

Report Title:	Board Level Metrics for People		
Sponsoring Executive:	Richard Beeken, Chief Executive		
Report Authors:	Frieza Mahmood, Chief People Officer Kam Dhami, Director of Governance		
Meeting:	Trust Board (Public)	Date	2 nd December 2021

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

Each member of the Executive Team has personally provided their own commentary to the area for which they are the lead within the People Strategic Objective.

This adds a further strengthening to the ownership and accountability where improvements are required in the main IQPR Report.

The report is of course, a work in progress and will remain so, to ensure that performance is easily understood, tracked over time and constantly improved.

This report, when working as we would expect it to, should enable the board to operate at strategic level, confident in the work of the sub-committees in testing assurance and understanding further detail provided by the executive and their teams.

2. Alignment to our Vision *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients	Our People	Our Population
To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives
	X	

3. Previous consideration *[where has this paper been previously discussed?]*

N/a

4. Recommendation(s)

The Trust Board is asked to:

a. RECEIVE: and note the report for assurance

b.

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register						
Board Assurance Framework						
Equality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y		N	X	If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

Report to the Public Trust Board: 2nd December 2021

Board Level Metrics for People

CQC Domain	Well-Led
Trust Strategic Objective	Our People
Executive Lead(s): Chief People Officer & Director of Governance	
<p>Days Lost to Sickness Absences</p> <p>We have experienced increases in sickness absence levels across the Trust due to Covid related sickness and also stress/anxiety related absence. We have maintained a corporate focus on health and wellbeing; with access to Well-being hubs; mental health support, lifestyle health management advice, training for managers and specialist support from OH. The Groups have continued to support wellbeing through the Restoration and Recovery group and a recent revised proposal following a review of support has been developed for Executive Team consideration.</p> <p>The Groups have been supported to ensure trigger meetings continue to take place and that they are delivering against the revised trajectories agreed at POD Committee. Focused interventional work is being undertaken with directorates highlighted on the Heat Map as outliers in performance.</p>	
<p>Turnover (Monthly)</p> <p>Retention performance has improved along with accuracy of recording for turnover.</p> <p>A comprehensive retention plan and investigative tool have been implemented supported by a multi-disciplinary approach to identify and target hot spot areas. Revised arrangements are in place to support improvements in Recruitment & On-boarding process following an independent review of processes. A strong focus on Nurse retention has been established through engagement along with a detailed support plan for retaining colleagues in their later career. Our strategic approach to flexible working as a lever for retention has been overhauled with support from NHSEI as part of our engagement with the National Pioneer “Flex for Work programme”. There is more focused work to complete on the High Impact actions for achieving Equality, Diversity and Inclusion aims that will also contribute positively to improving turnover particularly in relation to the talent management and employee relations processes.</p>	
<p>Q2 21/22 People Pulse Staff Engagement Score</p> <p>Early this year we carried out the first of the NHSEI Quarterly Pulse Check surveys linked to</p>	

the delivery of the NHS People Promises. There were 1,549 responses in total (21.2%). The New Pulse quarterly survey shows a decline in all questions from the 2020 staff survey.

Overall Staff Engagement was measured as an average across three subscales including motivation (6.52), ability to contribute to improvements (6.31) and recommendation of the organisation (6.51) on a scale of 10. The Trust performance was below average and not indicative of the improvements we are seeking to make in staff experience in the organisation. The lowest levels of engagement were seen in Maternity and Perinatal staff at 5.26 and Estates and Ancillary Staff at 5.84. The highest levels of engagement in the People and Organisation Development Directorate at 7.43 and the Healthcare Scientists staff group at 7.27 respectively.

The data has been shared with all group and corporate leads. HR business partners are looking for any variation in professional groups and directorates and developing local plans for action. Quarterly listening events have been held throughout November which have been well attended during which results have been shared along with actions taken to address areas of concern.

Risk Mitigations

This is a standing item on the monthly Risk Management Committee agenda. Teams also receive regular reports on the overdue risks and actions to target each month. The corporate risk team is supporting areas to address the overdue risk actions and due to the timing of pulling the information this month's data does not reflect some of the work that is known to have been done. Work is continuing to support staff to review all open actions and look at providing more targeted information to individuals and Groups/Directorates. The aim is that by the end of this Financial year these will have been resolved and better monitoring in place corporately and by teams.