peer vaccinators to see which staff in their area who have yet to be vaccinated and enables resources to be concentrated in areas which have the lowest take up.

Due to the staggered nature of vaccine delivery (the Trust received its initial 1600 vaccines in three tranches) the campaign had to limit the initial offer of vaccines to front line staff. The Trust has now received sufficient vaccines to comfortably exceed 80% of all staff receiving a vaccination.

NHS Rainbow Badge Launch

In November 2019 the Trust launched an NHS Rainbow Badges scheme. This is an initiative that gives staff a way to show that Royal Papworth Hospital NHS Foundation Trust offers open, non-judgemental and inclusive care for patients and their families, who identify as LGBT+ (lesbian, gay, bisexual, transgender, the + simply means that we are inclusive of all identities, regardless of how people define themselves.) The Rainbow Badge initiative originated at Evelina London Children's Hospital to make a positive difference by promoting a message of inclusion.

Royal Papworth Hospital NHS Foundation Trust places a huge value on equality for both staff and patients. Increased awareness of the issues surrounding LGBT+ people when accessing healthcare on the part of NHS staff can make significant differences to LGBT+ people's experience, and, in turn on their physical and mental health.

Lesbian, gay and transgender (LGBT+) patients face inequalities in their experience of NHS healthcare. A recent Stonewall survey [published November 2018] estimates that one in five LGBT+ people are not out to any healthcare professional about their sexual orientation when seeking general medical care, and one in seven LGBT+ people have avoided treatment for fear of discrimination.

Despite the progress made towards LGBT+ equality in recent years, many LGBT+ people still face significant barriers to leading healthy, happy and fulfilling lives. With high rates of poor mental health and challenges when accessing healthcare services a contributing factor. Simple visible symbols, such as the Rainbow Badge, can make a big difference for those unsure of both themselves, and of the reception they will receive if they disclose their sexuality and/or gender identity.

Staff who choose to wear the badge signal that their patients or colleagues can talk to them and can be open about all aspects of their life. They are not expected to have the answers to all issues and concerns but they are a friendly ear, and will know how to signpost to the support available. In order to take part staff are asked to sign up to these responsibilities. We launched it with a stand in the Atrium over a lunchtime and had a fantastic response from staff with approximately 150 staff signing up to the initiative.

The launch of this initiative was planned by a group of staff who volunteered because of a personal interest, working with the Trust Equality, Diversity and Inclusivity lead. We are going to work with these staff to create a LBGT+ Network that we can work with on how we can continue to create a diverse and inclusive culture in the Trust.

NHS Interim People Plan

NHSE/I have been consulting widely on the development of a People Plan that will set out a clear framework on workforce priorities over the next five years and specific targeted actions to address the biggest challenges.

The People Plan will set out action to:

- make the NHS the best place to work and promote careers spanning roles in health and the wider care sector
- improve the leadership culture, with an emphasis on compassionate, inclusive and collaborative leadership behaviours
- transform and grow the workforce ('more staff, working differently') by:
 - releasing more time for care, supported by more systematic use of digital technology
 - supporting and enabling workforce redesign
- growing the future workforce and reforming education and training to ensure the right number and mix of staff – with the right skills – are able to join the workforce in the immediate term, medium term and longer term
- set out a clear operating model for workforce issues, with a much stronger role for integrated care systems.

Appendix A provides an overview of the key areas/priorities within these objectives. The plan was due to be published before Christmas but has been delayed because of the period of purdah ahead of the election. The Trust's Workforce Strategy which will be developed in Quarter 4 will reflect the aspirations and goals of the national People Plan.

Recommendation:

The Board of Directors is requested:

- to note and discuss the content of this report