

<p>Report to: Trust Board 29 May 2020</p>
<p>Report title: COVID-19 Workforce Report</p>
<p>Responsible Director: Director of Workforce</p>

Summary

This short paper provides an update for the Board on key workforce themes and actions undertaken this month as part of the LCH COVID-19 pandemic response – it is not intended to outline everything but rather to focus on key issues for reporting to the Board.

Absence Recording and Reporting:

- Staff absence continues to be recorded and reported upon daily a day in arrears – please see attached the report for Tuesday 26 May;
- Our newly-introduced absence reports enable managers to review their daily staff availability at service level;
- The COVID-19 absence rate i.e. people who have or believe they are ill with the virus; has dropped below to as low as 1% during May, having been at 2%-2.5% during April. This figure continues to be higher in the ABU, where COVID-19 absences remain between 2% and 2.5% in May to date;
- Within the region and nationally, COVID-19 related absence continues to equate to more than 50% of overall sickness absence – at LCH this accounts for approximately one third of our overall sickness absence; with our overall sickness rate remaining within tolerance;
- Our overall levels of absence are lower than those reported nationally. Our capacity continues to be manageable.

Health and Well-being of Staff:

- Government guidance issued on Monday 11 May was been rapidly reviewed by a newly-formed Safe Working Environments project team. The project has two primary strands: *Working from LCH / Partner Bases* and *Working from Home*;
- Both project strands are taking action to further strengthen and support the practical and health-related measures already in place, including on social distancing, hand-washing/sanitising, and risk assessments. Updates linked to the new guidance and the LCH work in support of it have been issued via the Midday Briefing;
- We continue to focus on supportive conversations with staff throughout this time, including in particular those identified nationally as being in the most vulnerable groups. These groups include those who are clinically at high risk and shielding, BAME colleagues, pregnant women and those over 70. An LCH risk assessment template has been developed to assist managers and staff in identifying COVID-19 risk factors and appropriate mitigation measures; together with additional guidance documents describing the support options available;
- This risk assessment template is being used with staff in all of the above categories and further detail

is provided in relation to the work with our BAME colleagues in a separate Board report to this one;

- An open letter to staff working from home, providing guidance, support and sharing personal experiences, was issued on 30 April. This has been followed up during May, in response to feedback from staff, with the introduction of open conversations for staff about the challenges of working from home with approximately 50 staff attending the first two sessions;
- We also continue to provide health and well-being support to all staff through a variety of mechanisms including management support, the listening line provided by ODI colleagues, LMHS service and our EAP service.

Resourcing:

- LCH has been taking action to support Care Homes in Leeds, developing a Workforce Sharing Agreement with support from legal advisors that will enable staff to be deployed directly into Care Homes if and when necessary. A small cohort of LCH substantive staff and bank workers has volunteered to be deployed, with a further 4 identified via the Bring Back Staff route;
- Such deployment is in addition to the focused support being provided to Care Homes by the LCH Neighbourhood Teams, Infection Prevention & Control team and other core services;
- The LCH approach and Care Homes Workforce Sharing Agreement has been shared widely regionally and by NHS England / Improvement as an exemplar model;
- Redeployment of staff from C2 and C3 services continues to provide additional resource to C1 services; and capacity remains steady;
- Additionally those staff recruited temporarily to our Bank are in the process of being made 'service ready' to be deployed as and when required; a further 5 students have joined us as Band 4 staff bringing the total to 23.

Training & Development:

- As the initial COVID-19 curve has subsided, normal compliance expectations resumed this month for both appraisals and statutory & mandatory training;
- 11 key statutory & mandatory topics are now available for staff to undertake online. A further 3 courses are not yet available online: one of these (Conflict Resolution) is expected to be available online by the end of July; whilst the other two (First Aid and Level II Dementia) have been temporarily stood own following consultation with subject matter experts;
- With large numbers of LCH staff likely to undertake appraisals virtually rather than face to face, the OD&I team is developing guidance and literature to support effective virtual appraisals;
- The OD&I team has been working with leaders and managers to develop a tailored leadership and management offer of support through this crisis. A resulting Psychological Wellbeing session in early May, including expert input from an LCH Consultant Clinical Psychologist, attracted over 100 participants and received excellent positive feedback;
- Further sessions are planned, with the focus of the next session being "Burnout and Resilience". These sessions are designed to support leaders directly as well as providing some guidance on how to recognise need and offer / signpost support for members of their team who may require it.

Jenny Allen & Laura Smith

Director of Workforce – 24 May 2020