

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

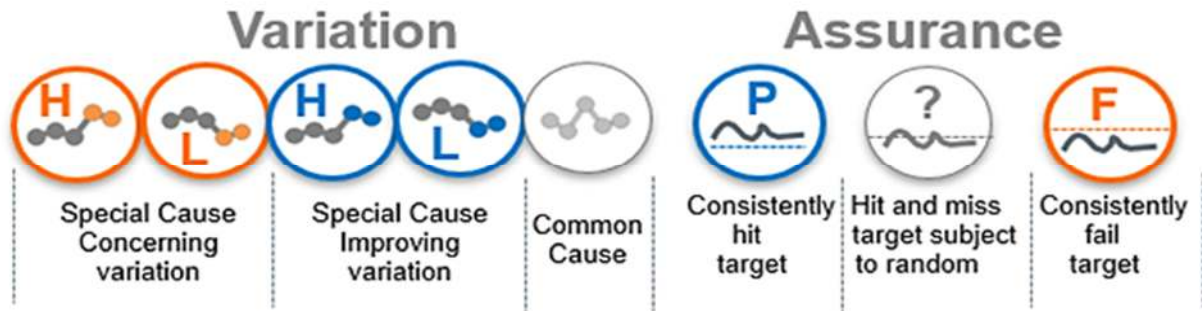
4. Recommendation(s)
The Public Trust Board is asked to:
a. RECEIVE and note the report for assurance

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: 5th October 2022

Board Level Metrics for People



Trust Strategic Objective	Our People
Executive Lead(s): Chief People Officer & Director of Governance	Statistical Process Control (SPC) Trend Charts
<p>Sickness Absence (Rolling 12 Months)</p> <p>The Rolling 12 Month sickness absence trend is steadily increasing. Stress, anxiety, and other mental health conditions continue to be the main reason for sickness absence and Cold, Cough, Flu-influenza is the second main reason for absence, which includes COVID 19 absences, which has continued to impact sickness absence performance.</p> <p>Targeted improvement actions plans have been developed by Groups and will be shared at People and OD committee in September 2022. This is in addition to the Trust Wide wellbeing support that is available for staff to access. A detailed updated on the Trust Occupational Health and Wellbeing Offer is also being shared at People and OD Committee in September.</p>	<p>Sickness Absence (Rolling 12 Months)</p> <p>The chart shows a steady increase in sickness absence from approximately 4.8% in Sep 19 to 6.5% in Jul 22. A red horizontal line at 4% represents the target. A black horizontal line at approximately 5.5% represents the current trend. The data points are blue circles until Mar 21, then orange circles. A 'Consistently fail target' (F) icon is shown for May 22 and a 'Special Cause Concerning variation' (H) icon for Jul 22.</p>

<p>Pulse and National Staff Survey</p> <p>The quarterly Pulse check survey results for Q2 202223 indicate a continued slight improvement in staff engagement since the first Pulse survey in July 2021 (from 6.45 to 6.58). The biggest overall improvement is across the three questions that make up the “motivation” indicator.</p>	<table border="1"> <caption>Pulse and National Staff Survey Data</caption> <thead> <tr> <th>Month</th> <th>Engagement Level (%)</th> </tr> </thead> <tbody> <tr><td>Nov 19</td><td>67</td></tr> <tr><td>Jan 20</td><td>66</td></tr> <tr><td>Mar 20</td><td>66</td></tr> <tr><td>May 20</td><td>66</td></tr> <tr><td>Jul 20</td><td>66</td></tr> <tr><td>Sep 20</td><td>66</td></tr> <tr><td>Nov 20</td><td>66</td></tr> <tr><td>Jan 21</td><td>63</td></tr> <tr><td>Mar 21</td><td>62</td></tr> <tr><td>May 21</td><td>61</td></tr> <tr><td>Jul 21</td><td>61</td></tr> <tr><td>Sep 21</td><td>62</td></tr> <tr><td>Nov 21</td><td>62</td></tr> <tr><td>Jan 22</td><td>59</td></tr> <tr><td>Mar 22</td><td>61</td></tr> <tr><td>May 22</td><td>62</td></tr> <tr><td>Jul 22</td><td>63</td></tr> </tbody> </table>	Month	Engagement Level (%)	Nov 19	67	Jan 20	66	Mar 20	66	May 20	66	Jul 20	66	Sep 20	66	Nov 20	66	Jan 21	63	Mar 21	62	May 21	61	Jul 21	61	Sep 21	62	Nov 21	62	Jan 22	59	Mar 22	61	May 22	62	Jul 22	63																																						
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<p>Turnover (monthly)</p> <p>Our turnover has continued to increase. The Trust People Plan will play a significant role in helping us transform our culture and improve the experience of our staff.</p> <p>As outlined last month in addition to a focused Retention Plan that is in place (including for professional groups) we have also commenced a quality improvement deep dive programme on retention. The main aim of this approach is the improvement of retention and staff experience in key ‘hot spot’ areas. 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. A detailed update on the retention programme is due to be considered at the People and OD Committee in December.</p>	<table border="1"> <caption>Turnover (monthly) Data</caption> <thead> <tr> <th>Month</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr><td>Sep 19</td><td>1.1</td></tr> <tr><td>Oct 19</td><td>1.0</td></tr> <tr><td>Nov 19</td><td>0.9</td></tr> <tr><td>Dec 19</td><td>1.1</td></tr> <tr><td>Jan 20</td><td>1.1</td></tr> <tr><td>Feb 20</td><td>0.8</td></tr> <tr><td>Mar 20</td><td>2.5</td></tr> <tr><td>Apr 20</td><td>0.8</td></tr> <tr><td>May 20</td><td>0.7</td></tr> <tr><td>Jun 20</td><td>1.4</td></tr> <tr><td>Jul 20</td><td>2.2</td></tr> <tr><td>Aug 20</td><td>1.6</td></tr> <tr><td>Sep 20</td><td>1.0</td></tr> <tr><td>Oct 20</td><td>0.7</td></tr> <tr><td>Nov 20</td><td>0.6</td></tr> <tr><td>Dec 20</td><td>0.6</td></tr> <tr><td>Jan 21</td><td>0.3</td></tr> <tr><td>Feb 21</td><td>0.3</td></tr> <tr><td>Mar 21</td><td>0.7</td></tr> <tr><td>Apr 21</td><td>1.8</td></tr> <tr><td>May 21</td><td>0.5</td></tr> <tr><td>Jun 21</td><td>1.1</td></tr> <tr><td>Jul 21</td><td>1.1</td></tr> <tr><td>Aug 21</td><td>1.3</td></tr> <tr><td>Sep 21</td><td>1.3</td></tr> <tr><td>Oct 21</td><td>1.0</td></tr> <tr><td>Nov 21</td><td>1.0</td></tr> <tr><td>Dec 21</td><td>1.3</td></tr> <tr><td>Jan 22</td><td>1.0</td></tr> <tr><td>Feb 22</td><td>1.0</td></tr> <tr><td>Mar 22</td><td>1.6</td></tr> <tr><td>Apr 22</td><td>1.0</td></tr> <tr><td>May 22</td><td>1.0</td></tr> <tr><td>Jun 22</td><td>1.0</td></tr> <tr><td>Jul 22</td><td>1.0</td></tr> <tr><td>Aug 22</td><td>1.5</td></tr> </tbody> </table>	Month	Turnover (%)	Sep 19	1.1	Oct 19	1.0	Nov 19	0.9	Dec 19	1.1	Jan 20	1.1	Feb 20	0.8	Mar 20	2.5	Apr 20	0.8	May 20	0.7	Jun 20	1.4	Jul 20	2.2	Aug 20	1.6	Sep 20	1.0	Oct 20	0.7	Nov 20	0.6	Dec 20	0.6	Jan 21	0.3	Feb 21	0.3	Mar 21	0.7	Apr 21	1.8	May 21	0.5	Jun 21	1.1	Jul 21	1.1	Aug 21	1.3	Sep 21	1.3	Oct 21	1.0	Nov 21	1.0	Dec 21	1.3	Jan 22	1.0	Feb 22	1.0	Mar 22	1.6	Apr 22	1.0	May 22	1.0	Jun 22	1.0	Jul 22	1.0	Aug 22	1.5
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Staff Survey

In the Q2 2022-23 Pulsecheck staff survey, the most positive scores continue to be for “Time often/always passes quickly when I am working” and “I am able to make suggestions to improve the work of my team / department”. The least positive score is for “I often/always look forward to going to work.”

