



REPORT TITLE:	People Metrics						
SPONSORING EXECUTIVE:	James Fleet, Interim Chief People Officer						
REPORT AUTHOR:	Matthew Maguire (Associate Director of Performance and Strategic Insight)						
MEETING:	Public Trust Board				DATE:	8 th November 2023	
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 exception reporting and commentary to the area for which they are the lead within the Population Strategic Objective.</p> <p>This adds a further strengthening to the ownership and accountability where improvements are required in the main IQPR Report.</p>							
2.	Alignment to our Vision <i>[indicate with an 'X' which Strategic Objective[s] this paper supports]</i>						
	OUR PATIENTS		OUR PEOPLE		OUR POPULATION		
	To be good or outstanding in everything that we do	X	To cultivate and sustain happy, productive and engaged staff	X	To work seamlessly with our partners to improve lives		X
3.	Previous consideration <i>[at which meeting[s] has this paper/matter been previously discussed?]</i>						
People Committee October meeting							
4.	Recommendation(s)						
The Trust Board has asked to:							
a.	RECEIVE and NOTE the report for assurance						
b.	DISCUSS the escalations						
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	X	Deliver safe, high-quality care.				
	Board Assurance Framework Risk 02	X	Make best strategic use of its resources				
	Board Assurance Framework Risk 03	X	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	X	Deliver on its ambitions as an integrated care organisation				
	Corporate Risk Register <small>[Safeguard Risk Nos]</small>						
	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 on 8th November 2023

People Metrics

1. Background

- 1.1 'Board Level Metrics' are a rationalised set of priority metrics for the Board to focus on. The metrics are shown below, aligned against our three strategic objectives (Patients, People, Population) and our 2023/24 annual plan. Whilst this is a rationalised set of metrics to generate higher quality discussions and assurance, we also monitor our existing Integrated Quality and Performance Report (IQPR) which tracks over 200 metrics. Any performance exceptions from the IQPR are included in this report. This report shows data in Statistical Process Control (SPC) charts using the NHS 'Make Data Count' house style of reporting. Further detail on how to interpret SPC charts including the plain English descriptions of performance icons is shown in annex 1.

2023/24 Annual Plan on a Page






Our 14 Objectives for 2023/24

6 High Impact Objectives



2. Performance Overview: Annual Plan Objectives

Assurance		
Passing the Target / Plan 	Hit & Miss the Target 	Failing the Target / Plan 
Good and getting better	Ok but getting better Urgent Community Response – 2 Hour Performance (+)	Poor but getting better
Predictably good	Ok Friends & Family Test Emergency Access Standard (EAS) Performance Urgent Community Response Contacts	Predictably poor DM01 62 Day (urgent GP referral to treatment) Excluding Rare Cancers Staff survey

Good but getting worse	Ok but getting worse	Poor and getting worse RTT-Incomplete Pathway Pts waiting >65 weeks
Good	Ok Patient Safety Incidents: Moderate Harm or Above Patient Safety Incidents Train leaders	Poor Income & Expenditure Bank & Agency Spend Elective Activity Occupancy & Bed Closure Plan
0%	47%	53%

Committee escalations

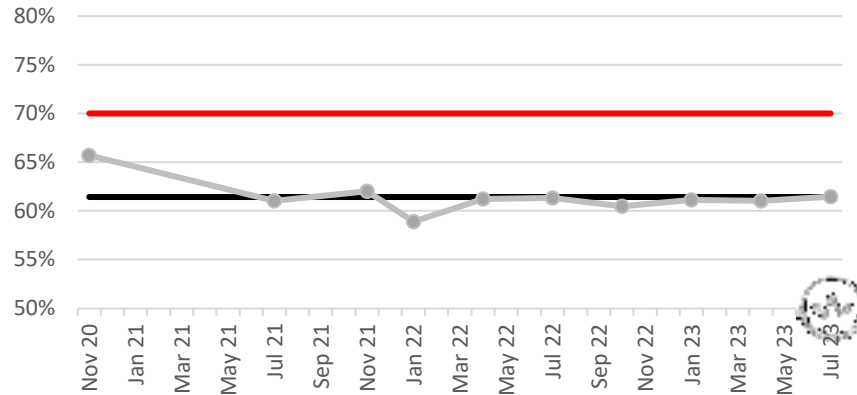
2.1 People and Organisational Development Group

2.2 Relevant escalation from Finance and Productivity Committee regarding Bank & Agency annual plan objective. Workforce profile suggests pay can be delivered within budget excluding industrial action. However, this is due to non-recurrent vacancy and reserves. PCCT are delivering a significant vacancy factor and are unlikely to be maintained if MMUH right sizing is to be achieved. In addition, recurrent delivery of ERF would require increased pay expenditure as some work has been sub-contracted to private sector.

People

To improve staff experience from 60% to 70% (combined engagement score)

Engagement Score - Combined Staff Survey & Quartly Pulse

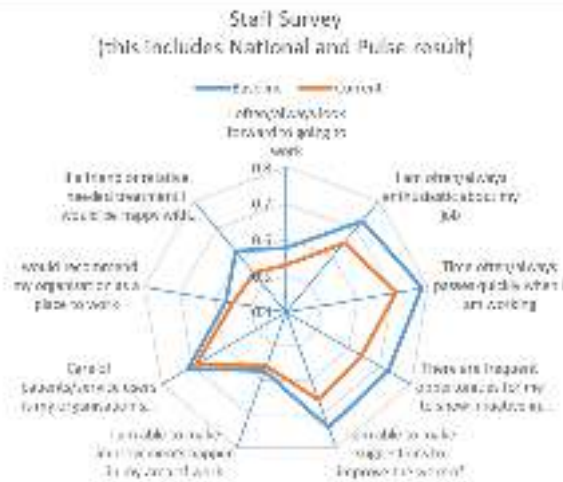


Analyst Commentary:

SPC Chart The engagement score is a quarterly measure tracking 9 consistent questions through the pulse / staff survey. It is measured 4 times per year, 3 via quarterly pulse and 1 via annual staff survey. The SPC chart is in common cause variation and there are not enough data points to calculate control limits. We are 94th out of 120 on Public View [Quarter 3 22/23]. The median target from Public View is 66.91%. Target Source: Local
Radar Diagram The baseline (November 2019) is taken as a Pre-COVID position.

Executive Commentary:

1,437 colleagues took the opportunity to feedback, an increase of 40.7% from Q1.
 Over half of the colleagues who took the survey look forward to going to work and are enthusiastic about their job. This is the highest score we have had since Q2 of 22/23.
 55 per cent of colleagues would recommend SWB as a place to work – this is also the highest score we have had since Q2 of 22/23.
 The overall staff engagement score is 6.57, which is similar to last month and the same period last year.
 Launch of leadership programme aims to address feedback raised in the pulse survey.



Action	By who	By when
ARC Leadership Programme - Senior leaders training commences	Chief People Officer	September 2023
Launch Compassionate Caregiver training	Chief People Officer	June 2023 - Commenced

People

To develop 200 leaders in compassionate and inclusive leadership, restorative people management, and in safety and service innovation - **Top 6 objective**

Cumulative Trajectory For Senior Leaders



Analyst Commentary:

The charts show the planned training figures for senior leaders by their planned course completion dates. People trained will show on the bar chart as a run rate against the bar chart. Senior leader charts will be broken down into Senior-level Leaders (100 leaders) and Middle-Level Leaders (100 leaders).

Executive Commentary:

All 8 leadership cohorts have now been finalised with 203 middle and senior leaders booked to attend between September to March 24. Cohorts 1 and 2 commenced in September (69 staff attended the introductory session in September).

Compassionate Caregiver Training for Team Members commenced in June 2023. 159 staff have now been trained with further 86 staff currently booked to attend training. We are aiming to train 510 staff by the end of March 24.

Senior Leaders Trained Each Month Against Plan



Action	By who	By when
Launch leadership training programme for the first 200 leaders	Chief People Officer	May 2023 – completed
Senior leaders training commences	Chief People Officer	September 2023- completed
Design plan linked to module 2 and 3.	Chief People Officer	January 2024

People: Summary Table

People Committee

KPI	Latest month	Measure	Target	Variation	Assurance	Mean	Lower process limit	Upper process limit
Turnover %	Sep 23	12.7%				13.1%	12.2%	14.0%
Sickness R12m %	Sep 23	6.0%				5.8%	5.5%	6.0%
Vacancies %	Sep 23	14.2%				9.7%	8.2%	11.2%
Mandatory Training %	Sep 23	72.9%				74.7%	65.3%	84.1%
Time To Hire (Days)	Sep 23	93				83	56	111
ER Open Casework - Count	Sep 23	33				35	22	48
ER Casework - Avg Days over Target Date	Sep 23	132				124	76	173
Engie - SLA % of Calls Rectified	Dec 22	79.0%				81.5%	73.6%	89.4%
Employee Relations: BAME as % of total	Sep 23	37.7%				36.8%	28.0%	45.6%
Employee Relations: Disability as % of total	Sep 23	9.8%				6.1%	3.6%	8.6%

People: Summary Table

People & Organisational Development Committee

KPI	Latest month	Measure	Target	Variation	Assurance	Mean	Lower process limit	Upper process limit
Female - AFC	Jul 23	63.0%				61.4%	60.9%	61.8%
Female - Consultants	Jul 23	6.0%				6.6%	6.5%	6.8%
Female - Directors & Chief Executive	Jul 23	39.8%				39.0%	37.1%	40.9%
BAME - AFC	Jul 23	24.4%				21.6%	21.0%	22.2%
BAME - Consultants	Jul 23	12.7%				13.7%	13.4%	14.0%
BAME - Directors & Chief Executive	Jul 23	13.3%				12.3%	11.7%	13.0%
Disability - AFC	Jul 23	3.7%				2.7%	2.4%	2.9%
Disability - Consultants	Jul 23	0.3%				0.2%	0.2%	0.2%
Disability - Directors & Chief Executive	Jul 23	0.0%				0.0%	0.0%	0.0%
LGBT - AFC	Jul 23	2.7%				2.2%	2.1%	2.3%
LGBT - Consultants	Jul 23	0.2%				0.1%	0.1%	0.1%
LGBT - Directors & Chief Executive	Jul 23	0.0%				0.0%	0.0%	0.0%
Senior Leaders: Female	Jul 23	69	75			68	68	69
Senior Leaders: BAME	Jul 23	37	40			35	35	36
Senior Leaders: Disability	Jul 23	4	3			3	3	3
Senior Leaders: LGBT	Jul 23	3	2			2	2	2

3. Recommendations

3.1 The Trust Board is asked to:

- a. **DISCUSS** performance against annual plan objectives
- b. **DISCUSS** the escalations

Name: Matthew Maguire, Associate Director – Strategic Performance & Insight
November 2023