

**Item ??**

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| **Report to:** | Board of Directors |
| **Date of Meeting:** | 25th January 2023 |
| **Subject:** | Board Priority – People Recovery 2022-23 Update |
| **Director Sponsor:** | Polly McMeekin – Director of Workforce and OD |
| **Author:** | Polly McMeekin – Director of Workforce and OD |

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| **Status of the Report** (please click on the appropriate box)  Approve  Discuss  Assurance  Information  A Regulatory Requirement |

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| **Trust Priorities**  Our People  Quality and Safety  Elective Recovery  Acute Flow | **Board Assurance Framework**  Quality Standards  Workforce  Safety Standards  Financial  Performance Targets  DIS Service Standards  Integrated Care System |

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| **Summary of Report and Key Points to highlight:**  Workforce recovery is one of the four Trust priorities. The Operational Plan approved earlier in the year detailed four components to the workforce recovery:   * Culture Change * Working Life - (Fix the basics) * Recruitment * Workforce Planning   This report provides an update as to these actions. These are detailed in Annex A.    **Recommendation:**  To note the update report. |
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| **Report Exempt from Public Disclosure**  No  Yes |
| (If yes, please detail the specific grounds for exemption) |

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| **Report History** | | |
| **Meeting** | **Date** | **Outcome/Recommendation** |
| Board of Directors | June | To present to public board. |
| Board of Directors | 2nd November | To present to public board. |

**Annex A: Priorities Action Plan 2022-23: Summary**

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| **Priority: Our People** | **Focus Area: Culture Change** | **Portfolio lead: Chief Executive** |
| Measures: | * Improve our comparative position on the staff survey ‘Staff Engagement and Morale’ responses to above average in 2022/23 * Reduction in external whistleblowing concerns. * Improve the stability index to be in the top quartile within Model Health System | |
| Monitoring Arrangements | * People and Culture Committee * Executive Committee * Workforce Working Group | |

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| Action in 2022-23 | Executive Lead | Operational/ Clinical Lead | Delivered by: | Status |
| * 1. Establish the Workforce Working Group to lead on implementation of the action plan | Chief Executive | Director of Workforce and OD | July 2022 | Complete. Group disestablished due to the work done to put in place the infrastructure to support progressing our people priorities, with workstreams and working groups established to support these. Clear overlap between these and the workforce working group, therefore group stood down as remit superseded. |
| * 1. Implement the Leadership Development Programme for the Trust, including Board and Executive development, reinvorgation of the shadow board and role of staff stories to inform decisions on workforce. Launch of a Trust Leadership framework & 360 Leadership feedback tool | Director of Workforce and OD | Gail Dunning | December 2022 | Complete – Leadership framework/360 socialised with stakeholder groups including Exec Committee.  Shadow Board programme designed-start date agreed, participants have been invited.  Staff stories being used at Board meetings & being collected to use on development programmes |
| * 1. Increased Executive Visibility across the wider organisation, including the re-introduction of face to face communication and engagement at all levels, e.g. staff brief, leadership walk-arounds and staff surgeries | Chief Executive | Corporate Directors | To commence from June 2022 | Face to face Staff brief launched. Staff surgeries underway. On-going. |
| * 1. Re-establish the ‘business as usual’ governance structure as COVID-19 stabilises, including the step down of the Command & Control structure | Chief Operating Officer | Mike Taylor | Complete | Complete |
| * 1. Behavioural Framework launched and embedded in the appraisal process | Director of Workforce and OD | Gail Dunning / Jenny Flinton | June 2022 | Complete and included in staff brief |
| * 1. Revamp exit feedback to inform retention actions and improvement actions | Director of Workforce and OD | Lydia Larcum/ Gail Dunning | March 2023 | On track – part of the Retention & Attraction workstream. Quarterly analysis of centrally received leaver forms now shared with the JNCC. |
| * 1. Embed the ‘Just & Learning Culture’ Programme | Chief Executive | Corporate Directors | September 2022 | On-going. To be delivered via the Culture & Engagement workstream. |
| * 1. Empower employees to deliver change through the roll out of the Quality Improvement Strategy (QI) | Medical Director | Caroline Johnson | November 2022 | Strategy drafted. Has been delayed due to operational pressures. Due to go to QPAS and Quality Committee in Feb 23. |
| * 1. Develop the Trust’s communication and engagement strategy to improve the flow of information to all staff. | Director of Communications | Emma Clement | September 2022 | Completed. Communications and Engagement strategy approved by the Board of Directors at the October 2022 meeting. |
| * 1. Implement Equality Diversity &Inclusion gap analysis, and strengthen organisational capacity for Equality, Diversity and Inclusion. | Director of Workforce and OD/ Chief Nurse | Lydia Larcum/ Tara Filby | November 2022 | Complete – The next stage of this work will be to create a workstream to enable the recommendations to be taken forward. |
| * 1. Relaunch reward and recognition events (Long service and Celebration of Achievement) | Director of Communications | Emma Clement | Complete | Complete |

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| **Priority: Our People** | **Focus Area: Working Life (fix the basics)** | **Portfolio lead: Director of Workforce and Organisational Development** | | | | |
| Measures | * Improve our comparative position on the staff survey ‘Staff Engagement and Morale’ responses to above average in 2022/23 | | | | | |
| Monitoring Arrangement | * People and Culture Committee * Executive Committee * Workforce Working Group | | | | | |
| Action in 2022-23 | | | Executive Lead | Operational/ Clinical Lead | Delivered by | Status |
| 2.1 Implement wellbeing spaces at each hospital site and develop plans for wellbeing spaces across the Trust footprint to enable staff to take a break. | | | Director of Workforce and OD/ Finance Director | Lydia Larcum/ Mark Steed | March 2023 | Delayed but new space now identified and approved at October Exec Committee. YTHFM being chased for the quotation to be able to take forward the application for charity funding. |
| 2.2 Develop and implement a food and drink plan for out of hours staff and shift workers across our sites. | | | Finance Director | Malcolm Veigas | November 2022 | Delayed. Provision provided 24/7 at SGH and BDH but yet to be provided at YH. Meeting delayed with provider due to industrial action. |
| 2.3 Implement the Travel Plan for staff, including increasing access by bus & secure Cycle Parking at hospital sites, and options for increasing car parking. | | | Finance Director | Dan Braidley | November 2022 | Bike storage in place from late Nov. Car Parking criteria etc due to be implemented by April 2023. |
| 2.4 Provide lockers for staff and develop planning options for Shower & Changing Facilities across our sites. | | | Director of Workforce and OD / Finance Director | Vicki Mallows / LLP representative | March 2023 | Potential delay. Work continues to identify a solution for lockers and BC being drafted for showers / changing. |
| 2.5 Develop the strategic outline business case for a new electronic patient record system to support the migration away from the in-house CPD system | | | Chief Digital Information Officer | Luke Stockdale | March 2023 | Complete. The Strategic Outline Case (SOC) was presented and agreed by the Board in August 2022. The related Outline Business Case, and then Full Business Case are the next steps in this process. |
| 2.6 Implementation of a new staff intranet to facilitate access to Trust policies, best practice, guidance and procedures. | | | Director of Communications | Emma Clement | September 2022 | Progressing. Outstanding issue to be resolved regarding solution for policies and procedures. Revised launch date to be confirmed once a solution is identified and timelines adjusted accordingly. |
| 2.7 Deliver transparent and equitable local medical pay agreements. | | | Director of Workforce and OD | Lydia Larcum | December 2022 | Agreed equitable extra contractual payments (ECP) in line with WLIs and ICS. Long standing local pay arrangements which deviate from the national contract remains outstanding. Seeking new Medical Director input. |

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| **Priority: Our People** | **Focus Area: Recruitment** | **Portfolio lead: Director of Workforce and Organisational Development** |
| Measures | * Maintain recruitment activity at 2021/22 levels * Increase the % retention of non-medical student who train and quality with us, with an ambition to achieve 80% retention. * By April 23 to have no more than 1% vacancy rate for Healthcare Assistants * By April 23 to have no more than a 7.5% vacancy rate for Registered Nurses | |
| Monitoring Arrangement | * People and Culture Committee * Executive Committee * Workforce Working Group | |

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| Action in 2022-23 | Executive Lead | Operational/ Clinical Lead | Delivered by: | Status |
| 3.1 Re-introduce recruitment Open Days | Director of Workforce and OD | Lydia Larcum | July 2022 | Open days and recruitment events have been reintroduced. |
| 3.2 Re-establish consultant recruitment events | Director of Workforce and OD / Medical Director | Care Group Directors | September 2022 | Departmental tours have occurred for individuals post advert. Recruitment open events are yet to occur. |
| 3.3 Enable recruitment in advance of anticipated vacancies aligned to approved succession plans and delivered through a reinvigorated Care Group Vacancy Control process | Finance Director | Associate Chief Operating Officers | September 2022 | Completed. Corporate messaging has been consistently clear from finance. |
| 3.4 Pay the Real Living Wage for employees | Director of Workforce and OD | Lydia Larcum | July 2022 – achieved. New RLW announced Sept 2022. | With Board of Directors for final decision. Analysis provided in paper to Exec Committee in 2022. |
| 3.5 Launch the recruitment microsite by September to facilitate external messaging and easy access for potential employees | Director of Workforce and OD | Lydia Larcum | September 2022 | Complete |
| 3.6 Review and update recruitment packs | Director of Workforce and OD | Lydia Larcum | March 2023 | On track – work continuing to develop packs. HYMS & Research information to be included |
| 3.7 Develop a personalised on-boarding approach for the Trust | Director of Workforce and OD | Will Thornton | February 2023 | On track – will be taken forward by the Retention & Attraction workstream. New starters fairs began Nov 22. |
| 3.8 Implementation of the international nurse recruitment programme, with a further 80 nurses recruited in 2022-23 | Chief Nurse | Emma George | December 2022 | On track. Reconciled recruited numbers with NHSE and confirmed 131 nurses arrived against a 22/23 target of 130. Plan for additional 130 during 23/24 (96 RN posts offered following recruitment event in Kerala). Numbers to include first time recruitment of 12 paediatric nurses |
| 3.9 Implementation of the Trust’s six developments for nursing (Trainee Nursing Associate Apprenticeship, International Nurse Recruitment, Registered Nurse Degree Apprenticeship, Healthcare Support Worker recruitment and retention plan, Preceptorship programme, return to practice course) | Chief Nurse | Emma George | December 2022 | All on track, plan is out for all the upcoming apprenticeships for CUS and UoY.  Retention work continues.  Career clinics now established and start Weds 22 Jan. This includes interview and application techniques.  Plan for legacy mentors on going and NHSE funding approved to run the programme.  In November we celebrated the first HCSW recognition day across all sites of the trust. Recruitment event set for Feb 13 2023 at York Stadium.  HCA RRG continues and led by a Matron for workforce with a timeout planned for Jan 25th and NHSE. |

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| **Priority: Our People** | **Focus Area: Workforce Planning** | **Portfolio lead: Director of Workforce and Organisational Development** | | | | |
| Measures | * Trust workforce plan | | | | | |
| Monitoring Arrangement | * People and Culture Committee * Executive Committee * Workforce Working Group | | | | | |
| Action in 2022-23 | | | Executive Lead | Operational/ Clinical Lead | Delivered by: | Status |
| 4.1 Review all in patient area establishments across all clinical roles and present at Exec Committee to describe the gaps to ensure safe and sustained staffing levels | | | Director of Workforce and OD | Will Thornton/ Emma George, Vicky M-T | March 2023 | Nursing inpatients completed, AHP dependency on AHPpro tool (in test phase and expect to be utilised throughout 23-24). Medical pending discussion with new MD on 9 Jan. |
| 4.2 Increase our spend of the Apprenticeship Levy, with plans to fully spend in 2023/24 | | | Director of Workforce and OD | Will Thornton | March 2023 | On track – projected to spend £2,687,511 by March 2022, though actual figure likely to be lower due to pattern of disbursements. |
| 4.3 Explore opportunities to increase research options in job plans (all professions) as part of annual job planning | | | Medical Director | Care Group Directors | December 2022 | Awaiting new Medical Director input. |
| 4.4 Further development of alternative clinical roles e.g. ACPs/SCPs/PAs etc. | | | Director of Workforce and OD | Will Thornton | November 2022 | Complete – new roles developed in Learning Disabilities, Critical Care & Anaesthetics, plus new Lead for AP role appointed. Intake of 11 staff commenced training for ACP roles in September. |
| 4.5 Procure activity planning software to support job planning and assessment of capacity gaps. | | | Medical Director | Nicola Topping | March 2023 | Draw down option has been built into the Allocate contract. Lack of approval of the eRoster business case a set back. New MD to review. |
| 4.6 Undertake and embed Safer Nursing Care Tool (SCNT) every 6 months to ensure establishments remain appropriate | | | Chief Nurse | Emma George | March 2023 | Completed June. Will rerun every 6 months. |
| 4.7 Development of a retention strategy for nursing and midwifery through collaboration and engagement | | | Chief Nurse | Emma George | September 2022 | Detailed in various improvement plans rather than one strategy. |
| 4.8 Development of a nursing workforce dashboard for Care Groups and triangulating impact on patient quality indicators | | | Chief Nurse/ James Hawkins | Emma George | December 2022 | Delayed. CNIO met with DIS to develop plan mid-Jan. |