

**REPORT TO THE TRUST BOARD  
22 JULY 2021**

<b>Title</b>	Progress Report People Plan
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<b>Accountable Executive Director</b>	Tanya Carter, Chief People Officer

**Purpose of the Report:**

To update the Trust Board on the progress as outlined in the ELFT People Plan. This paper also provides assurance in terms of the response to COVID-19 as well as an update in terms of general People & Culture activities.

**Summary of Key Issues:**

This paper sets out to give an update in terms of People & Culture activities. We continue to support staff in terms of COVID-19 i.e. staff swab and lateral flow testing, and COVID-19 vaccinations. Currently more than 85% of ELFT staff have received at least 1 jab; 74% received both jabs. In the light of easing the lockdown, free car parking support for healthcare staff has been discontinued from 21<sup>st</sup> June, 2021 across London boroughs.

The Trust continues to promote risk assessments for all staff including new joiners and to review risk assessments for existing staff when an individual’s circumstances change. The Trust have continued to encourage Wellbeing conversations.

ELFT continue to act as lead employer for NEL mass vaccination sites and we are reviewing the infrastructure in anticipation that this will continue until at least March 2022.

As previously reported the pulse survey provider ‘Go Engage’ ceased operating in March 2020. May 2021, saw ELFT participate in their first quarterly NHS People Pulse Survey. The nationally developed survey, sponsored by NHSE&I, provides a national, regional and local view of employee experience and wellbeing to support enhancing existing activities.

The Trust hosted an online Thank You event on 25 June 2021, which was attended by nearly 200 staff. The event honored and paid tribute to the colleagues who had passed away. We also heard a personalised recorded ‘Thank you message from Sir Simon Stevens, CEO of the NHS.

Employee Relations activity remains high, although a number of cases have been closed in the previous month. We have received HM Treasury Approval to settle a case. We have commissioned our lawyers Hempsons to undertake a review of themes in three recent ET cases. A lessons learned session will take place at the September Chief Executive Officer Discussion group.

An analysis has been undertaken of all Band 3 disciplinary cases as this was a concern. Statutory and mandatory training compliance has increased from 83% to 85%. Organisational Development activity is on the increase and the demand continues to rise.

Refurbishments are almost complete on 2nd floor of Alie Street for the new ELC which will consist of an agile working space, a large multi-purpose room to be used for simulation and arts-based education, including somatic learning opportunities (e.g. drama, movement and music work) and 2 simulation rooms equipped with cameras for short teaching videos and reflection exercises.

In terms of Freedom to Speak concerns in the last quarter, the theme with the highest frequency was Processes / Organisational Structure / Other. These were associated with recruitment processes, poor performance management, fraud and unfair treatment of staff. There were 4

concerns received anonymously. These were escalated to the appropriate service directors with relevant details and themes shared.

There are currently 20 organisational changes across the Trust – an increase of 1 since the last report. The reasons for the changes are Transfer of Undertaking Protection of Employment (TUPE) in of services, service redesign/configuration and change of location. There are 168.2 posts affected placing 6.5 people potentially at risk of redundancy.

The number of Whistleblowing cases is 7, and since the last report two have been received via the CQC and are being investigated accordingly.

### Strategic priorities this paper supports

Improved patient experience	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff provide better patient care and outcomes for service users.
Improved health of the communities we serve	<input checked="" type="checkbox"/>	We are taking a population health approach to staff wellbeing and continue to explore the wider determinants of health.
Improved staff experience	<input checked="" type="checkbox"/>	The approach to improvement sets out in this paper are designed to directly improve staff experience
Improved value for money	<input checked="" type="checkbox"/>	There is a strong evidence base that engaged staff and more health and productive at work and, therefore, contribute to value for money

### Committees/Meetings where this item has been considered:

Date	19 July 2021
Various	This paper was discussed at the Appointments and Remuneration Committee.

### Implications:

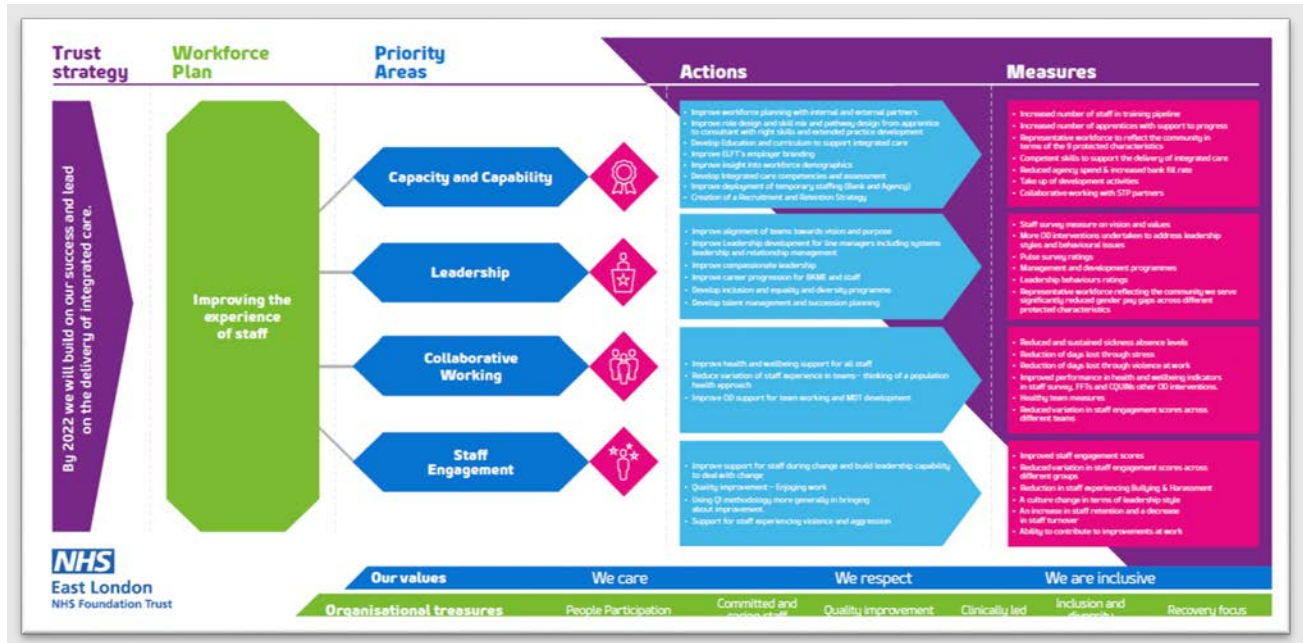
Equality Analysis	The Trust's action plan is designed to improve equality through the reduction in variation between different staff groups.
Risk and Assurance	If staff are not engaged at work, there is a clear risk that patient care will be adversely affected.
Service User/Carer/Staff	As above, the work in this area is designed to improve staff experience. Evidence shows a clear link between staff experience and patient care.
Financial	Evidence shows that high staff engagement is strongly correlated with low sickness absence levels, which has a financial benefit to the Trust.
Quality	Evidence shows a clear link between staff satisfaction and patient care.

### Glossary

P&C	People & Culture	BHRUT	Barking, Havering and Redbridge University NHS Trust
FTSU	Freedom to Speak Up		
HUFT	Homerton University Hospital	NELFT	North East London NHS Foundation Trust
NHSE&I	NHS England/NHS Improvement	LAMP	Loop-mediated amplification technology
OD	Organisational Development	CAMHS	Child and Adolescent Mental Health
IAPT	Improving Access to Psychological Therapies	DMTs	Directorate Management Teams
		SLT	Senior Leadership Team
BP	Business Partner	BCHS	Bedfordshire Community Health Services
B&H	Bullying and harassment	ELC	Experiential Learning Centre
L&D	Learning and development	NETS	National Education and Training Survey
PA	Physician Associate	EDI	Equality Diversity and Inclusion

# 1. Background

1.1 Delivery of the Trust people plan (formally the Workforce plan) continues to progress well. Plans are being made for the refresh of the ELFT People plan to support the Trust Refreshed Strategy.



1.2 This paper sets out to provide assurance as well as a progress report on the delivery against the People Plan. The Trust's four key priorities are:

- Improved Population Health Outcomes;
- Improved experience of Care;
- Improved Staff Experience;
- Improved Value.

# 1. COVID-19

1.1 ELFT has continued to operate as lead employer for vaccination sites for North East London Integrated Care system. The team have continued to work to deploy staff across North East London. This included providing staffing for the mass vaccination event on 19<sup>th</sup> June at the London Stadium during which over 7000 people were vaccinated as well as for a range of smaller pop up vaccination sites. We are reviewing the infrastructure required to support this in anticipation that this will continue until at least March 2022.

1.2 All staff have access to a regular twice-weekly lateral flow testing programme. National arrangements for supply of testing kits have now been changed, and once the current stock has been utilised, staff will now need to order tests directly from NHSE rather than via the Trust.

1.3 Alongside established testing arrangements, a pilot for saliva-based LAMP (loop-mediated amplification (LAMP) technology) testing is currently taking place across NEL, prioritising staff who regularly visit care homes as part of their work. This pilot is taking place primarily in Tower Hamlets and Newham Community Health Services, and the Community Learning Disability Service. This pilot has also been extended to service

users who have a learning disability, who require a negative COVID-19 test prior to accessing respite services.

- 1.4 Staff vaccination continues to take place with staff being able to access service at Westfield vaccination site in London, and in Luton and Bedfordshire via a dedicated CCG route. Currently more than 85% of ELFT staff have received at least 1 jab and 74% have received both jabs.
- 1.5 In the light of easing of lockdown restrictions, free car parking support for healthcare staff has been discontinued from 21 June, 2021 across London boroughs.
- 1.6 Despite the easing of national restrictions from 19<sup>th</sup> July, mask wearing, testing and all current PPE requirements remain in place across the Trust. We continue to encourage managers and staff to continually review risk assessments in order to mitigate the risk to staff and their families.
- 1.7 We continue to update our staff with communications related to ELFT's provision for staff during the pandemic. These updates reflect and relate to the developments in the wider environment as the country emerges from lockdown, as well as changes to some of the arrangements that we put in place for staff at the start of the pandemic. We are continuing to work with staff side colleagues and teams across the Trust to ensure that our approach is flexible and supportive for staff across the organisation.

## 2.0 Thank You Event

- 2.1 The Trust ran an online thank you event on 25 June, which was attended by nearly 200 staff. The event honored and paid tribute to the colleagues who had passed away. We also heard a personalised recorded 'Thank you' message from Sir Simon Stevens, CEO of the NHS as well as other external partners, stakeholders and service users.
- 2.2 The card was designed by a Child and Adolescent Mental Health (CAMHS) service user and all staff were sent a card signed from the Chair, Chief Executive and Lead Governer.



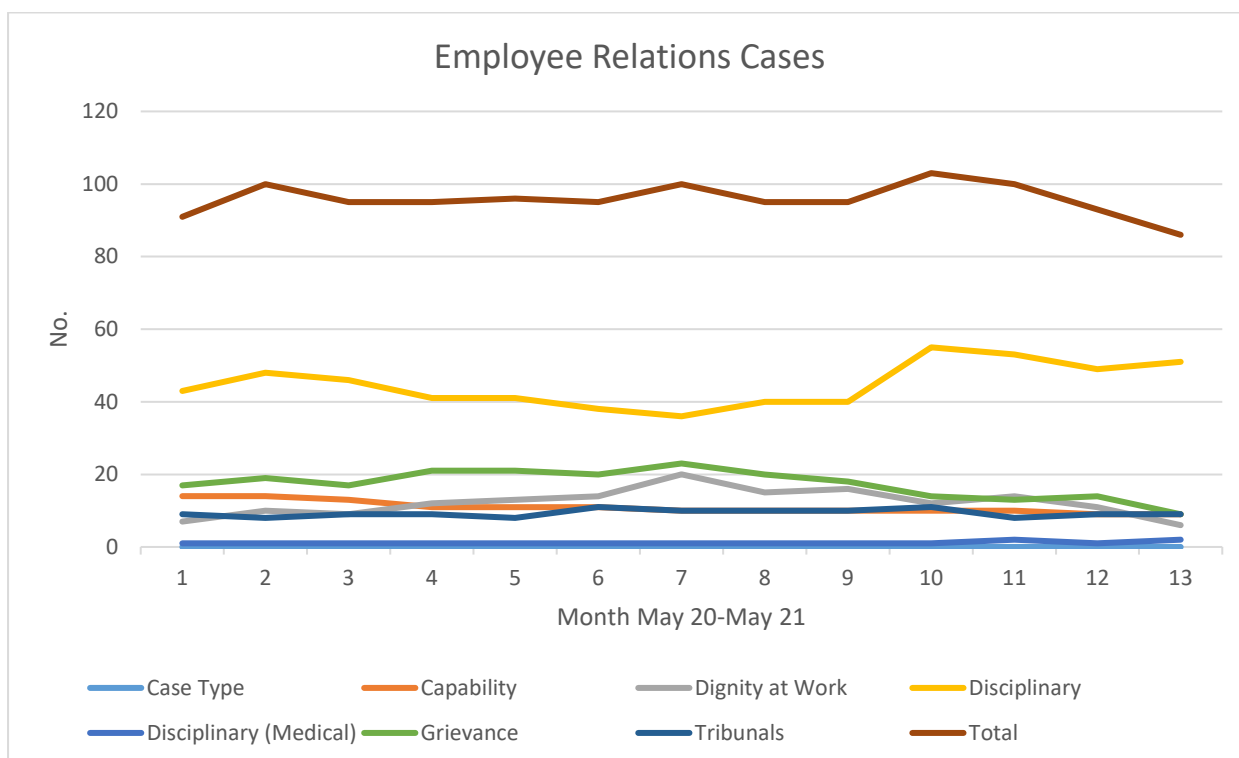
### **3. Pulse Survey**

- 3.1 As previously reported the pulse survey provider 'Go Engage' ceased operating in March 2020. May 2021, saw ELFT participate in their first quarterly NHS People Pulse Survey. The nationally developed survey, sponsored by NHSE&I, provides a national, regional and local view of employee experience and wellbeing to support enhancing existing activities. The survey ran from 1 May 2021 – 31 May 2021 and offered a universal link to all ELFT staff. Upon completion, we received 257 ELFT employee responses. The following are key findings from the survey.
- 3.2 Feedback in terms of coronavirus support was positive in that employees felt informed, supported and confident in their local leaders. Employees described their teams working well together and highlighted the fact that people around them genuinely care about their wellbeing. Employees reported their mood at the time of the survey as being somewhat motivated and calm.
- 3.3 At the same time, a number of staff reported finding a balance between work and their personal life a challenge. Other areas of concern were the health of close family members and not being able to see friends and family. Tiredness and high workloads were also reflected in the feedback.
- 3.4 Suggestions for areas of improvement included: enhanced IT support, greater flexibility in working schedules and more updates on the changing world of work. At a team level, the opportunity to discuss how people in the team were feeling, feeling like a valued member of the team and the opportunity to share knowledge were also suggested as important areas for continued focus. Staff Survey Action Plans have been coproduced with servcies to set the direction of travel in response to the issues highlighted by the Staff Survey.

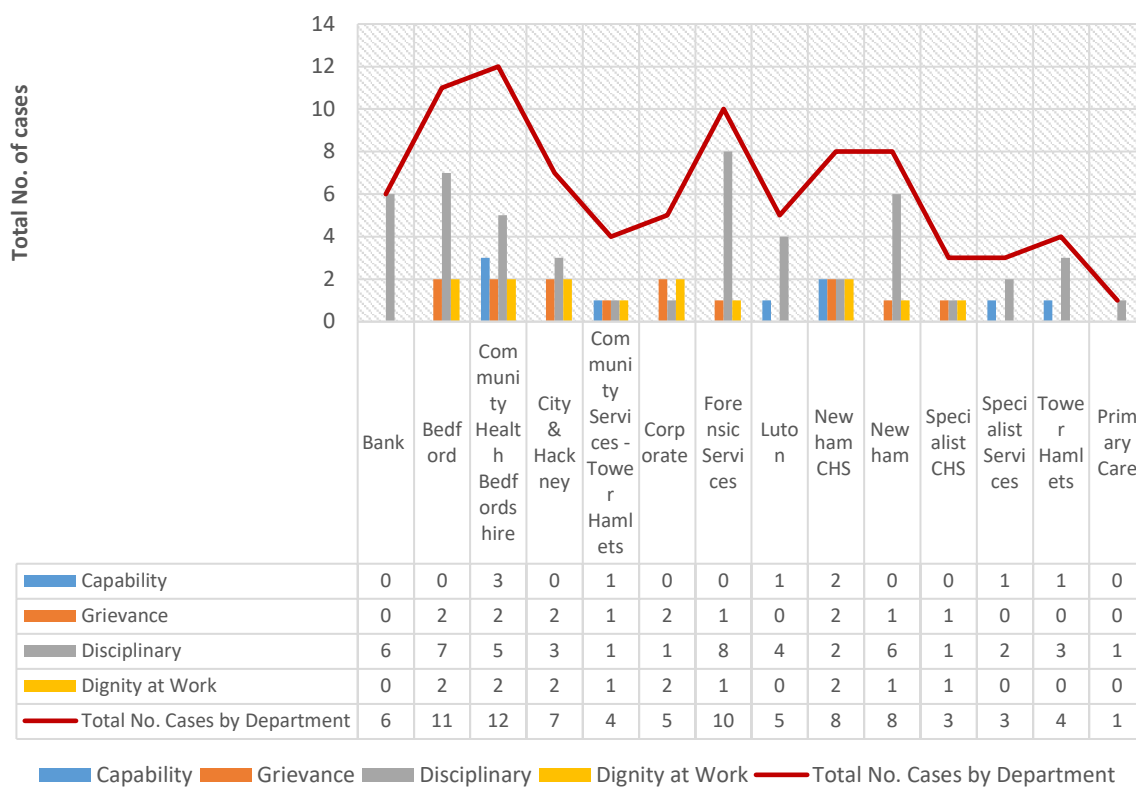
#### 4. Employee Relations Activity Report

4.1 In total, there are: 77 live ER cases plus 9 Employment Tribunal cases (see demographic breakdowns in appendix 1). There is 1 ACAS case and 91 long-term sickness cases, (This figure does not include long term COVID-19 cases which are being managed informally) and 300 short-term sickness cases being managed by the People Relations team.

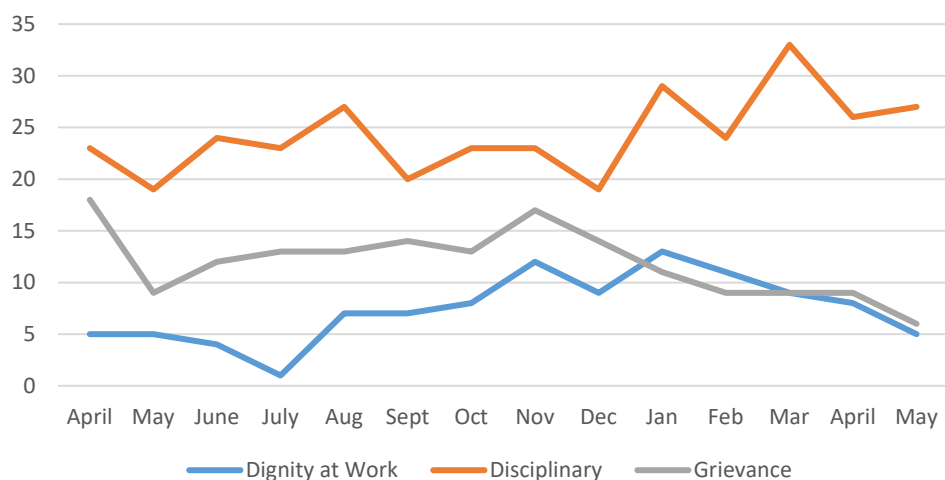
4.2 The total number of Disciplinary cases has increased by 2, of these 1 is a medical disciplinary case. Capability & Grievances have remained the same & Dignity at Work have decreased by 5. (The blue disciplinary medical line is reserved for Maintaining High Professional Standards/ MHPS cases).



## Number Of Cases By Directorate



## Cases over 90 Days



The highest numbers of cases beyond 90 days are Disciplinary cases. This is thought to be due to an increasing number of cases, and also a proportion of these being particularly complex. A review is underway to look at ways to reduce the length of ER cases. A proposal has been developed to address improvement in capability of investigators and to increase the number of trained investigators available.

**4.3 Allegation Type.** Analysis has been done on the range of allegations that are at a formal stage of the Disciplinary process. The top 3 fall into the following:

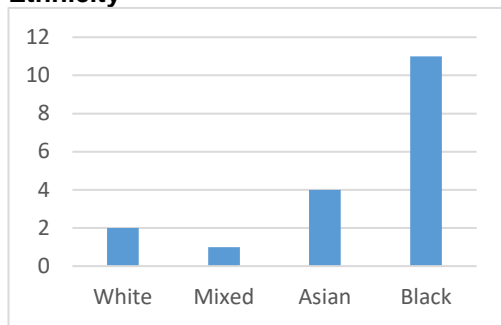
Allegation Type	Number
Assault	6
Negligent Behaviour	4
Breach of Confidentiality	8

**4.4 Band 3 case analysis**

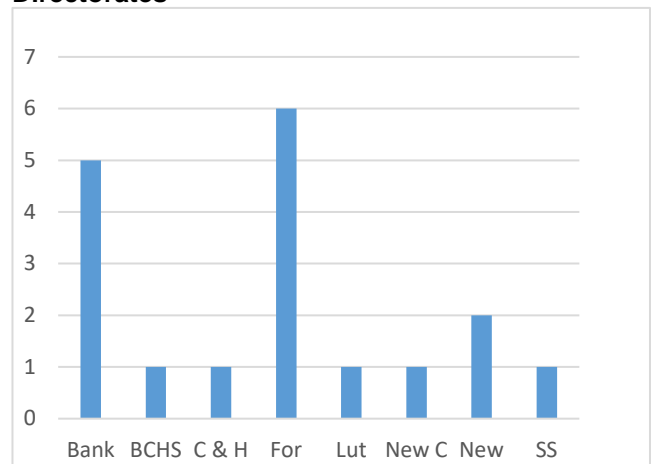
As previously requested, a breakdown of the disciplinary cases against Band 3 staff is set out below. Within these cases, there is a concern about allegations of assault, and particularly amongst bank staff. Work is underway with the Chief Nurse to explore this further and to review the offer of training and pastoral support for these staff. Work to address the impact on Black and Asian staff also continues, given the high proportion of staff from these backgrounds.

**Analysis of Band 3 staff = 18**

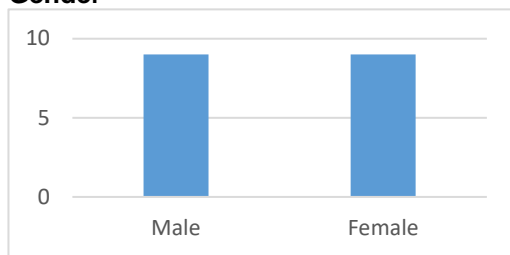
**Ethnicity**



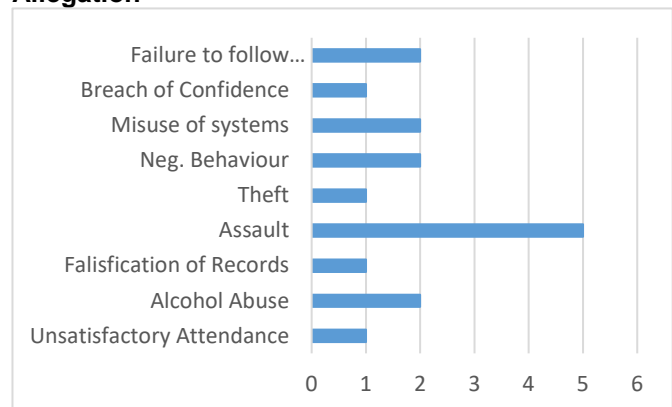
**Directorates**



**Gender**

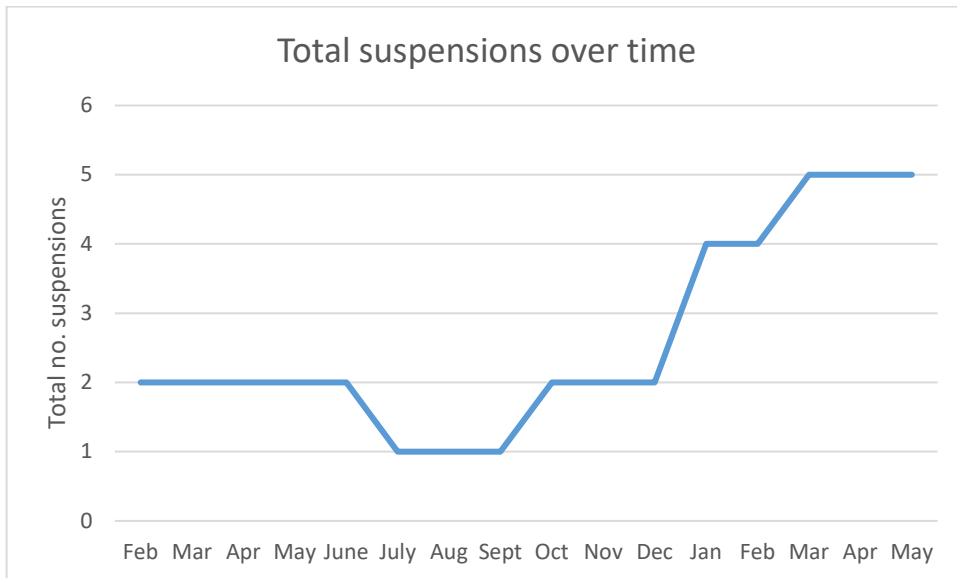


**Allegation**



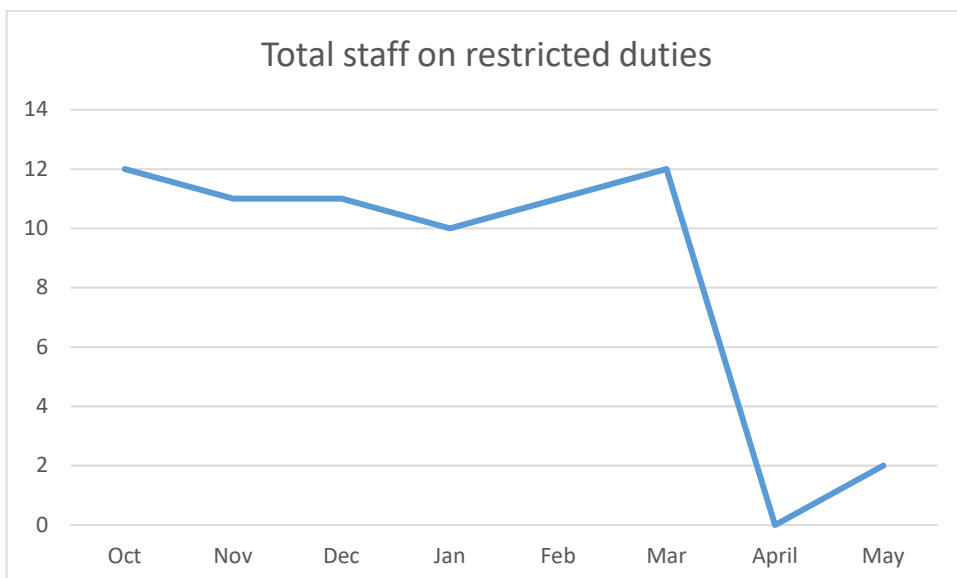


#### 4.5 Number of suspensions per month

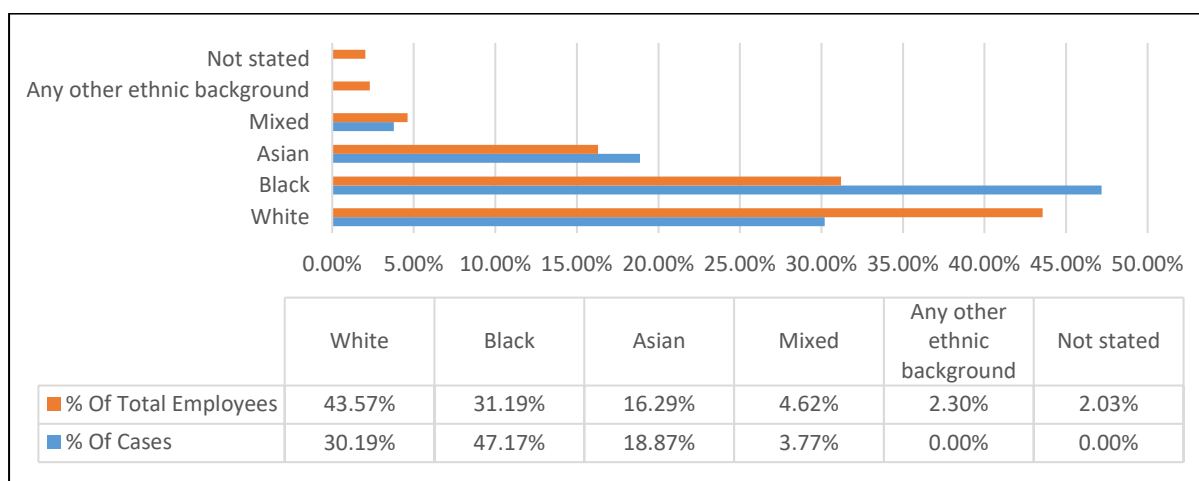


At present 5 employees are suspended from the Trust (Bank, Newham, Specialist Services, Corporate, and Tower Hamlets & Luton). Allegations are for assault, Fraud, Sexual Harassment, boundary breach with a service user and misuse of information systems.

#### 4.6 Number of People on Restricted duties per month



## 4.7 Comparison of Ethnicity of Open Disciplinary cases with the Ethnic split of Trust

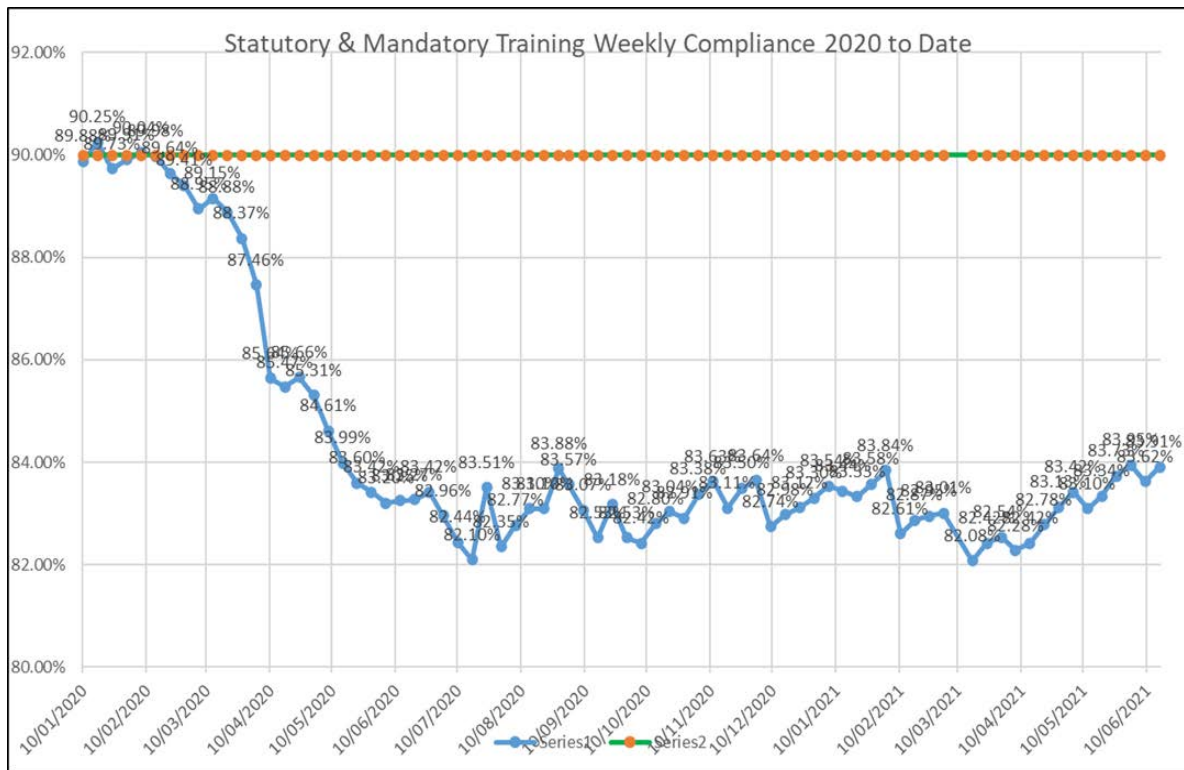


This data continues to show a higher level of Black and Asian staff in disciplinary cases as compared to the staff in the Trust. Work continues to try and improve this position, and will be reflected in more detail in the next WRES report to the Trust Board.

- 4.8 *Summary of Employment Tribunal (ET) cases.* There are currently 9 ETs. Two of the ETs have reached a settlement and are awaiting Treasury approval, one is on hold due the person being ill, but an application has been submitted to strike the claim and a new one. One closed this month. We have commissioned our lawyers Hempsons to undertake a review of themes in three recent ET cases. A lessons learned session with Trust Senior leaders will take place at the September Chief Executive Officer Discussion group.

## 5 Statutory and Mandatory Training Compliance

- 5.1 Compliance levels have risen over the last month with attendance levels on courses remaining stable.
- 5.2 Plans for each locality have been created by the L&D team to target priority requirements in each area with the aim on increasing compliance based on local needs and it is expected that this will have a positive impact over the coming months in pursuit of the return to the trust target of 90%. It is anticipated that we will achieve 90% by November 2021.
- 5.3 The transition to virtual learning has continued with more sessions where appropriate being delivered through Zoom. This includes a layered approach to some refresher training with staff who are working from home attending virtual refresher to ensure knowledge update and compliance and ward based staff receiving a practical refresher with a skills component.



## 6 Medical Education Update - Experiential Learning Centre (ELC) @ THQ

6.1 Refurbishments are almost complete on the 2nd floor of Alie Street for the new ELC which will consist of an agile working space, a large multi-purpose room to be used for simulation and arts-based education, including somatic learning opportunities (e.g. drama, movement and music work) and 2 simulation rooms equipped with cameras for short teaching videos and reflection exercises.

6.2 This will be an excellent opportunity to develop multi-disciplinary team simulation training and innovative learning methods across the Trust. COVID permitting, we are hoping to arrange a face to face grand opening on Wednesday 25th August.

## 7 Physician Associate (PA) Ambassador Role

7.1 Following a successful application, Health Education England (HEE) will be funding 50% towards a Physician Ambassador Role (first of its kind in ELFT). This will be at a band 8a level working in Tower Hamlets, Older Adults inpatient ward, and will have a role to increase the profile of PA's in the Trust and work centrally within HEE to focus on the wider PA initiative.

## 8 National Education and Training Survey (NETS)

8.1 The Health Education England (HEE) National Education and Training Survey (NETS) is now live and will run until 23 July 2021. The survey gathers opinions from all students and trainees (Medical and Non-Medical) about their time working and training in the placement/learning environment, asking them to provide feedback on what is working well and what they think could be improved.

8.2 The NETS asks 32 questions covering the main aspects of the student experience, including Induction, Clinical Supervision, Facilities, Learning Opportunities and Teamwork.

## 9 Freedom to Speak Up Update Report

9.1 In the last quarter, the theme with the highest frequency was Processes / Organisational Structure / Other. These were associated with recruitment processes, poor performance management, fraud and unfair treatment of staff. There were 4 concerns received anonymously. These were escalated to the appropriate service directors with relevant details and themes shared.

**Table 1.1: Number of concerns raised - by Theme**

<b>FTSU Concerns Data by THEME</b>	<b>1st March 2021</b>	<b>1<sup>st</sup> April to 30th June 2021</b>
Patient Safety/Quality of Care	2	1
Bullying/Harassment/Negative Behaviours	1	6
Processes/Organisational Structure/ Other	8	7
COVID-19 related	2	0
Unknown	0	1
<b>TOTAL</b>	<b>13</b>	<b>15</b>
<b>NUMBER OF CONCERNS RAISED ANNONYMOUSLY</b>		
	<b>3</b>	<b>1</b>
<b>DETRIMENT AS A RESULT OF SPEAKING UP</b>		
	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>1</b>

9.2 For the current reporting period, the concerns raised by colleagues in **Bedfordshire** related to Processes / Organisational Structure and recruitment, **City & Hackney** related to Processes/Organisational Structure, Patient Safety / Quality of Care, Bullying & Harassment, in **CHS Tower Hamlets** to COVID-19 related concerns and Processes/Organisational Structure, in **Specialist Services** to Patient Safety/Quality of Care, Bullying & Harassment, and Processes / Organisational Structure and in **Tower Hamlets** to Processes / Organisational Structure.

**Table 1.2: Number of concerns raised - by Directorate**

<b>FTSU Data for this reporting period by DIRECTORATE</b>	<b>1<sup>st</sup> March 2021</b>	<b>1<sup>st</sup> April – 30<sup>th</sup> June 2021</b>
Bedfordshire	2	2
City & Hackney Services	3	2
Community Health Services - Bedfordshire	0	0
Community Health Services - Newham	0	2
Community Health Services - Tower Hamlets	2	3
Corporate Services	0	2
Forensic Services	0	0
Luton	0	0
Newham	0	0
Primary Care Directorate	1	0
Specialist Services	3	2
Tower Hamlets	2	2
UNKNOWN	0	0
<b>TOTAL</b>	<b>13</b>	<b>15</b>

**Table 1.3: Number of concerns raised - by Theme**

<b>FTSU Concerns Data by THEME</b>	<b>1<sup>st</sup> March 2021</b>	<b>1<sup>st</sup> April to 30<sup>th</sup> June 2021</b>
Patient Safety/Quality of Care	2	1
Bullying/Harassment/Negative Behaviours	1	6
Processes/Organisational Structure/ Other	8	7
COVID-19 related	2	0
Unknown	0	1
<b>TOTAL</b>	<b>13</b>	<b>15</b>
<b>NUMBER OF CONCERNS RAISED ANNONYMOUSLY</b>		
	<b>3</b>	<b>1</b>
<b>DETRIMENT AS A RESULT OF SPEAKING UP</b>		
	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>3</b>	<b>1</b>

- 9.3 The Professional Group with the highest concerns were Nursing Assistants/Assistant Allied Health Professionals followed by Allied Health Professionals. The concerns regarded patient safety, bullying and harassment and COVID-19 related concerns surrounding health and safety for staff on site.

- 9.4 Concerns raised have been elevated to Service Directors and/or People & Culture as appropriate to the nature of the concern raised.

**Table 1.4: Concerns raised - by Professional Group**

Concerns raised - By PROFESSIONAL GROUP	1 <sup>st</sup> March 2021	1 <sup>st</sup> April 2021- 30th June 2021
Administration, Clerical & Maintenance/Ancillary	1	0
Allied Health Professionals	3	2
Corporate Services	2	3
Medical and Dental	0	1
Registered Nurses and Midwives	1	2
Nursing Assistants or Healthcare Assistants	1	5
Social Care	2	0
Not Disclosed	3	1
Other	0	1 (student)
<b>TOTALS</b>	<b>13</b>	<b>15</b>

- 9.5 The FTSU Training packages available via e-Learning for Healthcare (a collaboration between the National Guardian Office and Health Education England) for workers and managers are due to be rolled out to all staff at all levels in the Trust. FTSU Induction Training is delivered monthly via virtual sessions during the Corporate Induction Training day.
- 9.6 The drive to recruit Freedom to Speak Up Champions continues. The FTSU Champions support an open and honest culture of speaking up in their area/team of work. They will also support colleagues who want to 'speak up' and will signpost and advise them in terms of which avenue is best to bring their concern.

## 10 Whistleblowing Cases

- 10.1 Since the last report there have been two new Whistleblowing cases. There are 9 live whistleblowing cases. 5 of which, are within East Ham Care Centre and allege poor patient care, poor management practices and bullying & harassment. An external review has been commissioned by the Chief Nurse and the review is ongoing.
- 10.2 There is a collective complaint in Luton that is being investigated. The complaint alleges bullying and harassment. One is in Forensic services alleging boundary and breaches and is under investigation. A further two Whistleblowing cases in Specialist Services and Corporate services has been raised via the CQC alleging unethical practices and staffing concerns.

## 11 Organisational Changes

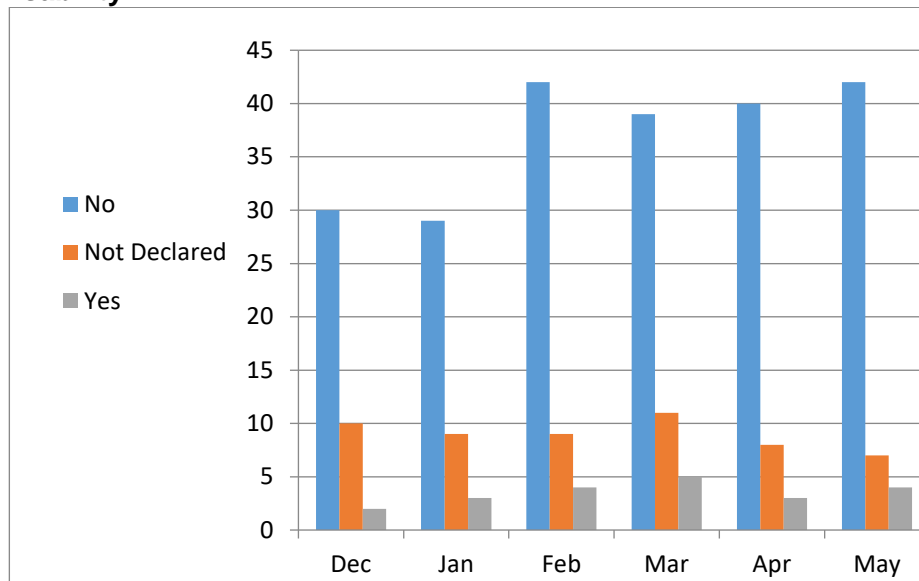
- 11.1 There are currently 20 organisational changes across the Trust – an increase of 1 since the last report. The reasons for the changes are Transfer of Undertaking Protection of Employment (TUPE) in of services, service redesign/configuration and change of location. There are 168.2 posts affected placing 6.5 people potentially at risk of redundancy.

**12 Action being requested**

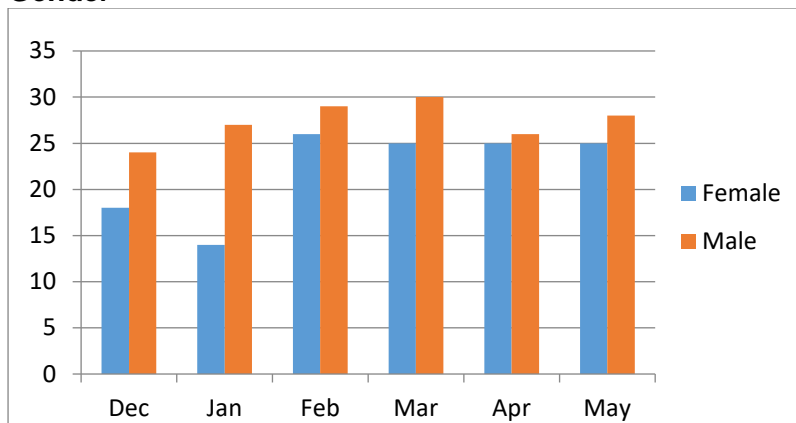
**12.1** The Board is asked to **RECEIVE** the report.

## Appendix 1 - Summary of Disciplinary cases by Demographics

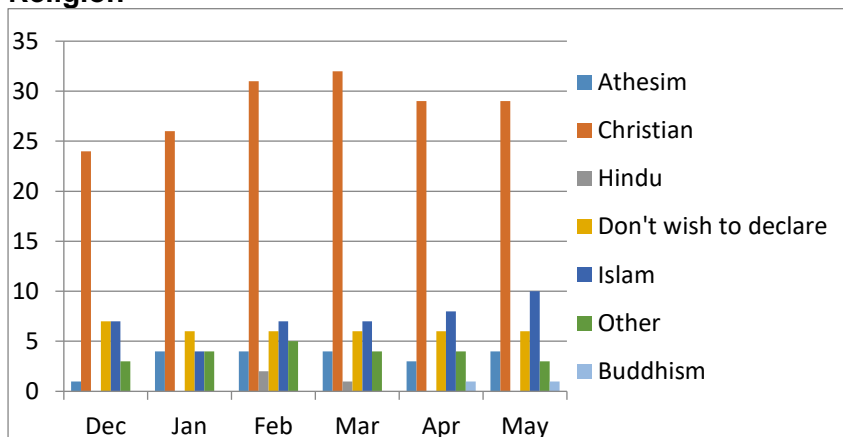
### Disability



### Gender

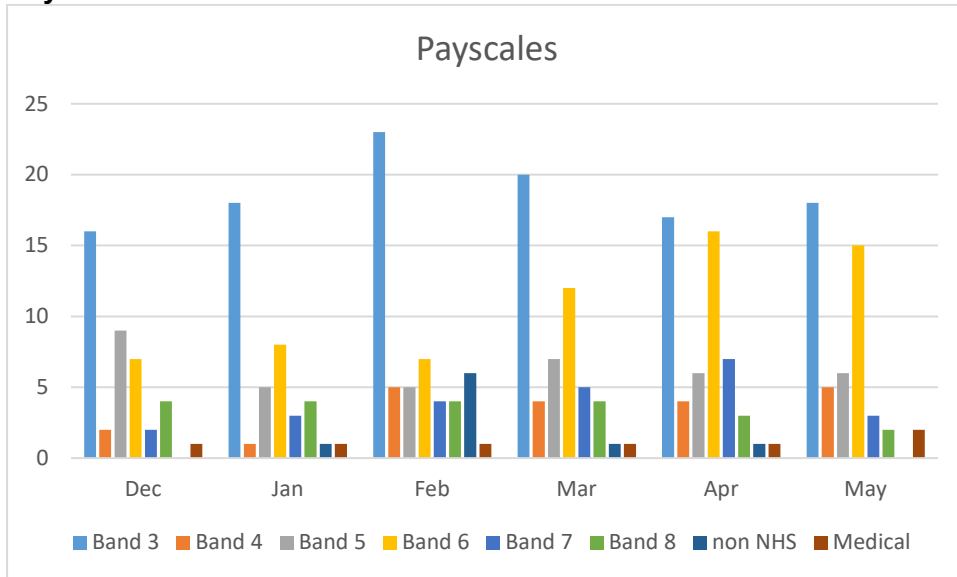


### Religion





## Pay scales



## Sexuality

