

Workforce Committee Chair's Report

Public Board
25th November 2021

Presented for:	Information and Assurance
Presented by:	Tom Keeney, Chair of Workforce Committee
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Previous Committees:	Workforce Committee - 11th November 2021

Trust Goals	
The best for patient safety, quality and experience	✓
The best place to work	✓
A centre for excellence for research, education and innovation	✓
Seamless integrated care across organisational boundaries	✓
Financial sustainability	✓

Trust Risks (Type & Category)				
Level 1 Risk	(✓)	Level 2 Risks	(Risk Appetite Scale)	Risk
Workforce Risk		<p>Workforce Supply Risk We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply</p> <p>Workforce Deployment Risk We will deliver safe and effective patient care through the deployment of resources with the right mix of skills and capacity to do what is required</p> <p>Workforce Retention Risk We will deliver safe and effective patient care, through supporting and training, development and health and wellbeing of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services</p> <p>Workforce Performance Risk We will deliver safe and effective patient care through having the right systems and processes in place to manage performance of our workforce</p>	Cautious	↔ (same)

Key points	
1. This summary provides an overview of significant issues of interest to the Board, highlights key risks discussed, key decisions taken and key actions agreed.	For information and assurance

1. Introduction

The Workforce Committee provides assurance to the Board on workforce performance. It does this principally through analysis of the, current and future workforce, financial and operational performance pressures; and scrutinise assurances provided in respect of key workforce performance indicators against the Trusts People Priorities.

2. Significant Issues Of Interest To The Board

Health and Wellbeing

The Committee was shown a presentation which focussed on two key areas:

- Areas of underperformance on the IQPR
- Delivery of the Staff Clinical Psychology Service

In relation to Mental Health First Aiders (MHFA) the Committee was informed that the target was to have 600 trained MHFA by March 2022 but the revised target would now be 380. The Committee was asked to approve the revised target and to note that the projection was for 700 to be trained by December 2022.

Regarding Health and Wellbeing Champions there were currently 180 with a target of 600 (based on a Leeds wide training programme). Due to delays across the Leeds system the Committee was asked to approve a revised IQPR target of 250 by March 2022 and to note that it was anticipated that the original target of 600 should be met by December 2022.

The Committee was provided with an overview of the Staff Clinical Psychology Service which was a hybrid model of preventative and responsive interventions for staff. Over a 12 month period, individual psychology support had been offered to 1080 staff members, and the main feedback from leaders was that the support had allowed staff to remain at work. Also staff had stated they were able to remain focused on patient care, and also felt supported in their personal lives.

Inclusion

The Chair updated the Committee on the recent Inclusion discussion at October Board workshop. He thanks the committee members for their continued work in this area and for their inputs into that session. It was outlined that a discussion on next steps would take place at Workforce Committee in January 2022 and this would be followed by a further board session early in the New Year.

Health and Care Systems

The Committee was shown a presentation which detailed the Leeds One Workforce Business Plan 2022

It was explained to the Committee that the plan had been refreshed and emphasised working together as equals to support our collective workforce challenges. The aim was not to create one entity; rather it was about connecting us in our various capacities through shared purpose and accountability, ensuring that development and progress is truly inclusive, and supporting each other to succeed.

The Committee was also informed that the Leeds One Workforce Strategic Board provided assurance which had representation from educational, third sector and independent partners. Also the Portfolio Delivery Group had a co-chair arrangement with LTHT and Leeds City Council which allowed for constructive challenge and ensured value for money.

It was also noted that the two areas of work being coordinated across the City was:

- The workforce response to the winter pressures, assessing capacity and retention
- 'Team Leeds, Hearts & Minds' - a culture and organisational development initiative bringing together health and care partners and partnership working.

Education & Training

The Committee was shown a presentation on Education and Training which highlighted some of its achievements. It was also informed that with the creation of Learning, Education and Training Committee (LETC), the focus has been on achieving excellence in education and training, as emphasised as a major work-stream, with 6,700 learners across all specialties generating an income of £77.4 million.

It was also stressed that there was an opportunity to build on our international reputation and global brand and taking a leadership role for LET.

Other Issues

Update on National / Regional Issues

The Committee was provided with a verbal update on the Future of NHS HR & OD Programme with the report expected to be published week commencing 15th November 2021.

The Committee was also updated on the West Yorkshire & Humber vaccination programme and the announcement for the requirement of frontline NHS staff to be fully vaccinated from 1st April 2022. In response to this the Committee was informed that a working group was being set up to learn from organisations that had mandated staff be vaccinated before the Government announcement.

Staff Story- Education and Training

The Committee watched a video which provided a short insight from a new FY2 doctor working in A&E at St James Hospital and highlighted his experience so far. It was mentioned that an area that needs improvement within in the Trust is Health and Wellbeing in particular better mess facilities and improved access to food (with healthier options) available outside of hours.

Freedom to Speak Up Self-Assessment

The Committee was provided with an update for assurance in relation to progress and activity in the first six months of 2021/22 relating to creating a freedom to speak up culture. It was informed that a new system had been implemented for the management of concerns. It was designed to ensure all parties were clear about their responsibilities, lessons learnt from concerns were captured and there was regular feedback to the individual/s who raised the concern/s.

3. Risk

Focus on CRR 04 Health and Safety of Staff

A report was shared with the Committee to provide an update to Corporate risk CRR 04.

The Committee was informed that work had begun on a new framework which would utilise the principles contained within the 'Leading Health and Safety at Work' publication from the Health & Safety Executive. It would focus on keeping staff safe in a COVID prevalent environment rather than as a response to the initial COVID pandemic, but it was also stressed that staff were still being hospitalised with COVID and the risk was not to be underestimated.

Focus on CRRS1 Inadequate Nurse Staffing Levels

A report was shared with the Committee to provide an update to Corporate risk CRRS 1

The Committee was informed in order to meet safer staffing and operational requirements the current funded establishment would need to be increased by 151 registered nurses, also with an increase in demand for enhanced care 221 Clinical Support Workers would also be required.

To help fill these vacancies international nurses have been recruited and an agency to provide additional nurses is also being used. A plan has also been developed with Leeds University to bring first year student nurses onto the Staff Bank to support with nursing activities allowing registered nurses to focus on other aspects of care.

CRRS2 Insufficient medical staff to deliver service

The Committee was provided with an update on the training of grade doctors working less than full time. The plan to help mitigate this risk was to develop the local workforce, be less reliant on Health Education England funded roles, move doctors into LTHT posts and develop other roles such as the Physician Associate.

The Committee was also informed about the capacity of General Internal Medicine (GIM). It was explained a low proportion of LTHT medical consultants had provided GIM care in the last few years and as a teaching hospital, we've encouraged specialty groups to develop highly specialised services. This specialisation has generated highly performing units in terms of innovation and research, but has left the Trust exposed in terms of GIM cover leaving, a small group of physicians to look after a growing number of medical patients, made more difficult by the influx of COVID patients. All specialties including surgical and anaesthetic were called on to help look after inpatients with COVID. This has resulted in the Trust having to make challenging decisions about the future model of care for COVID and GIM patients.

The assurances received by the Committee were in keeping with the define risk appetites agreed by the Board.

4. Publication Under Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000

5. Recommendation

The Trust Board is asked to receive and note the Workforce Committee Chair's report.

Tom Keeney
Chair Workforce Committee
16th November 2021