

Workforce report September 2015

Trust Board Meeting	Item: 10
25th November 2015	Enclosure: F
Purpose of the Report: This report provides an update in respect of performance against agreed workforce targets Quarter 2 end.	
FOR: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
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Risk Implications – Link to Assurance Framework or Corporate Risk Register:	Staff satisfaction is linked to improved organisational performance and patient outcomes
Link to Relevant Corporate Objective:	Strategic Objective 2 - To have a committed, skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients
Link to Relevant CQC Domain: Safe <input checked="" type="checkbox"/> Effective <input checked="" type="checkbox"/> Caring <input checked="" type="checkbox"/> Responsive <input checked="" type="checkbox"/> Well Led <input checked="" type="checkbox"/>	
Document Previously Considered By:	
Recommendation& Action required by the Trust Board : The Trust Board is invited to a) note the contents of the report b) to confirm support for the actions taken in response to the issues raised.	

Workforce Report – Quarter 2

Executive Summary

1. This report provides an update in respect of activities progressing the Trust's workforce strategy priorities in 2015-16 and performance against agreed workforce targets for the Quarter 2 period; July 2015 to September 2015.
2. The key workforce issues remain interrelated. Our high turnover impacts on our vacancies which in turn leads to agency usage to cover our vacancies. Our turnover is reducing gradually but the impact of the increased recruitment activity won't impact our turnover rates fully until next year.
3. Apart from the expected increase in August the trend for this quarters leavers is reducing, however is still not close to our target of 30 leavers per month. The turnover and retention report on adult nursing from the South London project has highlighted that turnover across south London has been steady increasing across all Trust since 2013. Moreover, research has shown that turnover for new generations entering the job market will increase as work life balance and different rewards take a high priority in their assessment to stay in a post. 30% of the leavers this quarter left with under a year's service, 43% of these being in their 20s. Therefore our work on positivity, coaching and career development takes on more importance in our retention work as these are issues that are important for Generation Y e.g. valuing and recognising achievements, engagement, team working and living the values.
4. We have well developed plans for recruiting to our Nursing, Admin and Medical staff groups and we are on target to meet our vacancy aim by the end of March 2016. A new lean recruitment process will also be launched across the Trust in December and this process will reduce our lead times further.
5. The impact of agency usage has impacted this month already with a reduction of £65k in spend for the Admin & Estates staff Group. In areas where agency spend is non-compliant service lines are planning to use a weekly financial monitoring process to ensure that costs and any alternatives are considered prior to booking agency staff.
6. Our red rated service lines in relation to vacancy, turnover, agency and sickness are mostly located in the Emergency Care division. However, Clinical Support Services and Specialist Services have a few service lines with minimal agency, low turnover, low sickness and high compliance with appraisal and statutory mandatory training.
7. The Trust sickness absence is well managed with the sickness absence percentage still in the best top quartile nationally. We are expecting this percentage to rise as we enter the winter period due to the seasonal increase in sickness.
8. By the end of the calendar year we are expecting our vacancy rate to be below our target of 8% and agency as a percentage of the pay bill to be just over 10% and our sickness absence to be slightly above our target of 2.5%.
9. This report is structured as follows:
 - 1) An overview of performance against the workforce objectives:
 - Staffing
 - Recruitment
 - 2) Recruitment & Vacancies

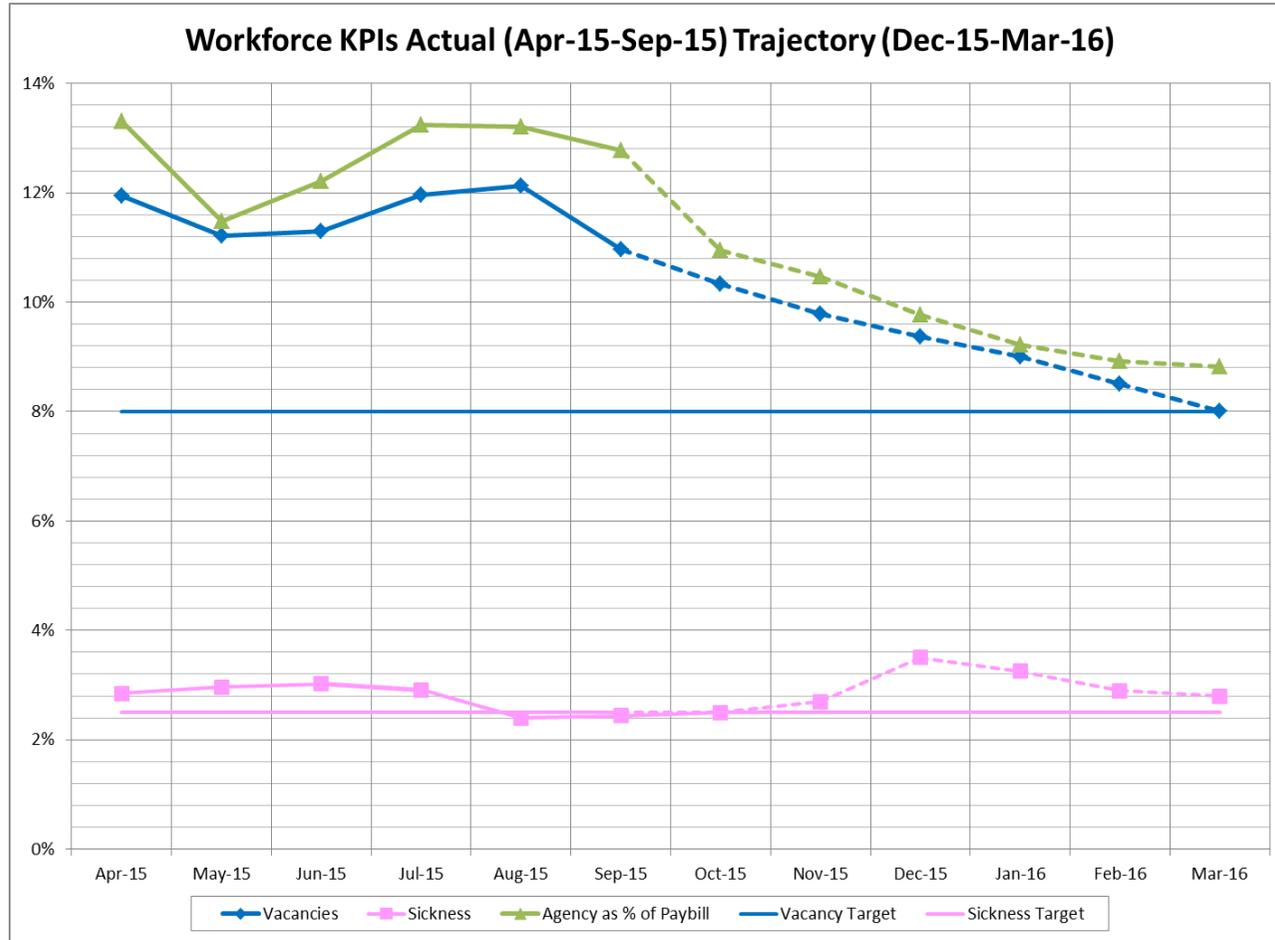
Part 1 – An overview of performance against the workforce objectives

Objective 2.1: To ensure all our staff are up to date with core (mandatory) training, have clear objectives, regular appraisal and a personal development plan reflecting our values

	<u>Position at Q2 end</u>	<u>Actions in Place</u>
<p>(a) 80% of staff to have had an appraisal and agreed objectives and a PDP by the end of June 2015 and 90% by September 2015 and all managers have feedback on their people management skills from their staff and have the results built into their PDP</p>	<ul style="list-style-type: none"> • Appraisals have reached 89% by quarter end. • In a recent Benchmarking survey only one hospital recorded a higher than the Trust (94%). (16 Trusts took part in the survey) 	<ul style="list-style-type: none"> • Divisional Directors are ensuring that appraisal dates have been set up for all staff and are monitoring at performance review meetings. • HRBPs working with the Service lines to ensure that all New Starters for April through to July have Objectives set. This is what will increase to the plan of 90%. • Performance against the targets is monitored at weekly Executive Management Committee (EMC) and monthly performance meetings.
<p>(b) 80% of staff up to date with their mandatory training</p>	<ul style="list-style-type: none"> • 84% of staff was fully up to date with their mandatory training by quarter end. • In a recent Benchmarking survey Kingston rank 10th out of 16 at the time surveyed. Now our position has improved we would be ranked 6th. All Trust surveyed were Acute Trusts. 	<ul style="list-style-type: none"> • Face to face training is also being provided within service lines to address low levels of statutory training. • Extra dates have been added for in-house training and managers are being informed of all staff that DNA. • Divisional Directors are ensuring managers have plans to address non-compliant areas and address DNA's as well as manage those who are approaching non-compliance. • Mandatory training is reviewed at Performance review meetings • Performances against the targets are monitored at weekly EMC and monthly performance meetings. • Aim to reach 90% compliance in preparation for making this our new target for 2016/17.

Objective 2.2: To increase staff retention by creating an environment where staff feel valued supported and can develop, grow and thrive		
	<u>Position at Quarter 2</u>	<u>Actions in Place</u>
<p>(a) Turnover reduce to 15% - All service lines and other areas of high turnover to have a strategy/plan to address this</p>	<ul style="list-style-type: none"> The overall trend shows the Turnover rate remains at 19%. The number of leavers per month should be 30 each month to reach our 15% target. Currently the average leavers per month stand at 41. 30% of the leavers this quarter left with under a years' service. This is an improvement since last quarter (39%). 43% of the leavers are in their 20s and are mostly Qualified Nurses and Admin staff. According to a recent benchmarking survey 1 South London, 1 North Central & East and 1 North London Trust rank higher than Kingston for the turnover. 	<ul style="list-style-type: none"> A programme of actions are taking place to address the high turnover in admin areas these includes: <ul style="list-style-type: none"> - intensive training for all admin staff and their managers, - customer service training, - standard operating procedures have been written for each service line to ensure admin staff are clear on their duties and where to seek help. - regular admin walkabouts to check in with admin teams - monthly admin workshops to provide peer support and training - action plans to support admin teams who are struggling. - creation of career progression post A number of service lines with high turnover are carrying out further retention surveys to put prevention plans in place accordingly. Some service lines are looking at Career planning for some of their roles to ensure opportunities for development are available. This is in conjunction with a number of corporate actions; measuring staff experience and creating a positive narrative.
<p>(b) Agency usage reduce by 10%</p>	<ul style="list-style-type: none"> Agency spend as a percentage of the pay bill has reduced this month. Significant reduction has been made in the Admin & Managers Staff Groups – although the clinical Staff groups have increased usage. 	<ul style="list-style-type: none"> The overseas recruitment programme has appointed a number of posts which will address the nursing vacancies and the consequent agency usage In areas where agency spend is non-compliant service lines are planning to use a weekly financial monitoring process to ensure that costs and any alternatives are considered prior to booking agency staff. A number of essential but difficult to recruit to posts are being covered by Agency while service lines are exploring more innovative recruitment process and making posts more attractive (i.e. offering training/development/progression). A weekly agency monitoring group has been set up to project manage agency usage across the Trust. This is chaired by the Director of Finance. Monitor will also be assessing our reduction in nursing agency spend.

<p>(c) Reduce the vacancy rate to 8% or less</p>	<ul style="list-style-type: none"> • The Vacancy rate has reduced significantly this month due to large number of starters. Vacancy rate now stands at 10.97%. • The majority of vacancies across the Trust are nursing posts. This is closely followed by Admin and Estates staff group. A recruitment programme for both staff groups is underway. 	<ul style="list-style-type: none"> • The overseas programme has made a number of appointments and a number of these employees have started this month. As well as newly qualified nurses straight from Training programmes. • Cohort recruitment for Admin is to get underway as the currently position shows that not enough recruitment is taking place to make inroads into the number of vacant admin posts. • A detailed look at recruitment is shown below.(part 2)
<p>(d) Sickness maintained in the top quartile</p>	<ul style="list-style-type: none"> • The Sickness rate for the Trust is traditionally low and is green rated this month (2.44%). We are in the top quartile in the country for comparative Trusts. 	<ul style="list-style-type: none"> • In areas where sickness is non-compliant, Service lines are being supported by HR Business partnering team to ensure they understand and apply the sickness policy consistently. • Occupational health have been awarded a contract to enable them to assess the fitness of staff, this will work as a preventive measure in managing staff sickness and take a more proactive approach in the health and wellbeing of our staff.



Agency spend as a percentage of the pay bill has reduced slightly this month, the staff groups with the highest usage are Qualified Nursing (40%), Medical & Dental (23%) and Admin & Estates (15%). The top reason for agency usage from HealthRoster data (majority Nursing staff) are Staff Vacancy (38%), Establishment shortfall (25%) and Escalation Beds (19%). The Finance forecast for agency reduction is also shown here.

The **Vacancy rate** has reduced significantly this month. This is due to large number of Qualified Nurses and Nursing Assistants starting with the Trust over the past two months. The majority of the vacancies remains within the Qualified Nursing (144wte), and Admin & Estates (85wte) staff groups. Vacancy predictions shown are based on recruitment pipeline data from TRAC.

Sickness rates are traditionally low at the Trust and this trend continues. This month we are green rating of 2.44%. It is predicted that during the winter the percentage will increase and predictions are based historical data.

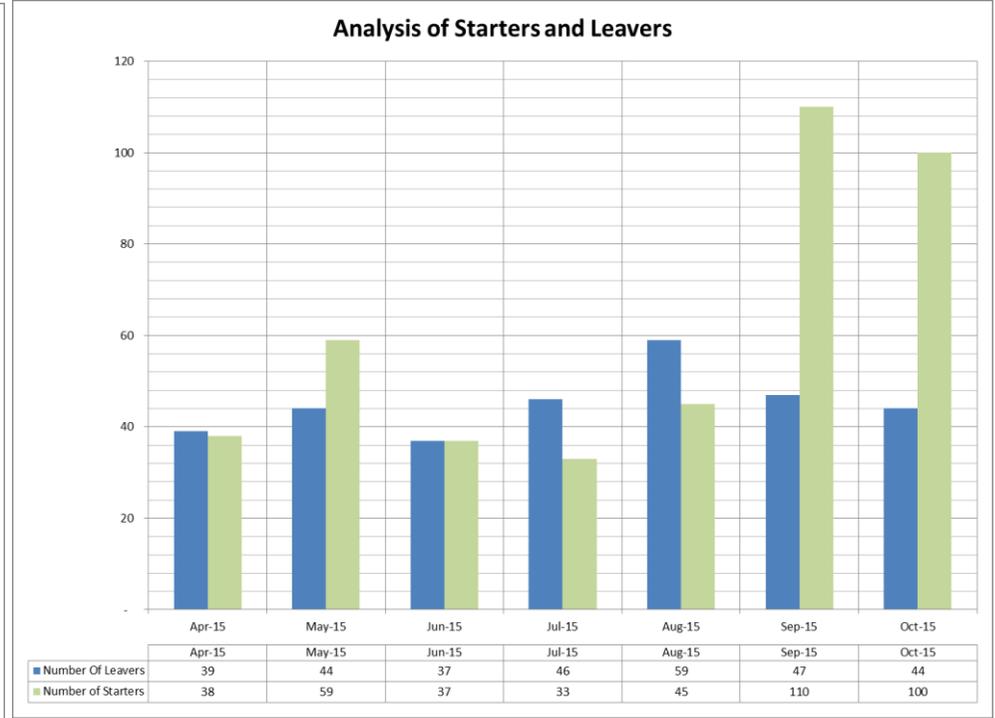
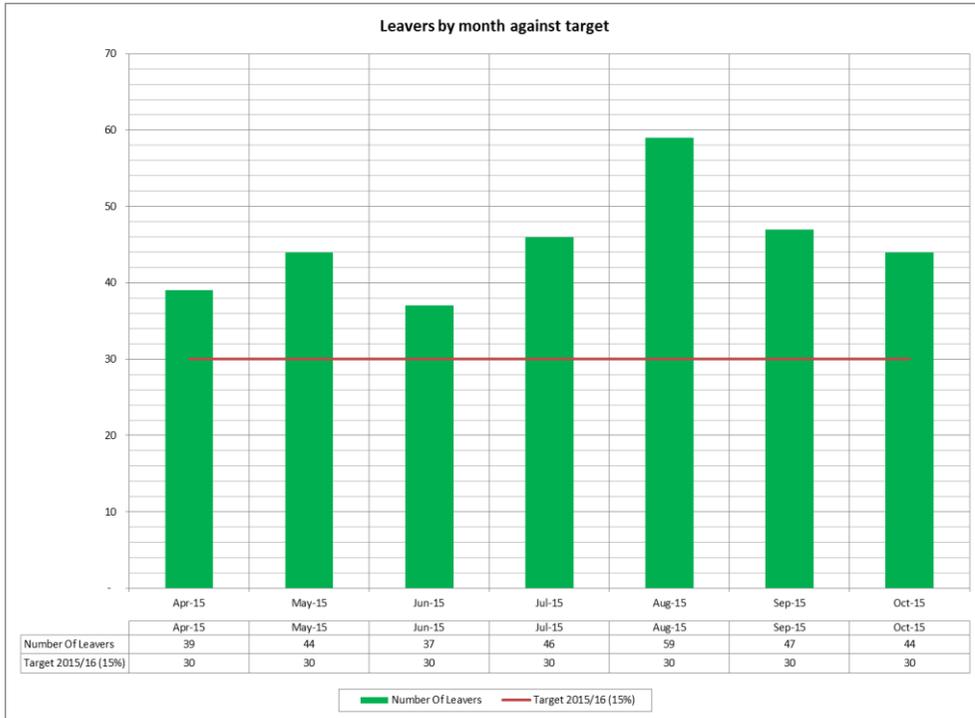


Chart 1: - analyses the leavers by month. The number of leavers in Oct-15 has reduced again so we are getting closer to the target of 30 per month.

Chart 2: - analyses the leavers and starters. There are some months where the numbers of leavers are higher than the number of Starters. These months not only have an impact on our turnover but also slow down the rate in which we are able to fill out Vacancy WTE gap. The graph shows the large rise in New Starters over the last two months which has accounted for the reduction in our Vacancy rate.

Part 2 - Recruitment

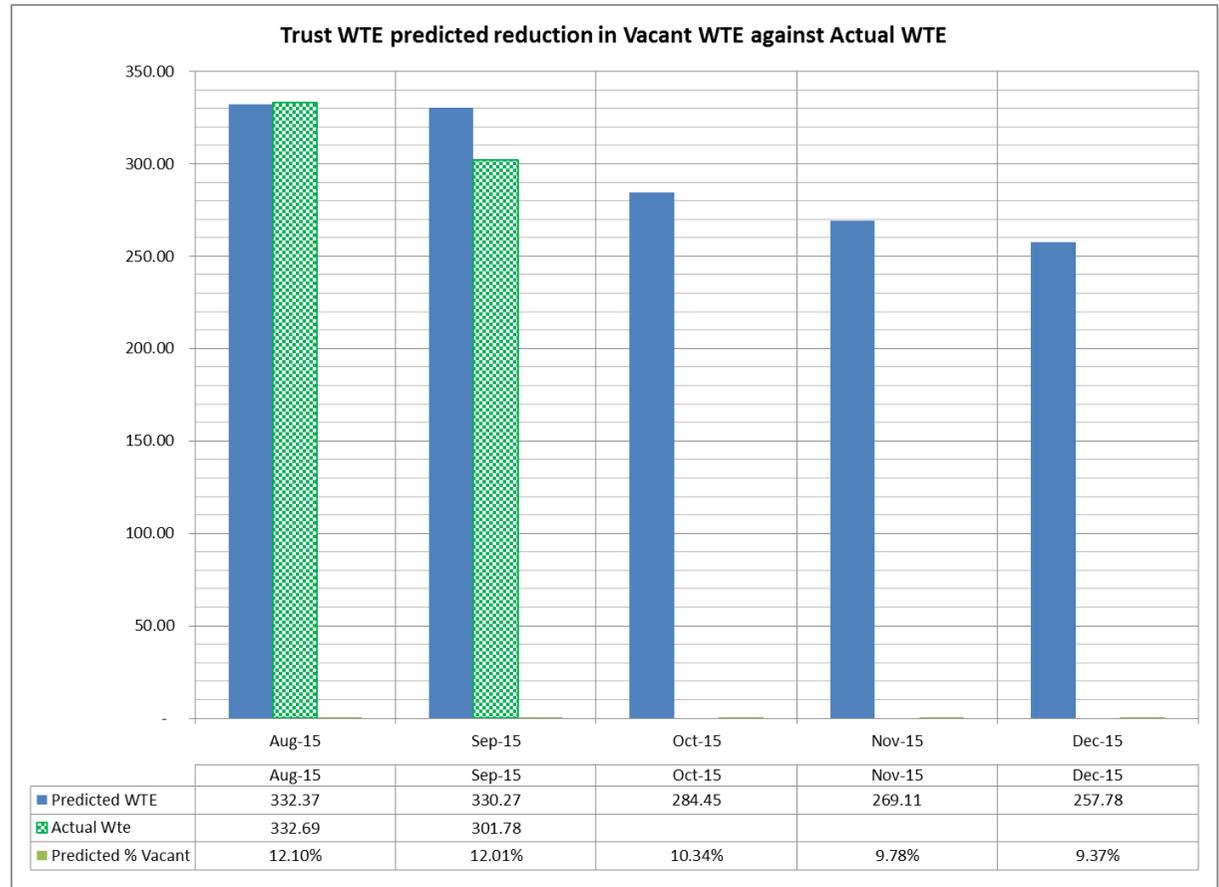


Chart: Predicts what the vacancy rate will look like by Dec-15 if the Turnover rate remains the same. Predictions look at number of successful candidates in the recruitment pipeline and predict when they will start with the Trust. This month the Actual Vacant WTE employed is less than predicted, which is encouraging. If this trend continues we will reach the target of 8% overall earlier than Mar-16.

Nursing Recruitment

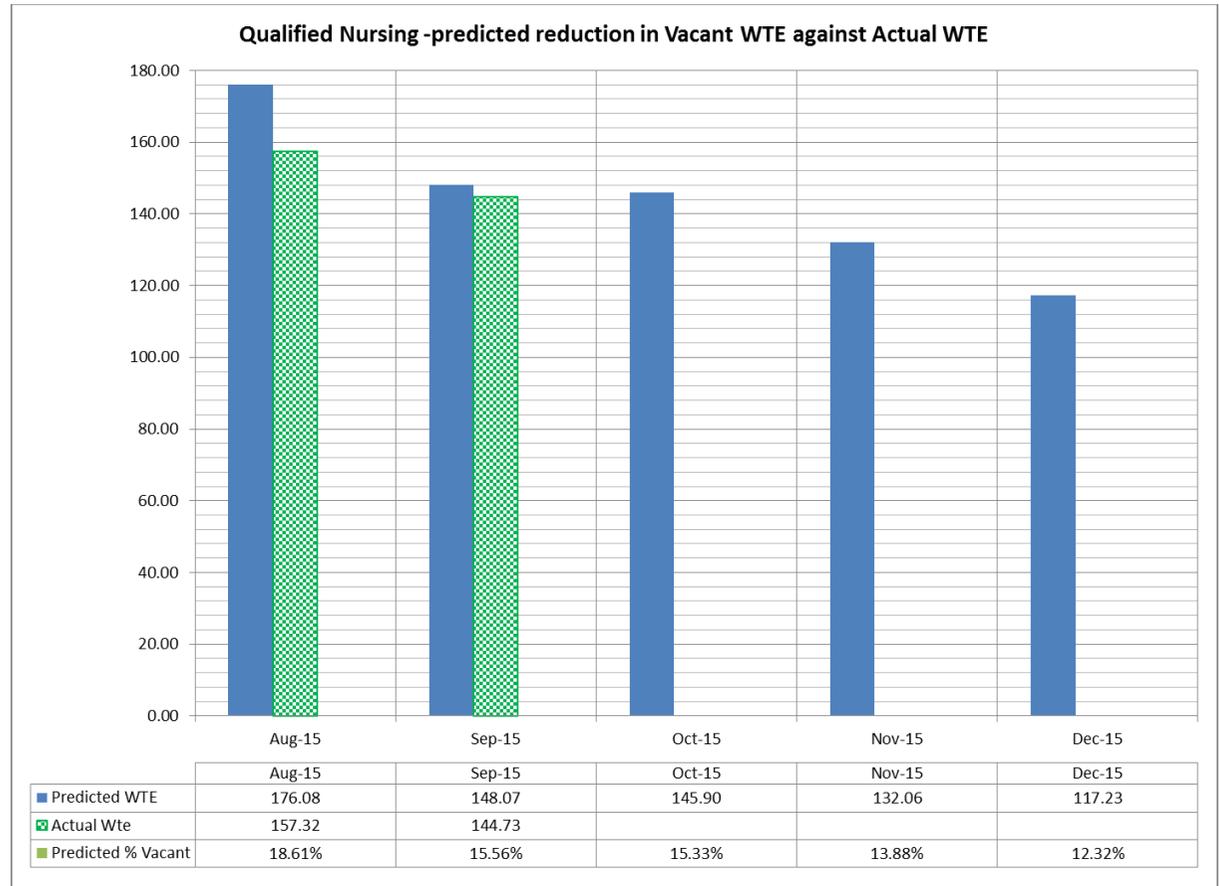


Chart 1: - Looks at predicted reduction in vacancies within the Qualified Nursing staff group. We can see here that the Overseas Nurse recruitment, Cohort recruitment and targeted approach to qualified Nursing vacancies should have an impact in the reduction of vacancies over the next few months. Currently our Actual vacant WTE is also slightly better than predicted.

Action Plan

- The nursing current vacancies are tracked and managed through the Safer Staffing group on a weekly basis. The Trust has appointed c 50 nursing staff in September/ October and this extra recruitment has improved the baseline position.
- In order to meet demand the Director of Nursing has looked to recruit a mixture of overseas nurses and UK nurses via cohort recruitment programme. This approach is in addition to individual nursing vacancy management through the safer staffing group. The plan is to over recruit nursing staff so they can be deployed to cover vacancies in other areas where appropriate. Moreover, there is a planned programme of cohort recruitment for nursing Assistants. We have also commission recruitment in the Philippines in November and India in February 2016
- There is also a further focus to develop a better offer that would incorporate accommodation (if required), professional development and career pathways as well as working with local educational institutions to develop better partnerships and ensure that we retain a very high proportion of all the nursing students that we have.

Admin & Estates Recruitment

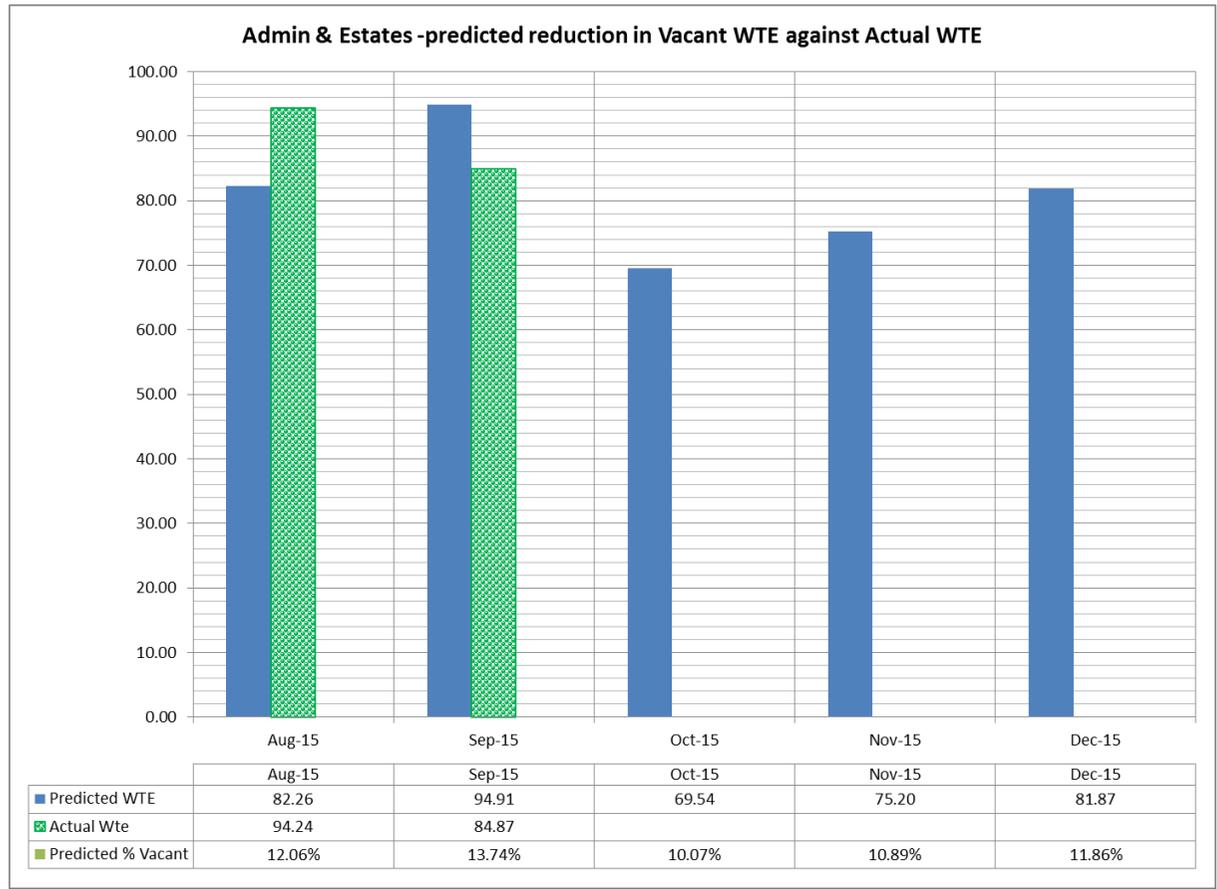


Chart: - Looks at the predicted reduction in vacancies with the Admin & Estates staff group. Predictions show that the vacancies are reducing again next month but in the preceding months they are rising again, this means we are not replacing the predicted leavers and vacancy gap quick enough. The targeted work on admin recruitment should show an improvement in our predictions next month. The August data shows the impact of not recruiting to our vacancies and predicted turnover quick enough when our Actual WTE ends up being higher than predicted. Encouraging the data for September shows an improvement as the Actual WTE is well below the prediction.

Action Plan

A number of key actions have been taken to recruit admin staff. This includes cohort recruitment from which we have already obtained 25 new starters from one recruitment day. Two more are planned in November and we have over 250 applicants for our posts, this will significantly reduce our admin vacancies that is not taken into account in the vacancy projections above. Another recruitment day is planned for January 2016. A further plank of our recruitment strategy to target a high calibre of applicants. We aim to do this by attracting local residents, local volunteers, apprentices and maternity returners to work.

The strategy is as follows:

- Develop benefits packages
 - As part of this local targeted recruitment campaign it would be important to identify the benefits of working for Kingston. We will compile a list of benefits of working for the Trust including Annual leave, pension, bike loan, nursery, career development and flexible working options.
- Local recruitment drive
 - Rather than simply relying on NHS jobs we will recruit via the local media, community clubs, newsletters, school both primary and secondary, local charities and charity shops, libraries, supermarkets, post office, Surrey mummy.com, our volunteer network, students at local colleges and universities. We would also consider advertising to our local residents directly via inexpensive mail drops and tailor our adverts for the local community and areas where know redundancy programmes are taking place. We would also look to ask our staff directly to recommend friends and family for vacancies.
- Develop flexible posts
 - The business partners will work with the service lines to determine which posts can be offered flexibly and we would look to recruit directly to the bank. They would also work with managers to draft develop more attractive roles and job descriptions.
- Over recruitment via monthly cohort recruitment
 - We will continue our monthly cohort recruitment and attract our local residents as well as rolling adverts.

Our local cohort recruitment would enable the COO to achieve our vacancy target, however, a local approach will also increase the calibre of candidates.

Medical & Dental Recruitment

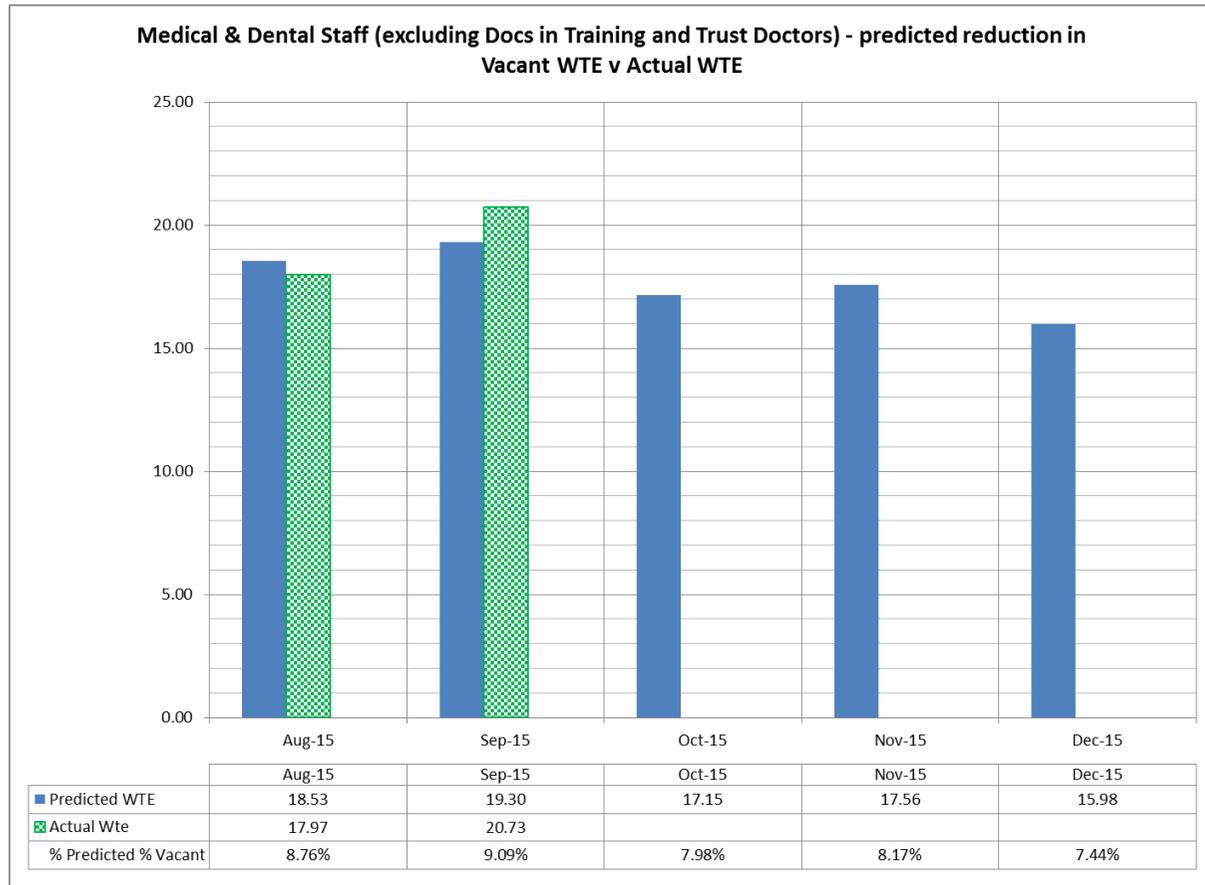


Chart : Looks at predicted reduction in vacancies within the Medical & Dental staff group. Currently the Actual WTE is above that predicted. The currently recruitment for Senior Doctors in the pipeline should begin to take effect in Nov-15.

Action Plan

Some services in the Trust have historically found it difficult to attract Consultants for various reasons including national shortages, location of the Trust and/or competition with bigger teaching hospitals in close proximity.

To close the gap in our medical establishment and to maximise the Trust's ability in to attract suitable candidates, we are currently exploring various and innovative solutions. Actions currently in place to fill these vacancies include:

Consultant Recruitment

- **Networking** – Clinical Directors are networking with colleagues in other Trusts and contacting potential candidates in their network.
- **Job Descriptions and job plans** - Reviewed job plans and JDs to make the roles more attractive including sabbatical leave to consultants after certain length of service e.g. A&E
- **Working with other neighbouring Trusts** – Joint appointments where clinically appropriate are being investigated. Elderly Care are exploring the option of recruiting Shared consultant with St Georges.

Middle and Junior grade recruitment

- **Working with recruitment agencies** – We are currently in contact with a number of agencies to work on behalf of the Trust to source suitable candidates both nationally and internationally.
- **Overseas candidates** - Recruitment agencies are currently sourcing candidates from overseas and we have already placed a number of candidates at Trust Doctor level.
- **BAPIO** – currently exploring the option of working with British Association of Physicians from Indian Origin to offer 2 year contracts to experienced Doctors from India.

Recommendation

The Trust Board is invited to a) note the contents of the report b) to confirm support for the actions taken in response to the issues raised.