REPORT TO THE TRUST BOARD: PUBLIC
3 OCTOBER 2019

Title	People Update
Author	Tanya Carter, Director of People & Culture
Accountable Executive Director	Tanya Carter, Director of People & Culture

Purpose of the report

The purpose of this report is to give board oversight in terms of the people issues within the Trust.

Summary of key issues

The Trust annual staff engagement score was 7 and the overall response rate was 48%. The lowest directorate engagement score ranges from 6.9 in Bedfordshire Community with a response rate of 43%. Compared to Community Health Newham (highest engagement score) score of 7.7 and a response rate of 48%. The highest staff response rate was Tower Hamlets Community at 53%, closely followed by Tower Hamlets Mental Health. Planning is already underway for the 2019 National Staff Survey.

Friends and Family Test/Pulse Survey. The Go Engage platform was rolled out in June 2019 and the first survey ran in July 2019. Overall, the results indicate a moderate to positive level of engagement with an overall engagement score of 3.96 out of 5;

- The overall response rate was 18.91%, based on 264 completed out of 1396 invited (as a result of the low response rate – results should be interpreted with caution);
- The two highest-scoring enablers are Trust (4.05 out of 5) and Working Relationships (4.00);
- The lowest scoring enabler is Recognition (3.49);
- A theme amongst the lowest scoring enablers was that individuals felt broadly valued by their managers, however, they reported feeling less valued by the overall organisation.

The next pulse survey will run from 1-14 October 2019.

There are 8 organisational changes are underway affecting over 150 staff. As a result of transformation, a TUPE transfer out of ELFT, a ward closure and the removal of historic taxi arrangements.

There were 33 recorded cases of speaking up data (1st July-24th Sept 2019) which came to the Freedom Speak up Guardian. 10 of these cases are Patient Safety / Quality related issues whilst 17 of these cases are related to Bullying / Harassment and 9 cases are in regards to processes/ structure within services. Lessons and feedback on cases are also shared locally with directly or via the service directors, through team meetings and face-to-face meetings where relevant.

Whistleblowing. Since the last report we have closed down anonymous whistleblowing complaints, which are around patient care and bullying and/or harassment/nepotism and/or favouritism from City and Hackney. Two investigations are ongoing within informatics by an external investigator.

There are 8 counter fraud investigations for allegations of timesheet and expense fraud, misappropriation of items ordered, working back to back shifts, contractor relationship and invoicing and bribery.

Employee Relations Activity has seen an increase in the number of Capability cases – which we believe is because of improved reporting following the implementation of the new ER tracker system as this also captures informal cases. We have also seen an increase in Dignity at work

cases and Grievances and we are undertaking further analysis and triangulation to understand why this is. In addition, employment tribunals have also increased compared to this time last year. Suspensions are down considerably form this time last year as a result of the targeted work that we have undertaken.

Respect and Dignity @ Work Project.

Since the last board meeting the first session 'Through Someone's Else's' Eyes' has taken place and a further 6 sessions are already planned between October 2019 and February 2020. The session was attended by 80 managers, supervisors and leaders.

Strategic priorities this paper supports (please check box including brief statement)

Improved population health outcomes	☒	This report is linked with all of the four Trust priorities as detailed in the Trust Strategy
Improved experience of care	☒	
Improved staff experience	☒	
Improved value	☒	

Committees/meetings where this item has been considered

Date	Committee/Meeting
	State whether the report has been considered/approved by other committees or meeting groups including recommendations/points of exception

Implications

Equality Analysis	The Trust has a duty to promote equality. Given the issues cited in the Workforce Race Equality Standard (WRES) there is a disproportionate effect on the number of BAME staff entering into formal disciplinary processes.
Risk and Assurance	This report is intended to give board oversight on people matters.
Service User/Carer/Staff	There is a direct correlation with staff experience and quality of care.
Financial	There is a financial link in terms of retention and also the experience of staff. If we are unable to retain staff or they experience bullying and harassment then we are unlikely to retain staff and then there may be greater reliance on agency workers.
Quality	There is a direct link to quality, staff and service user experience.

Supporting documents and research material

a.

Glossary

Abbreviation	In full

1.0 Background/Introduction

1.1 The interim people plan for the NHS was launched in June 2019 and of the interim NHS people Plan launched in June 2019 which highlights five key areas of focus:

- Making the NHS the best place to work
- Improving leadership culture in the NHS
- Addressing the urgent shortages in nursing
- Delivering 21st century care
- New operating model for the NHS.

2.0 Staff Engagement

2.1 Below is a breakdown of the staff engagement scores and response rates across the Trust compared to the Trust's overall engagement scores and response rate. The highest engagement score is 7.7 in Newham and the lowest engagement score is Bedford Community at 6.9.

| Directorate	Response rate	Engagement Score
Trust	48%	7.3
Bedford	44%	7.0
Bedford Community	43%	6.9
City & Hackney	44%	7.3
Corporate	N/A	N/A
Forensics	43%	7.4
Luton	44%	7.3
Newham	48%	7.5
Newham CHS	48%	7.7
Specialist Services	N/A	N/A
Tower Hamlets	53%	7.5
Tower Hamlets Community	50%	7.6

1.3 We have created a Trust Infographic as detailed below. The infographic details the top three most improved areas and the three areas that need most improving. All localities (except Corporate and Specialist Services) have received an infographic detailing their staff survey results.

East London NHS Foundation Trust — National Staff Survey 2018 infographic
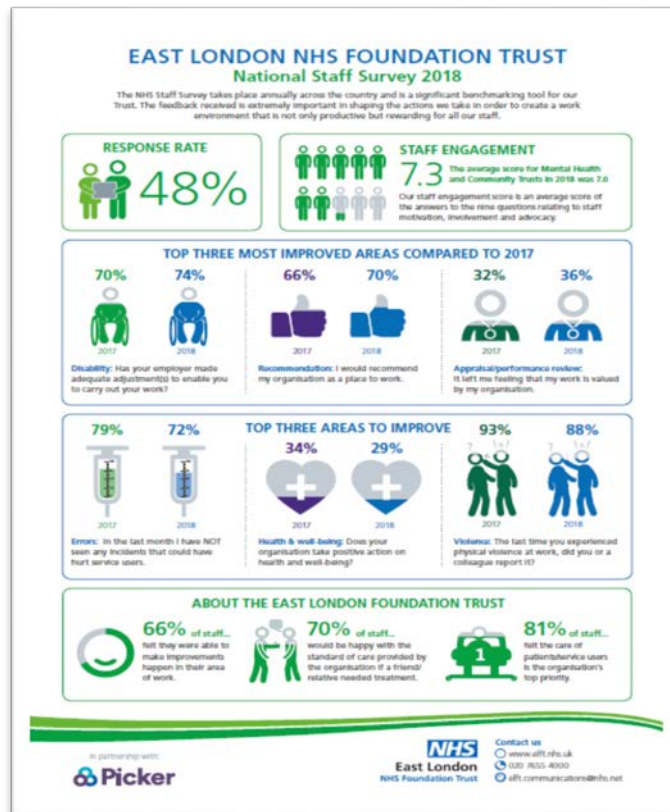
1.4   Action plans have been co-created with Department Management Teams (DMTs), in terms of engagement scores for each locality.

2.0   Friends and Family Pulse Survey – Go Engage

2.1   We have procured an electronic staff engagement platform called 'Go Engage' and we rolled this platform out in June 2019. This system will enable us to conduct more robust pulse surveys. The first survey was issued in August 2019. This will replace the Friends and Families Test (FFT) but will incorporate the FFT questions and expand on the areas detailed overleaf.
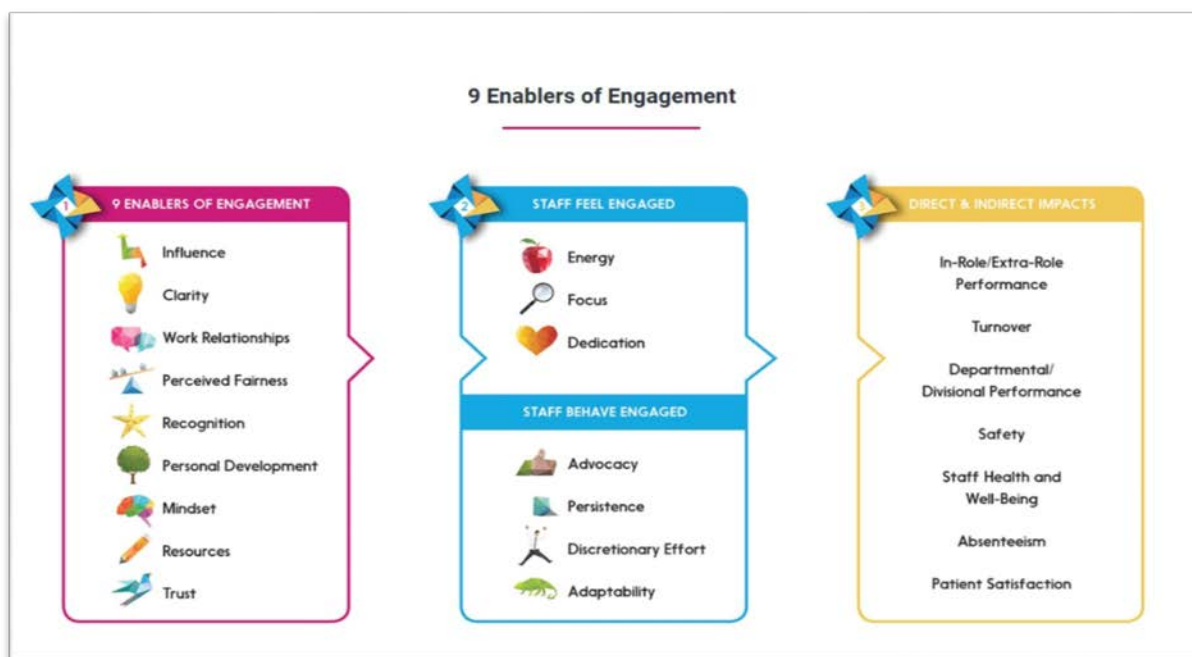
2.2 Historically we conducted the FFT survey 3 quarters for the year and then the fourth quarter was the annual staff survey. We will continue to survey 25% of the organisation three times a year as well as an annual staff survey. The Go Engage covers broader areas as detailed below, and the first report was conducted in July 2019:

- Overall, the results indicate a **moderate to positive level of engagement** with an overall engagement score of 3.96 out of 5;
- The overall response rate was **18.91%,** based on 264 completed out of 1396 invited (as a result of the low response rate – **results should be interpreted with caution);**
- The **two highest**-scoring enablers are **Trust (4.05 out of 5) and Working Relationships (4.00);**
- The **lowest** scoring enabler is **Recognition (3.49);**
- A **theme** amongst the lowest scoring enablers was that individuals felt **broadly valued by their managers, however, they reported feeling less valued by the overall organisation.**

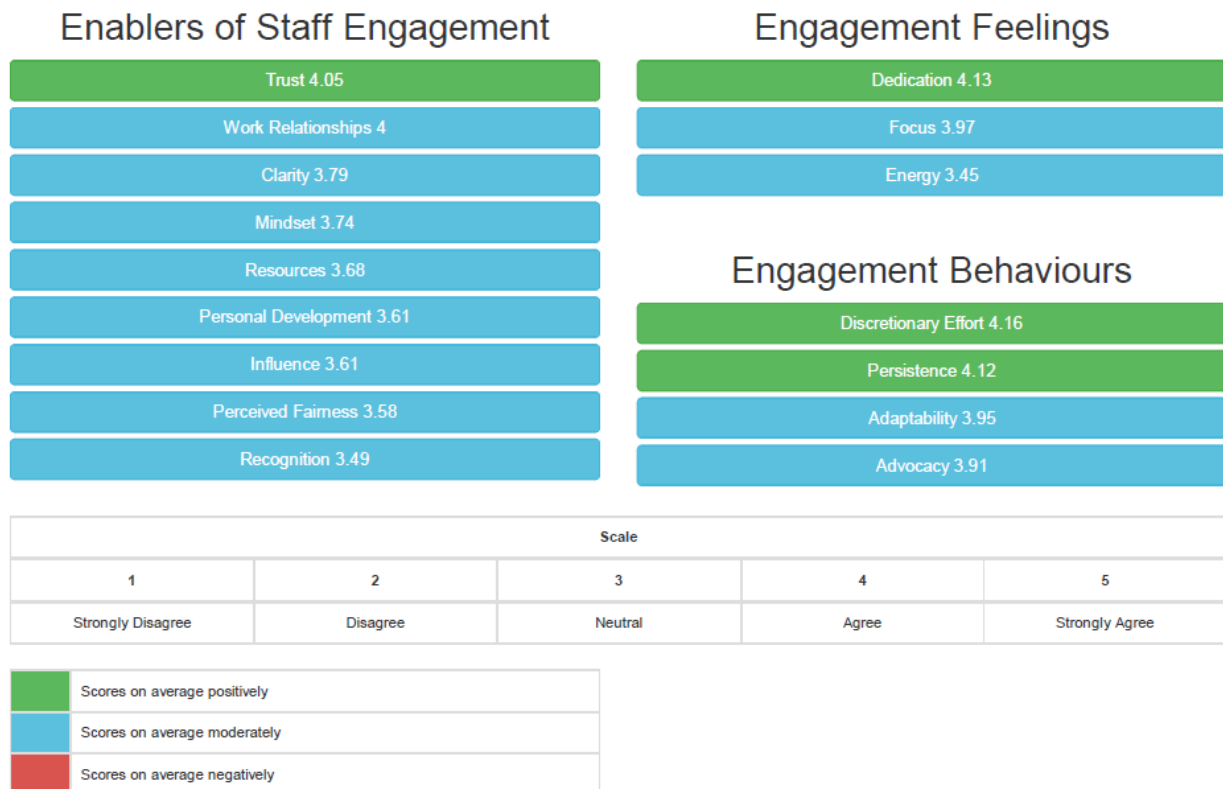| Key findings/High level overview						
Corporate scored significantly higher with feeling safe to voice opinions and feeling encouraged to share new ideas.	Bedfordshire scored significantly lower in Personal Development. Mental Health - Luton and Bedfordshire also scored significantly lower in Personal Development.	Community Healthcare Bedfordshire scored significantly lower in Influence and Perceived Fairness. They also reported that the Trust didn't communicate clearly with them.	City and Hackney scored significantly lower in Clarity, Mindset and Energy.	Nursing and Midwifery Registered scored significantly lower in Perceived Fairness.	Forensic Services scored negatively on the Resources item "I have adequate materials, supplies and equipment to do my work."	Luton scored negatively in two items: Influence and Perceived Fairness.

There were several further group differences, however these were differences between good scores and exceptional scores, and were therefore not included in this overview.

Below is a snapshot of the Trust's overall dashboard

Results Dashboard

Figure 4 shows the overall picture of staff engagement across the organisation, based on a five point likert scale. The findings are presented using the 'Staff Engagement Pathway' model as a framework.

Figure 4: Results Dashboard

Enablers of Staff Engagement

Trust 4.05
Work Relationships 4
Clarity 3.79
Mindset 3.74
Resources 3.68
Personal Development 3.61
Influence 3.61
Perceived Fairness 3.58
Recognition 3.49

Engagement Feelings

Dedication 4.13
Focus 3.97
Energy 3.45

Engagement Behaviours

Discretionary Effort 4.16
Persistence 4.12
Adaptability 3.95
Advocacy 3.91

Scale				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

	Scores on average positively
	Scores on average moderately
	Scores on average negatively

2.3   Given the report highlighted the localities with the highest staff survey engagement scores (Community Health Newham) and the lowest being Bedfordshire Community, below is a snapshot for the said two localities form the July pulse survey for comparison.

2.3.1 Community Health Bedfordshire

Results: Community Health Bedfordshire

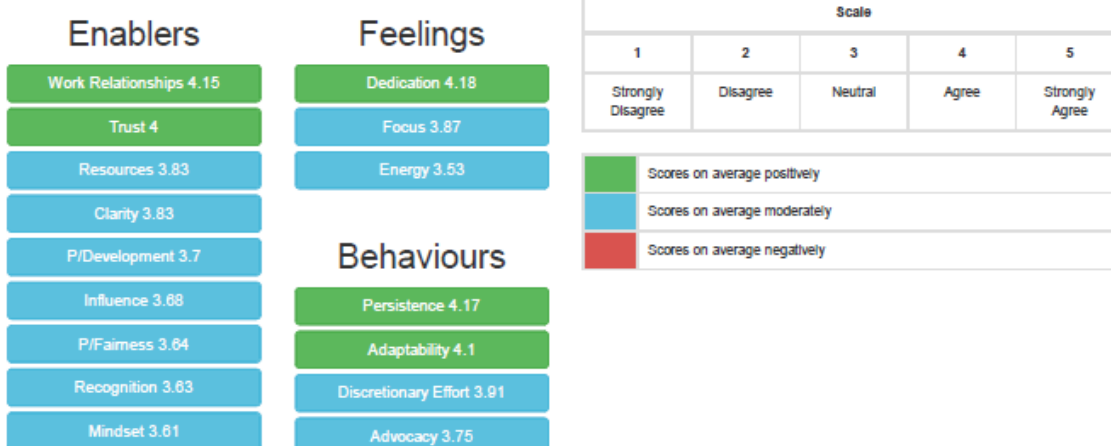| Number invited to complete survey:	122	Number completed:	14	Response rate:	11.48%

Level of engagement
Average percentage of positive scores across all measures of engagement = 79.02%

Staff Friends and Family Test
- 78.57% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment
- 42.86% of staff would recommend the Trust as a place to work

Enablers
- Trust 4.14
- Work Relationships 3.96
- Resources 3.79
- Mindset 3.76
- P/Development 3.5
- Clarity 3.49
- Recognition 3.32
- Influence 3.25
- P/Fairness 3.1

Feelings
- Dedication 4.48
- Focus 4
- Energy 3.5

Behaviours
- Discretionary Effort 4.45
- Persistence 4.29
- Adaptability 4.07
- Advocacy 3.82

Scale				
1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

(green)	Scores on average positively
(blue)	Scores on average moderately
(red)	Scores on average negatively

Highest / lowest scoring enablers

Five highest scoring enabler items	This group	All other groups
Trust: I am trusted to do my job.	4.14	4.26
Mindset: I feel able to overcome challenges and set backs at work.	4.14	3.80
Trust: I am satisfied with the level of freedom to choose my own method of working.	4.14	4.02
Trust: I feel satisfied that I have the right amount of responsibility	4.14	3.86
Work Relationships: I am satisfied with the level of support I get from my work colleagues.	4.07	4.08

Five lowest scoring enabler items	This group	All other groups
Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.	2.71	3.38
Influence: The Trust acts on staff feedback.	2.79	3.28
Perceived Fairness: Decisions about people are made using fair procedures.	2.86	3.37
Clarity: The Trust communicates clearly with staff about what it is trying to achieve.	3.07	3.70
Influence: My manager involves me in deciding on changes introduced that affect my work area/team/department.	3.07	3.57

(green) **Positive finding in relation to other groups** (group results scored significantly higher than other groups for this survey)	(white) **Finding that is typical of all groups for this survey** (finding that is typical of all other groups for this survey)	(red) **Negative finding in relation to other groups** (group results scored significantly lower than other groups for this survey)

2.3.2 Community Health Newham

Results: Community Health Newham

Number invited to complete survey:	112	Number completed:	15	Response rate:	13.39%

Level of engagement
Average percentage of positive scores across all measures of engagement = 72.27%

Staff Friends and Family Test
- 71.43% of staff would be happy with the standard of care provided by the trust if a friend or relative needed treatment
- 64.29% of staff would recommend the Trust as a place to work

Enablers

Work Relationships 4.15
Trust 4
Resources 3.83
Clarity 3.83
P/Development 3.7
Influence 3.68
P/Fairness 3.64
Recognition 3.63
Mindset 3.61

Feelings

Dedication 4.18
Focus 3.87
Energy 3.53

Behaviours

Persistence 4.17
Adaptability 4.1
Discretionary Effort 3.91
Advocacy 3.75

Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

(green)	Scores on average positively
(blue)	Scores on average moderately
(red)	Scores on average negatively

Highest / lowest scoring enablers

Five highest scoring enabler items	This group	All other groups
Work Relationships: I am satisfied with the level of support I get from my work colleagues.	4.47	4.06
Work Relationships: The people I work with cooperate to get the job done.	4.33	3.97
Perceived Fairness: My immediate manager treats me fairly.	4.13	4.06
Influence: The Trust encourages staff to suggest new ideas for improving services.	4.13	3.88
Resources: I have received the right level of training to do my job effectively.	4.13	3.88

Five lowest scoring enabler items	This group	All other groups
Influence: The Trust acts on staff feedback.	3.07	3.27
Perceived Fairness: Overall the Trust is fair in the way it treats and rewards its staff.	3.33	3.34
Perceived Fairness: Decisions about people are made using fair procedures.	3.47	3.34
Clarity: I am well informed by my line manager about what is going on in our Trust.	3.47	3.40
Recognition: I feel satisfied with the extent the organisation values my work.	3.53	3.29

(green) **Positive finding in relation to other groups** (group results scored significantly higher than other groups for this survey)	(grey) **Finding that is typical of all groups for this survey** (finding that is typical of all other groups for this survey)
(red) **Negative finding in relation to other groups** (group results scored significantly lower than other groups for this survey)	

3.0 Next Steps

3.1 Prepare for the next survey which will be running: 1 – 14th October.

3.2 Further develop the communications to improve the **response rate.** Aiming for a target of 30% in the next pulse survey.

3.3 **Recognition** to increase communications regarding the Long Service Awards.

3.4   Work is already underway in terms of an **Admin Development** Conference as well as other Admin specific programmes.

3.5   We will also hold targeted listening events in Luton and Bedfordshire Community specifically for nursing staff.

3.6   The reports have been cascaded to the People Business Partners and will be shared at Department Management Teams (DMT) meetings.

4.0   Organisational Changes

4.1   There are 7 organisation changes affecting over 129 members of staff (the numbers in the CMHT redesign are to be confirmed). The reasons for the changes are due to transformation, a ward closure, a transfer under TUPE (out of ELFT), job regrading and the removal of historic taxi usage from South Essex Partnership (SEPT). Despite the numbers of staff affected no redundancies are anticipated.

Organisational Change – Title/Service	Type of change i.e. TUPE in or out /Transformation	Number of staff affected	No of staff at risk	Actual Redundancies if known	Summary of the change i.e. reason
C&H Diagnostic Memory Clinic	Transformation	3	0	0	An enhanced memory clinic model of care called the City and Hackney Dementia Service (CHDS) is being proposed. It aims to provide a diagnostic device that holds patients from diagnosis to death or out of borough placement and ensures everyone living with dementia has timely diagnosis, with greater access to help, advice and support for them and their carers. The new model is aligned to the GP Neighbourhoods model and is a collaboration with Alzheimer's Society C&H. Staffing establishment will increase from 39.39 WTE to 43.19 WTE. 3 staff are directly affected as there are changes to their JD's. These JD's have been formally evaluated and consistency checked by staff side as the same banding.
RESET Addiction Service	TUPE Out	33	n/a	0	Loss of service contract. Service will be transferring to CGL
Admin – CHS Newham	Transformation	10	2	0	Change in roles and reconfigure of existing resources
Receptionist Staff - Re-grading of Receptionist from band 2 to band 3 Archer/Biggleswade removal of taxi service	Re-grading of staff Removal of taxi service	22 15	N/A N/A	0 0	Following the organisational change to Bedfordshire Community Health Service consultation it was agreed for staff to have their banding re-graded from band 2 to band 3. This is an historical issue where staff were relocated to Archer Unit from Biggleswade temporarily approx. 7 years ago. A temporary taxi service was put in place but staff have now been consulted on in removing the service.

CMHT Redesign	Transformation	??	0	0	Redesign CMHT in Beds & Luton to bring about a focused recovery model of care and treatment for service users
CMHT Luton	Transformation	46	0	0	Development of Luton South Beds and Beds & North Beds to operate 24/7
Totals		*151	23	0	

5.0   Freedom to Speak up

5.1   There were 33 recorded cases of speaking up data (1st July-24th Sept 2019) which came to the Freedom Speak up Guardian. 10 of these cases are Patient Safety / Quality related issues whilst 17 of these cases are related to Bullying / Harassment and 9 cases are in regards to processes / structure within services. Lessons and feedback on cases are also shared locally, with directly or via the service directors, through team meetings and face-to-face meetings where relevant.

5.2   The table below shows the broad themes of concerns raised to Freedom to Speak as categorised by the National Guardian Office Oct 2018- March 2019. The Trust has added a third table to reflect processes / organisational structure as sometimes concern themes falls within this category.

Month	Number of cases raised to Freedom to speak up	Themes of concerns		
		Element Patient safety/ Quality	Element of bullying and harassment/ behaviour	Processes/ organisational structure/others
July	6	0	2	4
August	11	3	8	3
September	16	7	7	2
Total	33	10	17	9
Anonymous concern	0			
Suffered Detriment	0			

5.3   A high number of complaints came from staff within City and Hackney Centre for Mental Health. The themes were around element of patient safety and quality of care. The concerns raised highlighted staff concerns around risks to patients, staff and lack of a safe environment. There were common themes around staff shortages across the unit and inadequate consultant cover on a particular ward which some found was making it difficult to work at an acceptable standard. These concerns have been raised to the senior leadership within the service who are also aware and are working to improve the situation and the same concerns have also been escalated further to get support and solutions. (Please note 1 concern raised might meet more than one theme)

5.4   There are good learning from the Bedfordshire and Luton Perinatal Mental Health Service in Biggleswade following concerns from the staff. The concern staff raised via Freedom to Speak Up gave the team the additional support to have their concerns listened to with actions in place. There is evidence of lessons learnt from the action plan introduced, increased management support for the team and introduction of task and finish group along with additional transformation fund to support the service. The service is still in its infancy and there seems to be a lot of learning to mobilise the team and make it more accessible.

5.5   The Luton and Bedfordshire annual Freedom to Speak Up conference is taking place on Tuesday 15th October 09:00-15:00hrs at the Rufus Centre. The theme for the day is 'Speaking Truth to Power'. The day aims to explore what enables and stops people speaking up and being heard in the workplace and to develop staff's capacity to speak truth to power.

6.0   Whistleblowing

6.1   Since the last report we have concluded two anonymous whistleblowing investigations in City and Hackney, which were are around patient care and bullying and/or harassment/nepotism/favouritism from City and Hackney. The complaint was investigated although not substantiated. An open letter to all City and Hackney staff is in the process of being sent by the borough director to address the concerns that were raised and to highlight the wok that is being done in the borough and the Trust more widely.

6.2   Two anonymous complaints have been received within the Informatics department in relation to the procurement of contractors and bullying and harassment. These are being investigated by an external consultant and we await the outcome of the investigation.

7.0   Counter-Fraud Investigations

7.1   Historically all counter fraud investigations are reported to the Board via the Audit Committee as part of its oversight of whistleblowing as a whole.

7.2   Whilst there are a number of counter fraud referrals, there are eight full counter fraud investigations. The allegations are as follows:

- Contractor relationship with the Trust and invoicing arrangements
- Misuse of mobile phone
- Bribery
- Expense fraud
- Misappropriation of items ordered
- Two investigations for timesheet fraud.

8.0   Employee Relations Activity

In total, there are: 91 live ER cases plus 10 Employment Tribunal cases, 108 long-term sickness cases, and 495 short-term sickness cases being managed by the People Relations team.

8.1   **ER Case Breakdown by Month**

Case Type	June	July	August	August 2018
Capability	17	21	25	11
Dignity at Work	16	17	15	8
Disciplinary	34	40	37	35
Disciplinary (Medical)	1	1	0	0
Grievance	11	15	14	10
Tribunals	10	11	10	6
Total	**89**	**107**	**101**	**70**

The number of Capability cases compared to this time last year has doubled; this is due to under reporting. The number of Dignity at Work have all most double compared to figures from last year, further analysis is required to understand why this is high.

8.2 **Allegation Type**

An analysis has been done on the range of allegations that are going through a formal Disciplinary process. In total there are 17 different types of allegations. The majority fall into the following 5 categories:

Allegation Type	Number
Failure to follow reasonable Management Instruction	4
Negligent Behaviour	4
Unauthorised Absence	4
Inappropriate Behaviour	4
Fraud	3

8.3 **Suspensions**

As at 9 September 2019, there are 4 employees are suspended from the Trust for reasons relating to:

- Two cases of Sexual and/or Physical Assault
- Alcohol Abuse
- Fraud.

8.4 **Employment Tribunal Breakdown by Directorate**

The number of Employment Tribunal cases have increased from 10 in June to 11 in July and then went down to 10 in August. The reason for this is that one case was settled out of court. The Trust is awaiting the outcome of one ET and one claim is currently at the EAT which is due to be held in September 2019.

8.5
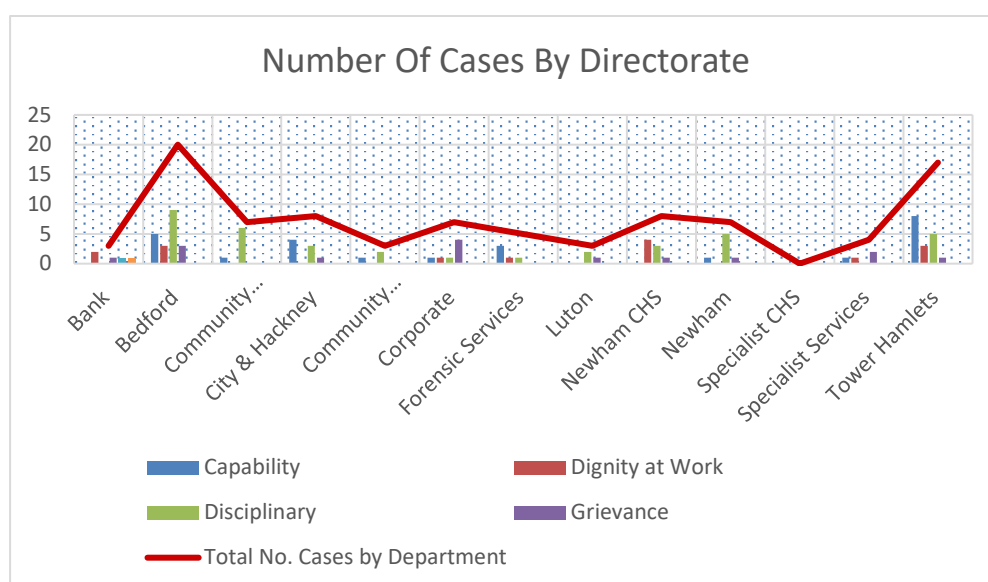
9.0   Agency Workers

9.1   A further letter was received from NHS England and NHS Improvement in respect the update to agency rules to restrict the use of off framework agencies for non-clinical and clinical unregistered roles and restrict the use of agency workers for certain admin and estates roles to be implemented in September 2019.

9.2   Benchmarking has been undertaken with some London trusts and some further benchmarking is being undertaking with Trusts near Bedfordshire. Proposals are being considered by the Trust Executive to make changes to bank rates for roles that are difficult to recruit to, to make it more attractive and therefore to reduce reliance on agency workers.

10.0   Respect and Dignity @Work Project

10.1   We are in phase 3 of the phase 4 project. We held the first of 7 sessions with managers, supervisors and leaders at sessions called 'Through Someone Else's Eyes', led by executive colleagues.

10.2   The first session took place on 6 September and was attended by around 80 managers, leaders or supervisors. The response and feedback was positive and the analysis is promising. Further sessions have been arranged up to February 2020.

10.3   The anonymous stories from staff were shared with the managers and discussed in groups which included talking about the emotions that the storied invoked. The managers then interpreted the stories using art and then shared the stories that they heard with other groups.   The managers also did their own story telling in a safe space and the Chief Executive shared a couple of stories. We have collected intelligence from managers in terms of the support that they require to enable them to become better and more compassionate managers as well as feedback from the sessions and the next steps.

10.4   We have identified around 1,300 people who fall in to category of supervisor, manager or leader. The half-day session was attend by 80 delegates. The feedback was positive and attendees were engaged. The feedback is that delegates Appendix 1 gives detailed feedback from the session.
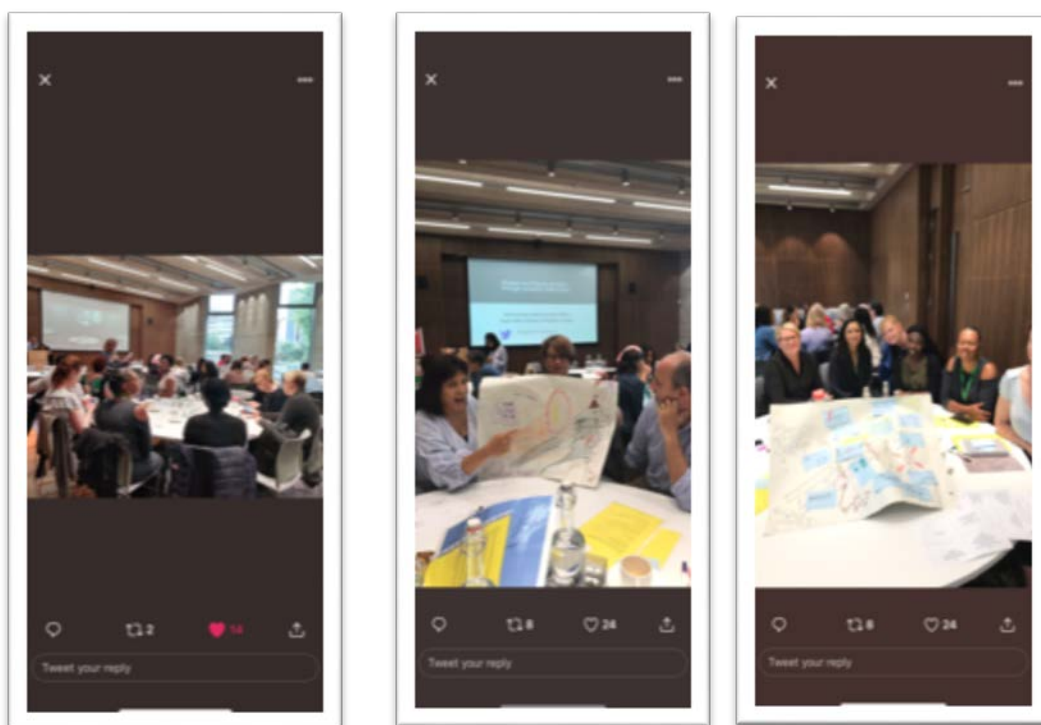
11.0   Knife Crime, Gangs and County Lines

11.1   The project group made up of People Participation, Communications, People and Culture, Child and Adolescent Mental Health Services (CAMHS), the Sexual Violence Facilitator and the Metropolitan Police. The project group have undertaken communications to elicit interest.

11.2   We have conducted a short survey to gauge interest. Around 50 staff have been in touch with concerns around sexual exploitation, drugs and gangs and have planned a half day workshop for these parents to come along to scope out what practical support and information the Trust can assist with. This event takes place on 27 September.

12.0   Brexit

12.1   A poll of EU staff was undertaken to ascertain how many people have applied for settled status, how many intend to apply and the reasons for not applying. The survey was sent to around 464 people and 167 people have responded. 50% of the respondents have applied for settled status and the remainder haven't - mostly because they are Irish and don't need to.

12.2   There were some comments from staff indicating that they did not have intentions of staying. We continuing to send out communication and we are planning another session with the Trust solicitors in October 2019.
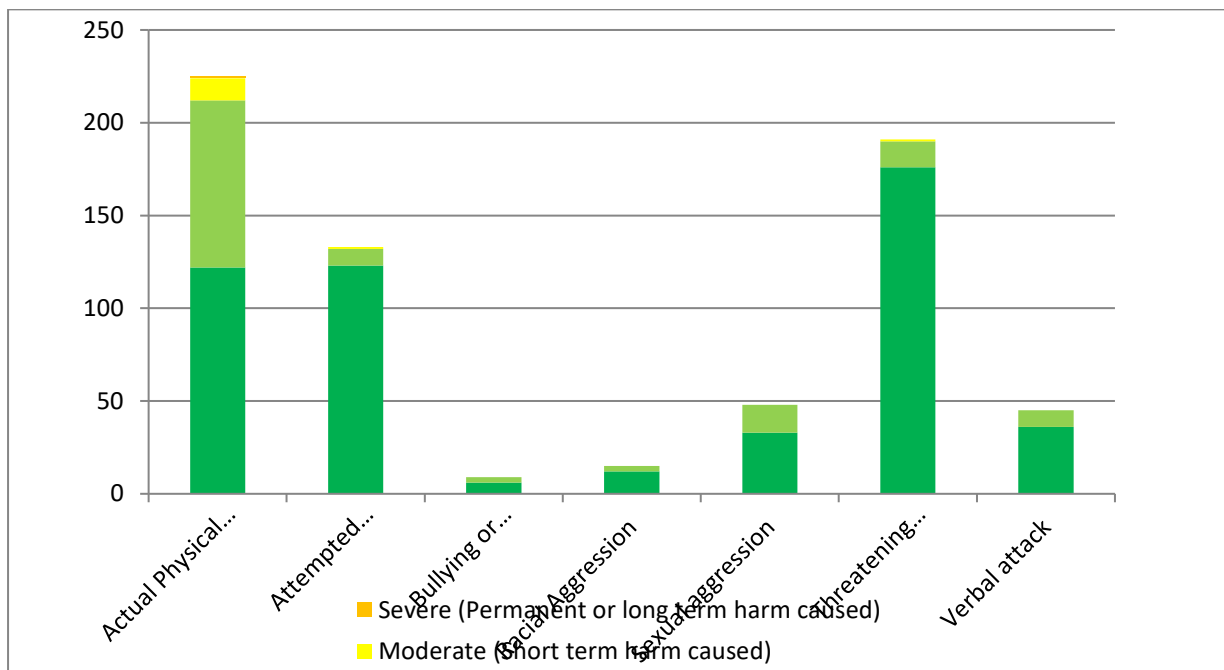
13.0   Incidents of Violence and Aggression (against staff)
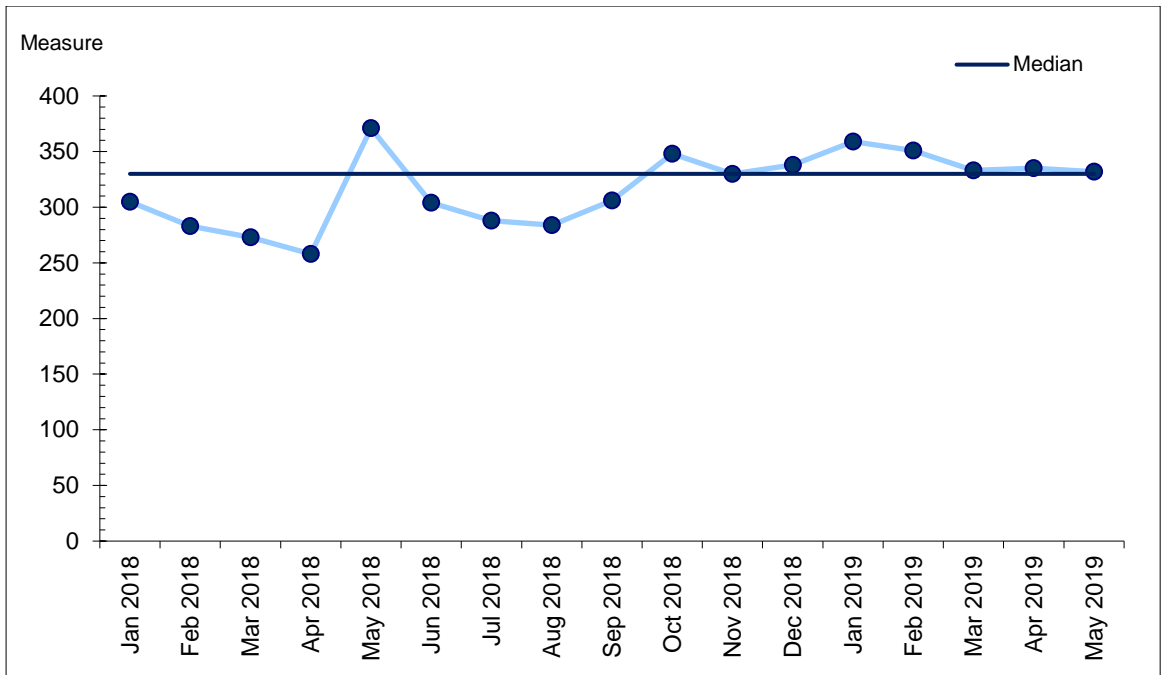
13.1   A total of 335 incidents were reported in April 2019 and 331 incidents in May 2019.

13.2   The graph below outlines all violence and aggressive incidents against staff by category and by personal harm in April and May 2019.

14.0   Incidents of Violence and Aggression (against staff) Moderate and Above.

14.1   The graph below outlines the number of violent and aggressive incidents against staff classified as Moderate or above from January 2018 to May 2019.

14.2
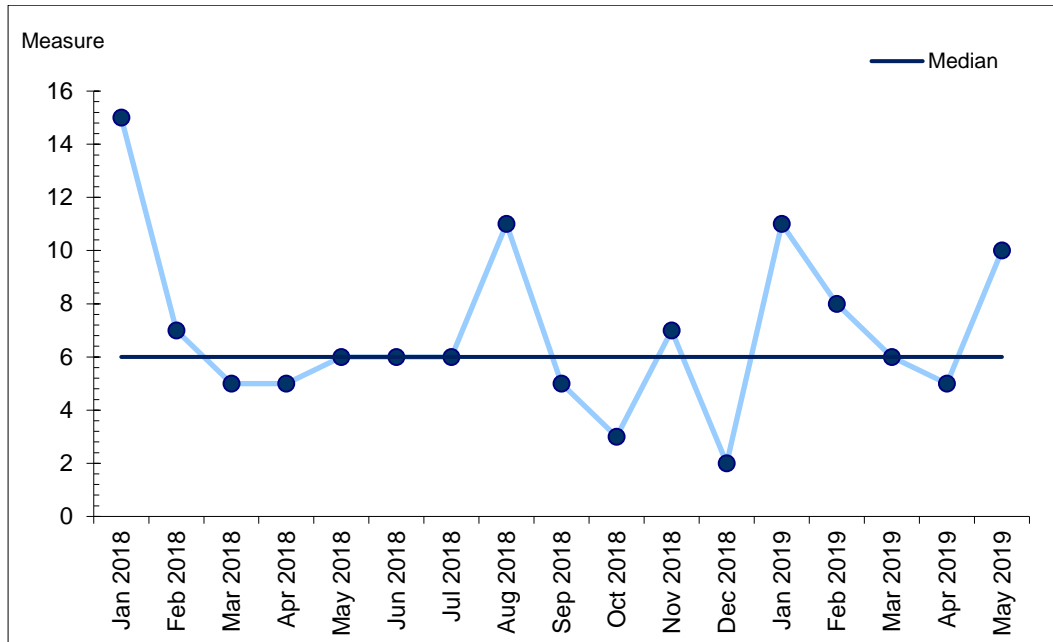
14.3   In April 2019 there were 5 reported incidents categorised as moderate following a violent and aggressive incident.

14.4   In May 2019 there was 1 reported incident causing severe harm and 9 incidents reported as moderate harm following a violent and aggressive incident.

15.0   Action being requested

15.1   The Board is asked to **RECEIVE** and **NOTE** the report for information.