

REPORT TITLE:	Board Level Metrics for People		
SPONSORING EXECUTIVE:	Richard Beeken, Chief Executive		
REPORT AUTHOR:	Frieza Mahmood, Chief People Officer Ruth Wilkin, Director of Communications		
MEETING:	Public Trust Board	DATE:	10 th May 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 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 <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: 10th May 2023

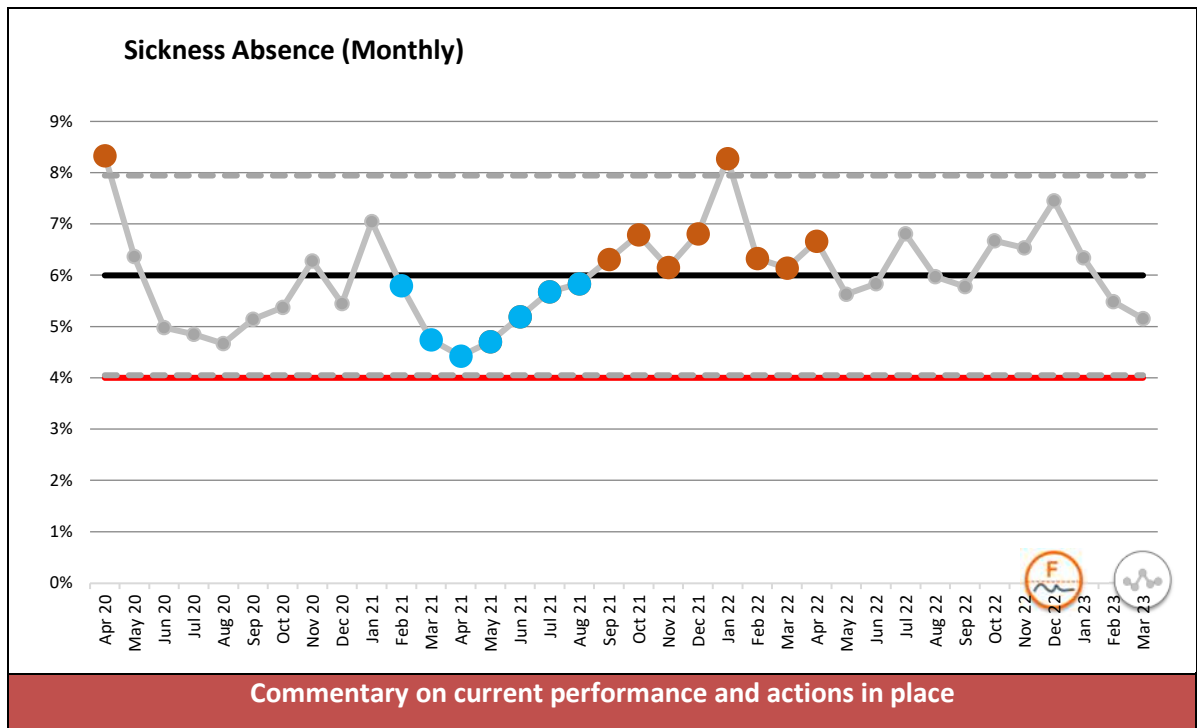
Board Level Metrics for People

1. People – PEOPLE AND ORGANISATION DEVELOPMENTAL COMMITTEE

1.1 Target Assurance Matrix

		Assurance			
		Consistently Pass Target	Hit & Miss	Consistently Fail Target	No Target
Variation	Special Cause Improvement				
	Common Cause Variation		<ul style="list-style-type: none"> Staff Survey. Turnover Monthly. 	<ul style="list-style-type: none"> Sickness Absence 	
	Special Cause Concern				

2. Sickness Absence (monthly)



Sickness Absence has been continually reducing since October 2022 and is currently reporting at 5.15% for March 2023, which is the lowest sickness has been within the last 12 months. Long term sickness absence cases have increased in month (3.53% of total absence). Main reasons for long term absence include, Stress/Anxiety, Musculoskeletal and Cough, Cold Flu. Short term sickness absence has reduced considerably (1.62%).

Analyst Commentary

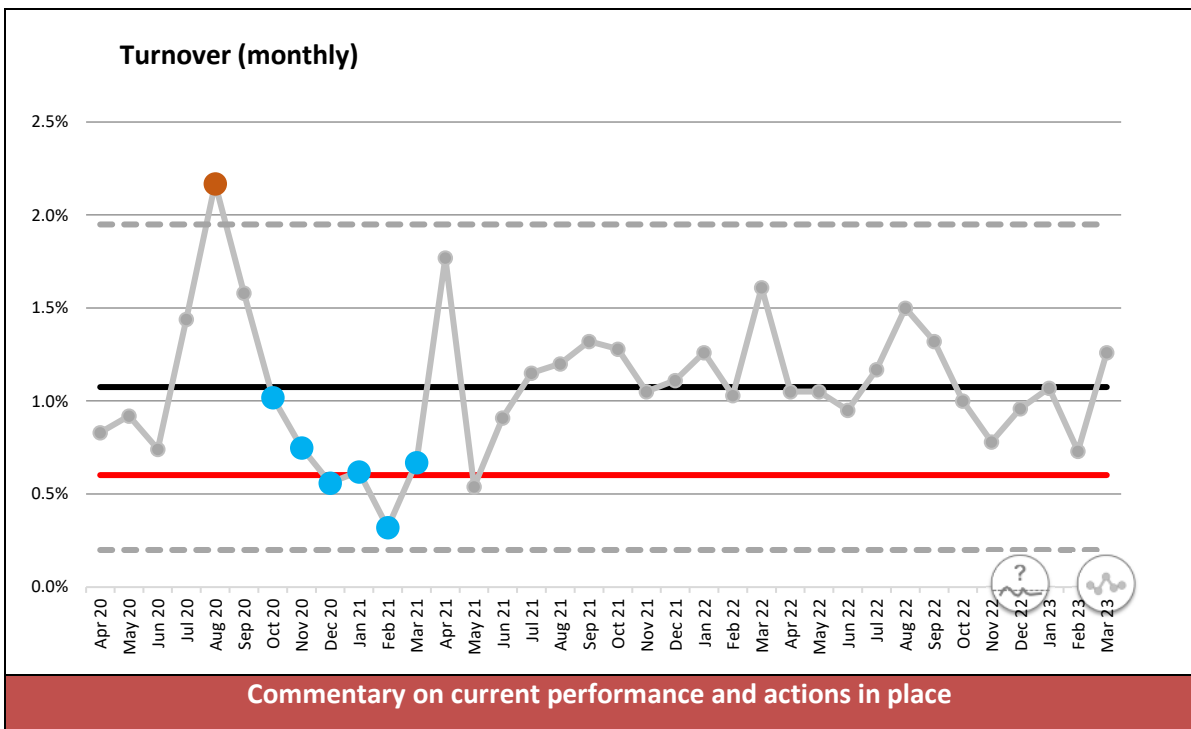
This process is in common cause variation. If the target is below the lower process limit, the target cannot be expected to be achieved.

Note: We have moved to using monthly sickness rather 12 month rolling sickness.
Target Source: Public view

What will we do next and when?

Action	Owner (Job Title)	Due
Monthly Confirm and challenge meetings	Operational HR Team	Ongoing Monthly
Monthly meetings with key managers – progress updates and advice re case management	Operational HR Team	Ongoing Monthly
Challenge at Directorate review meetings	Operational HR Team	Ongoing Monthly
Health and well-being promotion, Promotion of health and wellbeing services. Mental health focus – support, signposting, regular sickness reviews	Operational HR Team, Line managers	Ongoing Monthly

2. Turnover (monthly)



The Trust Retention plan focuses on improving the experience of staff across the employee lifecycle.

The new induction & onboarding process was launched in March 2023 aimed at reducing the number of leavers with less than 2 years' service.

The Flex for the Future action plan is being socialised with the Groups and the new policy is due to go to PAG in April. The new Retirement policy is also going to PAG in April for ratification. The Retention Quality Improvement pilot evaluation is being completed and next steps worked through, with the aim to align the approach to improving sickness absence alongside the wider staff experience.

Analyst Commentary

This process is in common cause variation.

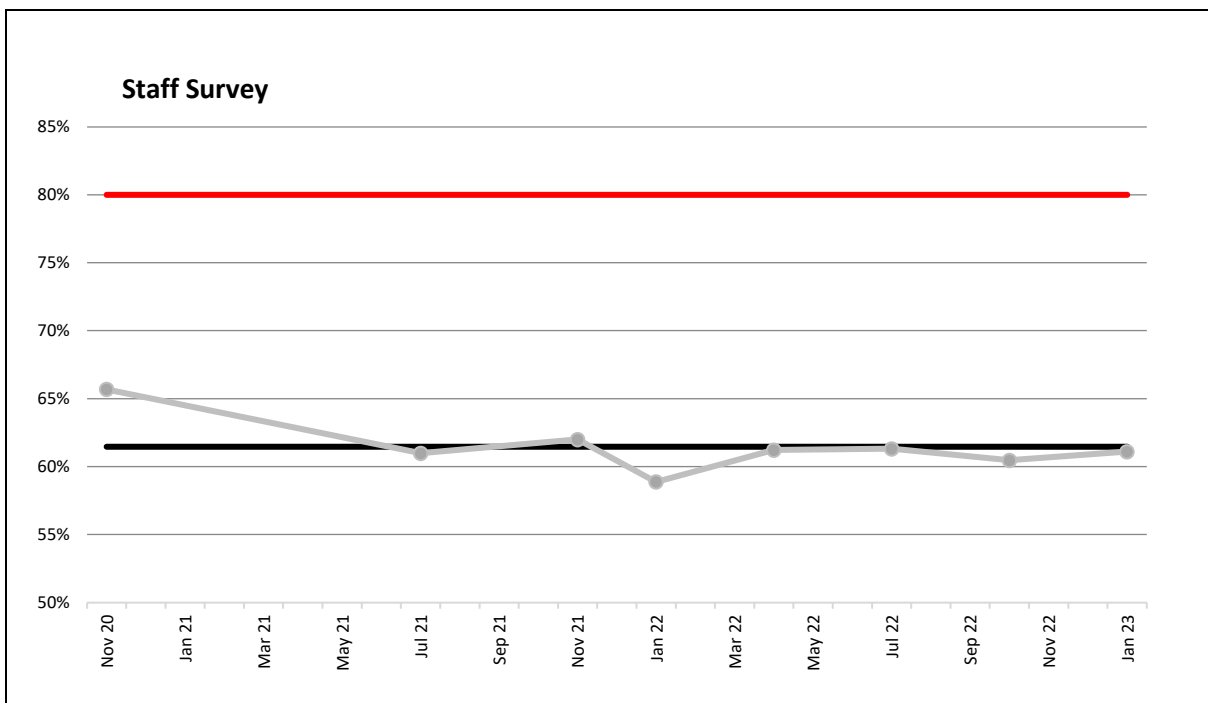
Note: target showing is the annual target divided by 12.

Target Source: Model Hospital

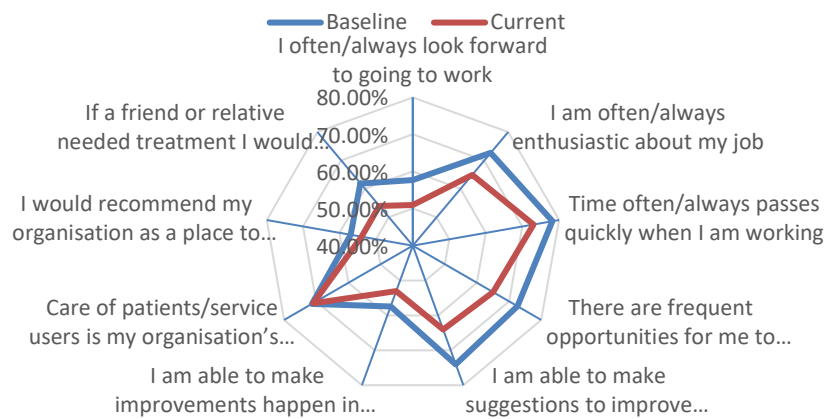
What will we do next and when?

Action	Owner (Job Title)	Due
Embed new induction & onboarding process	Senior People & OD Partner	Ongoing
Present evaluation of retention quality improvement pilot and recommended next steps to POD Committee	Senior People & OD Partner	April 2023
Launch new Flexible Working and Retirement Policies (subject to ratification)	Senior People & OD Partner	May 2023

4. Staff Survey



Staff Survey (this includes National and Pulse result)



Commentary on current performance and actions in place

We have shared the results with the clinical and corporate groups and encouraged leads to share the reports with their managers and encourage them to discuss the feedback with their teams. Teams are asked to review and adjust their action plans accordingly. Launch of the People Plan to tackle the issues raised regarding overall staff experience. A series of initiatives will launch looking at equality diversity and inclusion, staff wellbeing, personal development and leadership development.

Analyst Commentary

3 main areas requiring attention:

1. Look forward to going to work.
2. Can make Improvement in my area.
3. Recommend my organisation as a place to work.

Target 80%
 Nb. Baseline is first survey results.
 Target Source: Local (no Public View comparator)

What will we do next and when?

Action	Owner (Job Title)	Due
A series of actions, encompassed within the People Plan, will launch looking at equality diversity and inclusion, staff wellbeing, personal development and leadership development. Leadership development for our top 200 leaders initially, is an agreed high impact objective in our 23/24 annual plan.	Frieza Mahmood, Chief People Officer	Oct 2023

5. Recommendation(s)

The Public Trust Board is asked to:

- a) **RECEIVE** and **NOTE** the report for assurance