



Report to:	Board of Directors
Date of Meeting:	22 nd February 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

Status of the Report (please click on the appropriate box)

Approve Discuss Assurance Information A Regulatory Requirement

Trust Priorities <input checked="" type="checkbox"/> Our People <input type="checkbox"/> Quality and Safety <input type="checkbox"/> Elective Recovery <input type="checkbox"/> Acute Flow	Board Assurance Framework <input type="checkbox"/> Quality Standards <input checked="" type="checkbox"/> Workforce <input type="checkbox"/> Safety Standards <input type="checkbox"/> Financial <input type="checkbox"/> Performance Targets <input type="checkbox"/> DIS Service Standards <input type="checkbox"/> 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)

Report History

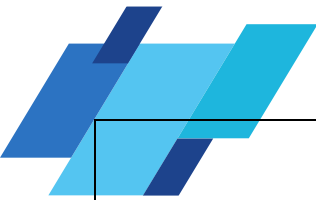
Meeting	Date	Outcome/Recommendation
Board of Directors	June	To present to public board.
Board of Directors	2 nd November	To present to public board.
Board of Directors	January 2023	To present to public board.

Annex A: Priorities Action Plan 2022-23: Summary

Priority: Our People	Focus Area: Culture Change	Portfolio lead: Chief Executive
Measures:	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • People and Culture Committee • Executive Committee • Workforce Working Group 	

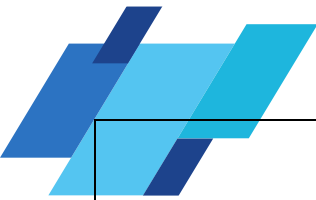
Action in 2022-23	Executive Lead	Operational/ Clinical Lead	Delivered by:	Status
1.1 Establish the Workforce Working Group to lead on implementation of the action plan	Chief Executive	Director of Workforce and OD	July 2022	Complete. Group disestablished due to the work done to put in place the infrastructure 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.
1.2 Implement the Leadership Development Programme for the Trust, including Board and Executive development, reinvigoration 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. The Trust is working on embedding the Leadership Framework into practice. The principles of the framework and the use of the self-assessment and feedback tool will be an integral part of all

				personal development initiatives. The Shadow Board programme, will commence early March 2023. The programme comprises taught subject modules and mock Board meetings focusing on areas of key organisational interest and priority. The programme is mapped to support and embed Our Leadership Framework.
1.3 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.
1.4 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
1.5 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
1.6 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.
1.7 Embed the 'Just & Learning Culture' Programme	Chief Executive	Corporate Directors	September 2022	On-going. To be delivered via the Culture & Engagement workstream.
1.8 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 in March 2023 (delayed further as January QPaS was cancelled and February QPaS subsequently did not have



				enough capacity to ensure sufficient discussion time could be allocated)
1.9 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.
1.10 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.
1.11 Relaunch reward and recognition events (Long service and Celebration of Achievement)	Director of Communications	Emma Clement	Complete	Complete

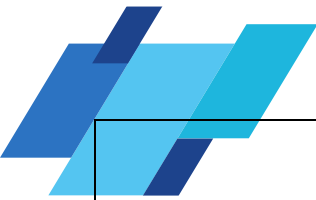
Priority: Our People	Focus Area: Working Life (fix the basics)	Portfolio lead: Director of Workforce and Organisational Development			
Measures	<ul style="list-style-type: none"> Improve our comparative position on the staff survey 'Staff Engagement and Morale' responses to above average in 2022/23 				
Monitoring Arrangement	<ul style="list-style-type: none"> 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 bid has been submitted for charitable funding to deliver the initiative in FY 2023/24	
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 to go to Board for a decision in February	



				23. Proposed implementation by June 23.
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.

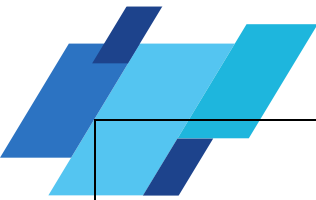
Priority: Our People	Focus Area: Recruitment	Portfolio lead: Director of Workforce and Organisational Development
Measures	<ul style="list-style-type: none"> Maintain recruitment activity at 2021/22 levels Increase the % retention of non-medical student who train and quality with us, with an ambition 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	<ul style="list-style-type: none"> People and Culture Committee Executive Committee Workforce Working Group 	

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	Completion of induction element still in progress to end of FY. New starters fairs began Nov 22. Pilot new starters event planned for start of April will provide template for mandatory induction. Paper in draft to seek approval to establish mandatory model.
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	<p>All on track, plan is out for all the upcoming apprenticeships for CUS and UoY.</p> <p>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.</p> <p>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.</p>

Priority: Our People	Focus Area: Workforce Planning	Portfolio lead: Director of Workforce and Organisational Development		
Measures	<ul style="list-style-type: none"> Trust workforce plan 			
Monitoring Arrangement	<ul style="list-style-type: none"> 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	March 2023	Nursing inpatients completed, AHP dependency on AHPpro tool (in test phase and expect to be utilised)



		George, Vicky M-T		throughout 23-24). Following discussion with MD, feels like we should draw a line under staff group specific exercises ahead of a more holistic programme for 23-24 – propose close this action with a paper to Execs in March.
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	Complete – funds spent and estimated further spending both increased from 6-months ago. Will not fully spend in 23-24 – recommend aim for further increase.
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 & 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.