

<b>Subject:</b>	People, Culture and Improvement update: Response to COVID-19	<b>Date:</b> 02 April 2020		
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<b>Presented By:</b>	Manjeet Gill, Non-Executive Director			
<b>Purpose</b>				
The purpose of this paper is to provide the Board with an update on the work being undertaken to support colleagues and the safe delivery of services during COVID-19.			<b>Approval</b>	
			<b>Assurance</b>	X
			<b>Update</b>	X
			<b>Consider</b>	
<b>Strategic Objectives</b>				
<b>To provide outstanding care</b>	<b>To promote and support health and wellbeing</b>	<b>To maximise the potential of our workforce</b>	<b>To continuously learn and improve</b>	<b>To achieve better value</b>
X	X	X	X	X
<b>Overall Level of Assurance</b>				
	<b>Significant</b>	<b>Sufficient</b>	<b>Limited</b>	<b>None</b>
		X		
<b>Risks/Issues</b>				
<b>Financial</b>	Mitigate negative financial impact on colleagues and families			
<b>Patient Impact</b>	Maintain safe staffing levels and a positive patient experience			
<b>Staff Impact</b>	Reduce anxiety, stress and support people wellbeing			
<b>Services</b>	Mitigate reduction or loss of service			
<b>Reputational</b>	To support safe, effective and high quality care for our community			
<b>Committees/groups where this item has been presented before</b>				
None				
<b>Executive Summary</b>				
<p>The paper will provide a high level update on each of the 4 key workstreams led by the COVID-19 Workforce Group. The Workforce Group reports in to the Trust Incident Control Team (ICT).</p> <p><u>Workstreams:</u></p> <ol style="list-style-type: none"> <li>1. Health and Well Being</li> <li>2. Training</li> <li>3. Recruitment and Attraction</li> <li>4. Operational delivery</li> </ol> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>• The Board is asked to recognise the focus and actions being taken in the wellbeing, support and management of our workforce.</li> <li>• The Board is asked to recognise how this work is supporting the safest and most effective way to care for our patients and colleagues.</li> </ul> <p><b>Introduction</b></p>				

During the last 3 weeks particularly, the focus of work across many of the directorate teams has radically changed. For example, our response to COVID-19 has meant that much existing and planned improvement programmes have switched to more rapid change and supporting colleagues through challenge and mapping new immersing pathways. We have switched our PMO expertise to support the governance and management of the Trust COVID ICT and supporting sub groups. Our Training department is responding to the workforce and training requirements resultant of new workforce models that respond to caring for patients with COVID-19. Our HR teams have been leading the operational management of workforce planning and contractual requirements to support change in working rota's and roles.

The following is therefore intended to provide the Board with a high level update of the priority work being undertaken by the People, Culture and Improvement teams to support colleagues and the safe delivery of services during COVID-19.

There are 4 priority Workstreams led by the COVID-19 Workforce Group. The Workforce Group reports in to the Trust ICT.

Workstreams:

1. Health and Well Being
2. Training
3. Recruitment and Attraction
4. Operational delivery

**Workstreams**

1. Health and Well Being

Led by the Director of Culture and Improvement, a small expert group including Consultant Clinical Psychologist, Chief Registrar, Specialist Nurses, Voluntary and Improvement experts has come together to focus and develop an enhanced and broader evidence model for supporting and caring for colleagues during Covid19. This was launched on 26<sup>th</sup> March and is attached as Appendix A and B.

The Four Level strategy is adapted from United Nations guidance for Mental and Psychosocial support in emergency settings (Feb 2020). Our model is designed to recognise the three key stages in the support of colleagues; *Now, During* and *After*.

**Appendix A** (KMH\_000638) is an overview of the SFHFT Four Level strategy. **Appendix B** is Level 1 and is embedded with readily accessible information, tools and resources. Colleagues can access this information in and outside of work.

Levels 2-4 will be completed and communicated across the Trust in the coming days/weeks. The Board can be assured that the small expert group, chaired by the Associate Director of Improvement is taking national guidance and support in the development of each of our 4 levels. In addition to this we are encouraging and receiving great feedback and support from SFH colleagues. Our aim is to continue to co-design our offer by listening and seeking advice from clinical and non-clinical experts and what we feel best meets the need of our local workforce and population. We are confident this is in place.

To support immediate health concerns from colleagues, we have in place a dedicated Occupational Health (OH) Line. As may be expected, this is experiencing high call volumes and is offering valuable key health related advice. Additional support has been put in place to support and respond to colleagues during this difficult time.

Our, 4 Level strategy has been shared across our partners including; Medirest, ICP and ICS peers. Our intent is to spread best practice and learn from each other. To confirm, our dedicated OH Line is available to Medirest colleagues.

## 2. Training

The Training and Education department is currently undertaking a number of initiatives to support the Trusts response to COVID-19. These include:

- Designing a skills questionnaire for the admin and clerical workforce. This will allow us to capture key transferable skills that can, when required, be redeployed to other critical areas of the Trust, thus ensuring continuity of services.
- Supporting the identification of key clinical skills within the existing workforce. This will provide visibility to clinical leaders that in return will allow colleagues to be redeployed to the most critical areas. This will ensure continuity of services and providing safest care possible.
- Designing and implementing a rapid emergency skills induction course to train student nurses as Health Care Support Workers. New starters will join the Trust bank and increase the overall Trust workforce capacity.
- Re-formatting of the existing Health Care Support Worker programme. This is to allow us to rapidly and safely train +165 applicants that have come forward to join the Trust HCSW bank. This will significantly increase workforce capacity to maintain safe patient care.

## 3. Recruitment and Attraction

In response to challenges associated with COVID-19 the Trust has adopted a proactive approach to recruitment. Adopting fast track approaches operating within sensible and safe practices over 300 applications for bank positions are currently being processed.

A joint approach with corporate nursing colleges has resulted in applicants being shortlisted, interviewed and appointed in 48 hours. To support attraction, revised bank rates of pay have been agreed and introduced for a defined period of time. This will ensure sufficient numbers are available to meet planned peaks in demand.

## 4. Operational Delivery

The introduction of a dedicated operational HR hotline to support those colleagues with COVID-19 concerns. This went live on 16<sup>th</sup> March. The advice line has experienced high volumes of calls providing advice and assurance to the workforce during periods of significant change and uncertainty. To support this, a suite of advice and guidance has been developed, as the national picture has emerged over the past 2 weeks amendments have occurred on a daily basis.

To support conversations and inform decisions, a Workforce SitRep is now in place. This report is presented to the daily ICT meeting and discussed in the Workforce Group. This report continues to be developed incorporating number of beds, training and other key information. Attached as **Appendix C** is the SitRep report from 25.03.2020.

## Summary

Our work as a directorate has been focussed on supporting our colleagues and responding in a timely manner to the rapid operational changes being put in place and the impact of COVID-19.

It is important to recognise that the situation and decisions we are making are rapid and often challenging. With this we will not always get it right. Yet we are confident that we have the leadership and governing structure to report information into and inform decision making as a team.

### **Recommendations**

- The Board is asked to recognise the focus and actions being taken in the wellbeing, support and management of our workforce.
- The Board is asked to recognise how this work is supporting the safest and most effective way to care for our patients and colleagues.

### **Appendix A**



KMH\_000638\_COVID  
\_19\_Staff Well Being

### **Appendix B**



Appendix B Level  
1.pdf

### **Appendix C**



Appendix C SitRep  
25.03.20.xlsx