

Meeting Title	Board of Directors		
Date	16 November 2023	Agenda item	Bo.10.23.9

## Committee/Academy Escalation and Assurance Report (AAA)

Report from the: People Academy

Date of meeting: 25 October 2023

### Key escalation and discussion points from the meeting

#### Alert:

**Industrial action** – there is some positive news as the Unions and Government have started negotiations to end the Consultants and Junior Doctor strikes, especially good news as we head into winter. No further strikes are planned at this stage.

**Reputation** – there is a risk that, with the recent adverse publicity surrounding the ex-Chairman's departure, the Trust's reputation is damaged and that trust between the Board and the Trust's people is impacted. There is also a risk that, despite strong improvements and efforts to recruit and retain good people, potential candidates may choose to look elsewhere for work based on the media attention. This reputational damage needs addressing.

#### Advise:

**FTSU** – Sue Franklin summarised the data. At 25 concerns raised across a variety of categories, it's the highest quarter since launch. The Academy took assurance that people felt able to raise concerns through FTSU as well as all of the other channels available. Nursing and Midwifery raise 28% of cases and this is a National trend (29%), aligned to the workforce profile. The highest volume of concerns relate to patient safety or quality, closely followed by inappropriate attitudes and behaviours and worker safety or wellbeing; all cases have been followed up. Based on the concerns raised, there are three areas relating to bullying and harassment, inappropriate attitudes and behaviours and civility being investigated and initiatives developed with the HR and OD teams. Amandeep Singh asked that we urge those involved in Datix investigations to follow up with those raising them.

**Strategic Nurse and Midwifery staffing** – Sean Willis and Jo Hilton gave a robust update on the strategic nurse and midwifery staffing review and shared the process for deciding staffing on wards. The Ward Manager and ward staff look at the data and share recommendations for changes with the Matron. Changes are then considered by the Chief Nurse team and go to ETM, the People Academy and then the Board. Raquel Licas asked whether decisions were shared directly with ward staff and Jo advised decisions are shared but not directly with staff and she committed to doing so in the future. Sean updated the Academy on October's starters – the Trust welcomed 66 local Newly Qualified staff and 40 International Nurse and shared that there were now monthly recruitment pipeline bootcamps for HCSWs to ensure a good flow of applicants between open days. The Daisy Awards are going from strength to strength and 2 HCSWs had been awarded the Chief Nurse of England award. Legacy Nurses are now in operation across nursing, midwifery, AHPs and HCSWs.

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**Culture** – Cat Shutt shared an update on what the Trust is doing to measure its culture. There are many ways that this can be monitored and assessed and the Trust will use a variety of data to support the work as there is no one way. Culture is impacted by many factors such as legacy, generational differences, how people feel and think. The Trust has launched the NHS Culture and Leadership Programme, rebranded as Thriving Together, which is a long term programme that requires the Trust to challenge itself to get to the deeper elements of culture that are more difficult to change. A Change team of 30 people from across the organisation have been recruited to support the programme, there is a steering group chaired by the Chief Executive and a Thriving Together Network will be established to create ambassadors to spread the word and work of the programme. Updates will be provided through the People Academy and at Board meetings.

### Assure:

**People and patient story** – Sughra Nazir highlighted a story of the Trust's people and community working as one team to allow a deceased Muslim patient a dignified passage to their resting place. A unique set of circumstances saw the Mortuary, Bereavement, Nursing, Porters and other teams enable the washing ritual for the patient in a very dignified way. The team went above and beyond to borrow equipment from a local organisation and allow the ritual to take place in the Mortuary. Feedback from the family was that the end to end experience from the patient being admitted to them leaving hospital for the funeral was kind, compassionate, dignified and respectful and they were incredibly grateful. Sughra commented that the Trust's values were brought to life and she gave special mention to Richard Nixon, a new Mortuary Assistant, for making this happen. Richard has only been in the Trust for 8 weeks and said he believed the process captured the values and how the Trust values diversity.

**Dashboard** – Faeem shared the continuing downward trend in turnover which stands at 10.25%; lower than the Trust had anticipated. Absence is also falling and stands at 5.6% against the target by the end of March 24 of 5.5%. There is significant activity going on across the Trust to drive these numbers down.

The agenda was too optimistic and we had to skip a couple of items and defer a couple to November's meeting so that we do them justice. The level of challenge also contributed to making the meeting time tight but was fantastic and from a much wider audience. It was a good meeting and the strength of papers and content was of a very high quality.

### Report completed by:

Karen Walker  
Academy Chair and Non-Executive Director  
25 October 2023