

REPORT TITLE:	Board Level Metrics for People		
SPONSORING EXECUTIVE:	Richard Beeken, Chief Executive		
REPORT AUTHOR:	Frieza Mahmood, Chief People Officer Kam Dhami, Director of Governance Ruth Wilkin, Director of Communications		
MEETING:	Public Trust Board	DATE:	6 th July 2022

1. Suggested discussion points <i>[two or three issues you consider the Trust Board should focus on in discussion]</i>
<p>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.</p> <p>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.</p>

2. Alignment to our Vision <i>[indicate with an 'X' which Strategic Objective[s] this paper supports]</i>								
<table border="1"> <thead> <tr> <th>OUR PATIENTS</th> <th>OUR PEOPLE</th> <th>X</th> <th>OUR POPULATION</th> </tr> </thead> <tbody> <tr> <td>To be good or outstanding in everything that we do</td> <td>To cultivate and sustain happy, productive and engaged staff</td> <td></td> <td>To work seamlessly with our partners to improve lives</td> </tr> </tbody> </table>	OUR PATIENTS	OUR PEOPLE	X	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
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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					

3. Previous consideration <i>[at which meeting[s] has this paper/matter been previously discussed?]</i>
N/a

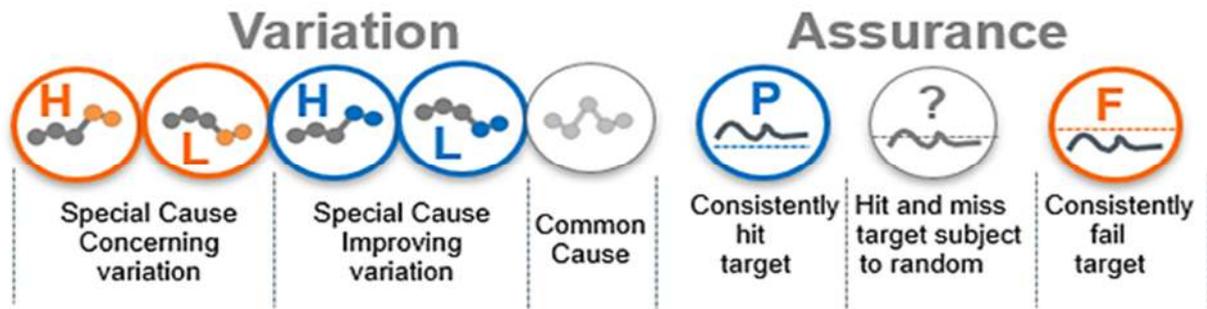
4. Recommendation(s)
The Public Trust Board is asked to:
a. RECEIVE and note the report for assurance

5. Impact <i>[indicate with an 'X' which governance initiatives this matter relates to and, where shown, elaborate in the paper]</i>					
Board Assurance Framework Risk 01		Deliver safe, high-quality care.			
Board Assurance Framework Risk 02		Make best strategic use of its resources			
Board Assurance Framework Risk 03		Deliver the MMUH benefits case			
Board Assurance Framework Risk 04	X	Recruit, retain, train, and develop an engaged and effective workforce			
Board Assurance Framework Risk 05		Deliver on its ambitions as an integrated care organisation			
Corporate Risk Register [Safeguard Risk Nos]					
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 NHS TRUST

Report to the Public Trust Board: 6th July 2022

Board Level Metrics for People

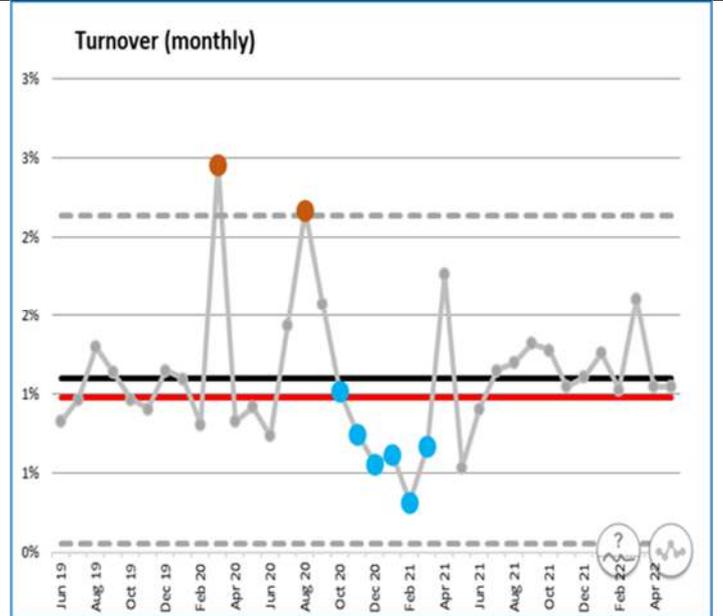


CQC Domain	Well-Led
Trust Strategic Objective	Our People
Executive Lead(s): Chief People Officer & Director of Governance	Statistical Process Control (SPC) Trend Charts
<p>Days Lost to Sickness Absences</p> <p>Sickness absence position has started to improve with sickness starting to reduce in month; however, based on last year’s absence the Trust did see an increase in sickness absence during the summer months.</p> <p>Targeted work continues, both at a Corporate level though the wellbeing agenda and locally with the Groups instituting group level improvement plans with the necessary oversight.</p>	<p>Absence - lost days</p> <p>The chart displays monthly data for 'Absence - lost days' from June 2019 to April 2022. The y-axis ranges from 0 to 25,000 days. A solid black horizontal line represents the target at approximately 13,000 days. A red horizontal line is positioned at approximately 7,000 days. The data points show a general upward trend with significant volatility, including a major peak in April 2020 (approx. 20,000 days) and another peak in December 2021 (approx. 20,000 days). SPC icons for 'F' (fail) and 'H' (hit) are present at the bottom right of the chart area.</p>

Turnover (Monthly)

We have seen a slight increase in our rolling 12-month average turnover figure for the month of May which has increased from 13.61% to 14.12%

In addition to a focused NHSEI sponsored Retention Plan that is in plan we are taking a more focused approach to improvement of retention and staff experience in key 'hot spot' areas, through the introduction of a quality improvement approach to retention. This approach will provide managers and their teams with a framework through which they can use key data and engagement techniques to gain a deeper insight into the causes of poor staff satisfaction/retention and to develop and test evidence-based change ideas to improve outcomes.



Staff engagement – survey results

The biggest improvement is in staff recommendation of the organisation as a place to work which has increased by 4% in the two preceding Pulse surveys.

Lower scoring responses remain in:

- Looking forward to going to work
- Making improvements happen in area of work

Although both of these questions have seen more positive responses than the previous survey.



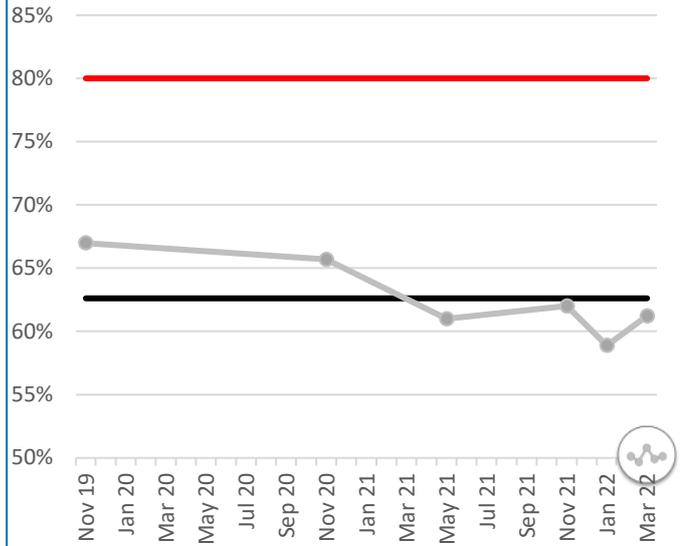
Staff Survey / Pulse (2)

The Pulse survey for Q1 2022-23 has closed. There has been an improvement in response rate to 22% with 1625 responses received.

Staff engagement has improved to 6.56 from 6.45 from the first Pulse survey. Within the staff engagement score, it is encouraging that Motivation and Involvement have improved. Advocacy has seen a slight decline from the first survey to this quarter's score (6.51 vs 6.49) although this has increased from the previous quarter (6.40).

The Pulse survey for Q2 2022-23 is out for the month of July.

Pulse Survey



Risk Mitigations

Overdue risk mitigations were first highlighted in September 2021, and at the time there were approximately 180 actions overdue for review or completion. The graph shows this has now decreased by more than a third, due to reviews taking place and either actions being completed or the risk under review has changed, necessitating new actions or the risk no longer exists.

The graph next month will change to show the decline in numbers due to the good work colleagues are doing to address this.

Risk Mitigations

