

Board of Directors Meeting in Public

Subject:	People, Culture, and Improvement Committee Report of the Committee		Date: 7 April 2022	
Prepared By:	Deborah Kearsley, Associate Director of People (Operations)			
Approved By:	Manjeet Gill: Non-Executive Director and Committee Chair			
Presented By:	Manjeet Gill: Non-Executive Director and Committee Chair			
Purpose				
To provide a summary of the key discussion areas and decisions taken at the People, Culture and Improvement Committee held on 4th April 2022			Decision	
			Approval	
			Assurance	X
			Consider	
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
x	x	x	x	x
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		x		
Risks/Issues				
Financial	Improving productivity and workforce utilisation and impact			
Patient Impact	Maintain safe staffing levels and a good patient experience			
Staff Impact	Improve working lives			
Services	Staffing levels impact service and bed availability			
Reputational	SFH recommended as a great place to work			
Committees/groups where this item has been presented before				
None				
Executive Summary				
<p>The most recent People, Culture and Improvement Committee took place on 4 April 2022. The Committee was chaired by Manjeet Gill, Non-Executive Director.</p> <p>The Committee was presented with the People, Culture, and Improvement strategic priorities for financial years 2022-2025. This has been co-created in collaboration with leads from the People, Culture, and Improvement Directorates. The delivery pillars tie into the People Plan headers which have been translated into key headers in the People, Culture, and Improvement vision, hence the strategy has been developed to align to SFH and national priorities. Key success measures have been identified so that progress can be monitored, and clear governance mechanisms have been identified via the existing governance structures. There was a discussion regarding how this strategy aligns to the ICS workforce strategy, and assurance was provided that the strategy has been developed in collaboration with system partners and aligns to the wider ICS workforce strategy. There was a discussion regarding the key priorities of the strategy, and it was recognised the capacity and capability of the workforce is a key priority over the next 3 years and system working is vital to achieving the Trust's workforce priorities. The Committee took assurance from the document and progress made in developing strategic priorities for 2022-2025 and work has commenced on the key 2022-2023 action plans.</p>				

An assurance paper was presented to the Committee providing a detailed overview of the key actions of achievement and key delivery items in relation to the 2021-2022 approach to the People, Culture, and Improvement Strategy for Q4. It was acknowledged over the past 12 months, despite the pressures of responding to a global pandemic, the Committee have received **significant assurance** regarding the work to achieve the 2021-2022 People, Culture, and Improvement Strategy.

A paper was presented regarding Culture Insight. The Culture Insight is an interactive and supportive process that aims to highlight culture themes within the organisation and divisions and help leadership and professional teams to collectively identify areas and cultural elements that may benefit from targeted support. This is intended to enable a collaborative approach to actions and initiatives; provide a means to measure their effectivity; and become a focus point for ongoing discussions, collaborations, and engagement. It was outlined the NHSEI Culture and Leadership Programme will be used as a framework to help identify themes and intelligence avenues. The **Committee endorsed the Culture Insight approach** and supported the next steps in relation to develop the Culture Insight further and link it to the outcome of the National Staff Survey.

A **Workforce Planning** update was provided to the Committee via an assurance paper. It was outlined that as part of the **2022 – 2023** planning rounds the Trust is required to submit a workforce WTE as part of a wider ICS submission. To support the delivery of this the Trust has developed in partnership with finance, the expected WTE by staff group, bank, and agency. The figures are based on the agreed Phase 1 business cases and other schemes such as growth of International Nurses and establishment reviews. These have been agreed via Executive Reviews and governance is provided via the Trust Planning Group. Overall, on 2022-2023 the Trust anticipate a growth of substantive staff of 132.5 WTEs, this is across Nursing (+72.4WTEs) and Administrative and Clerical (+32.5 WTEs). It was acknowledged it is important to monitor the plan and hence actual position against the plan will form part of the Workforce Matrix report and this will be broken down into staff group. In addition to the 2022-2023 workforce plan, a **3–5-year strategic workforce plan** is currently being developed and its aim is to align all workforce related themes. This work includes reviewing demographic information, capability, and capacity elements of the workforce. This will feed into service developments, recruitment and retention plans and the on-going piece of work will support the development of a 3–5-year workforce planning cycle. This will be finalised and presented to the People, Culture, and Improvement Committee in June 2022. The Committee gained **assurance** regarding the work being taken forward regarding the workforce plan.

A paper was presented to summarise the 2021-2022 flu campaign and to identify areas for consideration in 2022-2023. The 2021-2022 flu campaign experienced some challenges, firstly, changes to Infection Prevention and Control Guidance prevented some of the usual campaign methods such as vaccination stands set up in high traffic areas and considerations around the number and suitability of 'roaming' clinics. Secondly, the Flu vaccination campaign for 2021-22 fell at the same time as COVID vaccine boosters which may have led to staff prioritising COVID vaccination over flu vaccination. Despite the challenges the Trust achieved a 76% uptake of the flu vaccine for front line workers, which compares favourably with other Trusts in the Midlands region. In terms of the 2022-2023 flu campaign, it has been confirmed there is a CQUIN attached to the uptake of the vaccine for front line workers, and this has been established at 90%. Work has

commenced in relation to the planning for the 2022-2023 campaign with the aim of achieving the CQUIN. The Committee received **assurance** in relation to the 2021-2022 flu campaign and the planning which has commenced for 2022-2023.

An assurance paper was presented regarding the key workforce matrix around our people including some wider workforce matrix and ambitions towards a culture of continuous improvement. It was presented that February 2022 has been a challenging month in relation to high levels of staff absence, however absence has decreased when compared to January 2022. It also was highlighted that the Trust has achieved the NHSEI HCA recruitment target and International nurse recruitment target, which was acknowledged as a positive achievement. The committee welcomed the report and acknowledged it gave an overview of the key workforce matrix. The committee received **assurance** regarding the data presented.

A further assurance paper was presented to the committee regarding the **gender pay gap** data and report. The report highlighted that percentage variance overall for the average hourly rate of pay is 34.2%, an increase of 3.7% from 2020; it should be noted that the Gender Pay Gap report data was taken as of 31st March 2021, but from 31st March 2019 to 31st March 2022, our workforce increased by 34.6% is predominately in lower-to-lower middle quartile roles in response to the Covid-19 pandemic. The average hourly rate of pay excluding medics reduces to 4.9% evidencing the gap between our male and female consultants. The bonus pay gap for Consultants however has reduced by 2.7% compared to 2020. The main priorities areas for 2022-2023 are to identify and address the gap in the female workforce, address gender pay gaps in Divisions where they are evident, the introduction of a women's network and identify an Executive Lead for gender equality. The Committee **noted** the content of the report and the priorities for 2022-2023.

The **Board Assurance Framework (BAF)** was discussed. The narrative for PR3 has been updated to reflect the completed 2021-2022 strategy actions and to incorporate the newly developed **2022 – 2025 People, Culture, and Improvement Strategy**. In addition, the narrative for PR5 has been an update regarding the establishment of the innovation hub. The committee reviewed the risk scores for PR3 and PR5, and confirmed no changes are recommended.

The People Culture and Improvement Committee had a workshop to discuss the results of the **National Staff Survey**. The response rate for the Trust was 66.1%, which was significantly above the national average response rate for comparable organisations. To summarise the Trust are,

- 1st for the response rate of all Acute Trusts in the Midlands.
- 1st for recommending the Trust as a place to work across the Midlands.
- 1st for staff being happy with the standard of care provided in the Midlands region.

When compared with outcomes from the 2020 National Staff Survey, 42 areas have deteriorated (where comparable), and this is mirrored nationally therefore recognising the NHS has experienced some of the most difficult times it has ever experienced. Some of the key areas which have been identified as requiring focused work include,

- Colleagues experiencing physical and emotional burnout.
- Quality of appraisals.
- Time pressures.
- Relationships at work.

Work is currently taking place to engage with Divisions to empower and support them to identify priority areas, hence supporting the Divisions with the development of meaningful action plans. The committee recognised results of the National Staff Survey are positive while also provide an opportunity for improvement and continuous improvement. The committee received **assurance** from the information presented in the workshop and gained **confidence** in relation to the on-going work within the Trust and system to understand the data and work on themes for improvements.

A report was shared with the Committee to provide assurance relating to the Nursing Staff including the nursing and midwifery workforce plan. The report highlighted the acuity of patients remains high with significant demand on patient flow and capacity, with patients requiring enhanced observations remaining a key theme. The report evidenced that staffing resource is being significantly flexed across all services to meet patient demand and provided assurance that minimum staffing numbers have been maintained across all ward areas. Therefore, it was acknowledged that despite the fragility nationally and locally the care hours per patient day is stable and there are robust recruitment plans in place to mitigate risks and reduce the vacancy rate further. The Committee received **assurance** from the report in relation to there being good **oversight of the service, risk and actions are in place to mitigate risks**.

Recommendation

The Trust Board are **recommended to take assurance** regarding the activities and discussions points covered at the April 2022 People, Culture, and Improvement Committee, **linked with aspects of People, Culture and Improvement**.