

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 March 2022

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

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 March 2022

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>Sickness absence for the month of January 2022 increased significantly above target with the average trend showing consistent increases in recent months due to anxiety stress/depression/other psychiatric illnesses, other musculoskeletal problems and cold , cough, flu-influenza (includes COVID related absence)</p> <p>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. The findings of a recent review which were approved by the Executive Team have been communicated across the Trust. The focus of this is on investing in core wellbeing such as developing staff break rooms, improving access to food and hydration, along with delivering fully staffed ambitions. This included ensuring consistency in access of support and appropriate rest to improve the resilience of staff.</p> <p>There is strong ownership and accountability for the management of absence at group level reinforced through OMC. A daily rhythm of sickness reporting and management has been established to support covid surge efforts. The Groups have also been supported to ensure trigger meetings continue to take place and that they are delivering against the revised trajectories previously agreed at POD Committee.</p>	
<p>Turnover (Monthly)</p> <p>Turnover has increased slightly this month compared to the previous month.</p> <p>A comprehensive retention plan and investigative tool has been developed 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>	

Q2 21/22 People Pulse Staff Engagement Score

The second quarterly Pulse Check survey was carried out in January 2022 with 1307 responses (17%). The survey measures staff engagement using nine core questions that are also included in the national staff survey that was carried out in Q3.

Overall staff engagement has reduced slightly since the Q2 survey. The score for ability to contribute to improvements has increased. Motivation and recommendation have reduced.

Trust Level Staff Engagement	Q2 21/22	Q4 21/22
Motivation	6.52	6.24
Improvements	6.31	6.73
Recommendation	6.51	6.22
Overall Staff Engagement	6.45	6.40

Most engaged directorates were Nuclear Medicine, Interventional Radiology and People & OD. Least engaged were Health Street Health Centre, Maternity & Perinatal Medicine, and Theatres.

The information including directorate breakdown and comments is being shared with clinical groups and corporate directorate leads. Teams are asked to discuss their results and talk within their teams about how to make improvements in their own areas, as well as identifying suggestions for improvement Trust-wide. Listening events are scheduled with all clinical groups during March. The surgical services group are providing more frequent listening opportunities for their staff.

The Trust has also received the annual staff survey results which has lower scores across most areas, in comparison to the previous year. Staff engagement scores in the annual survey are higher than the scores in this latest Pulse survey.

The Pulse survey and national staff survey results are a regular source of data that can indicate success of implementation of elements of the Trust's People Plan.

Risk Mitigations

The overall compliance for risk review is **84%**, up from **81% last month**. As clinical pressures have increased compliance in clinical groups has fallen overall but the non-clinical groups have continued to improve. Compliance within the clinical groups is still high overall with average compliance at **94%**.

Risk action compliance however, has begun to decline with rates falling from **67% in December** and **62% in February**.

This metric will remain a standing item on the Risk Management Committee agenda until the current performance issues with risk reviews and overdue actions is resolved. The aim is that this is achieved by the end of this Financial year. The corporate Governance team is supporting the poorer performing areas.