

Meeting Title	Board of Directors		
Date	29 November 2023	Agenda item	Bo..23.x

Committee/Academy Escalation and Assurance Report (AAA)

Report from the: People Academy

Date of meeting: 29 November 2023

Key escalation and discussion points from the meeting

Alert:

Maternity Incentive Scheme (MIS) Safety Action 4 – Nada Sabir and Sam Wallis attended to update on the MIS and Neonatal Staffing. Safety Action 4 asks the Trust to demonstrate an effective system of clinical workforce planning to the required standard. The team audited all after hours delivery cases over 6 months and found good practice relating to communication, debriefs and consultant presence but further work is required on documenting of all cases on Cerner. The Academy asked whether the recording issue is a 'system' issue or a mindset issue in moving away from handwritten notes. The team advised it's both and they will address this.

The Neonatal unit must meet the British Association of Perinatal Medicine (BAPM) national standards of medical and nursing staffing. If staffing requirements are not met in years 3, 4 or 5 of MIS, the Trust Board should evidence progress against the previous action plan and include new actions to address deficiencies. Staffing is non-compliant with the national service specification with respect to Junior/Medical Grade cover and Nurses qualified in specialty as there are insufficient numbers of medical trainees to fill the rota, and insufficient (Qualified in Speciality) QIS nurses to provide sufficient intensive care activity required of a Neonatal Intensive Care Unit (NICU).

The Academy took assurance that significant progress has been made over the last year but challenges remain with fewer trainees across the region and the time taken to train new nurses to become qualified specialists. The Academy reviewed the plans in detail, acknowledged the risk and approved them for inclusion at the next Board meeting.

Advise:

Risks – there are three risk changes relating to this Academy: the haematology workforce risk (3810) was due to reduce 30 Sept 23 but this deadline has been extended to Sept 24. The risk to Nursing and Midwifery Workforce (N&MW) staffing (3732) has been reduced from 20 to 16 following recent recruitment success. The Medicine Reconciliation risk (3881) should be reduced from 16 to 12 following improved pharmacist resources now in place, once the Chief Operating Officer (COO) has assurance that medicines reconciliation rates have improved. Faeem updated on the Industrial Action risk: medical unions are taking the offer on consultants pay to their members and there was ongoing dialogue about Junior Doctor pay. We discussed the media attention of the N&MW workforce feeling undersold and the potential for further strikes and Faeem shared the timeline for a mandate which would be the back end of winter.

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Dashboard – turnover has dropped to 10.01% from 10.25% in October and absence continues to fall, now at 5.91% from 5.96% and on track for the stretch target of 5.5% by the end of March. The Academy acknowledged that absence could rise over winter and impact the great progress.

Contacts with the Advocacy Service have dipped slightly and there is an increase in the proportion of cases resolved informally. The volume of bullying and harassment cases is stable with 6 cases reported over the last 6 months - 50% of cases resolved informally, 17% resulted in disciplinary action and in 33% cases there was no case to answer. There have been 2 cases referred for mediation over the last 6 months, with positive outcomes.

NHS Long Term Workforce plan – Faeem updated the Academy on the plan which is focused on a system approach to the long term sustainability of the NHS, built around Train Retain Reform. This is backed by £2.4bn in government investment to fund a 27% increase in training places by 2027-28 to address an expected shortfall of 260,000 to 360,000 over the next 10 years. When challenged, the type of exit reasons for the Trust was highlighted as multifactorial and Ray raised the significant costs for support services to meet the plan.

Assure:

Outstanding Pharmacy Services – Kate Lavery, joined by Ali and Sophie from the Pharmacy team, shared an update on progress since their last visit to the Academy. Since the programme launch, 6 workstreams have been developed and 45% of the Pharmacy team are engaged in these workstreams. The biggest workstream is wellbeing and culture and this covers wellbeing, civility and behaviours, recognition and celebrating, inclusion and fairness with initiatives such as civility training, a Pharmacy Charter, celebration boards, a Greatix scheme, thank you cards, increased communication, stay interviews and Equality, Diversity and Inclusion (EDI) celebrations being developed and rolled out. There has been a 23% improvement in the engagement temperature check since February and we celebrated the amazing 79% response rate to the recent Annual Staff Survey. Questions were raised about how the team is reaching the 55% of people not engaged in the programme, how the leadership and programme teams are working together and whether personal development was being addressed and the Academy took assurance that the team were trying many methods of communicating progress, the leadership and programme teams now operated as one team and that there was work ongoing to address personal development.

Just R Candidate Journey – whilst we ran out of time to discuss this in detail, it's worth noting that Just R have created two recruitment campaigns signposting people to the Trust open days – one for St Lukes Day Case Unit and one for General nursing and Midwifery. The campaigns reached 2.2m people, yielded 1134 candidates registering interest with 370 enquiry forms completed and 59 people appointed (20 Registrants and 39 Health Care Support Workers (HCSWs). The effectiveness of the Just R campaign for General N&MW is difficult to track as other attraction and recruitment methods were

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used in parallel but for the St Luke's Day Case recruitment, this was the only campaign and resulted in 50-60 offers with 38 made to people outside the Trust.

An overly ambitious agenda meant that some items were noted for info rather than discussion. Only one Non-Executive Director present, the Chair, who highlighted the need for other attendees to challenge Academy content. The Executives, and other attendees, did a great job of challenging and questioning.

Report completed by:

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Academy Chair and Non-Executive Director
29 November 2023