

Workforce report: May 2016

Trust Board Meeting	Item: 10
25th May 2015	Enclosure: F
Purpose of the Report: This report provides an update in respect of performance against agreed workforce targets Quarter 4 end.	
FOR: Information <input checked="" type="checkbox"/> Assurance <input type="checkbox"/> Discussion and input <input checked="" type="checkbox"/> Decision/approval <input type="checkbox"/>	
Sponsor (Executive Lead):	Anne Robson Interim Director of Workforce
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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:	EMC
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.	

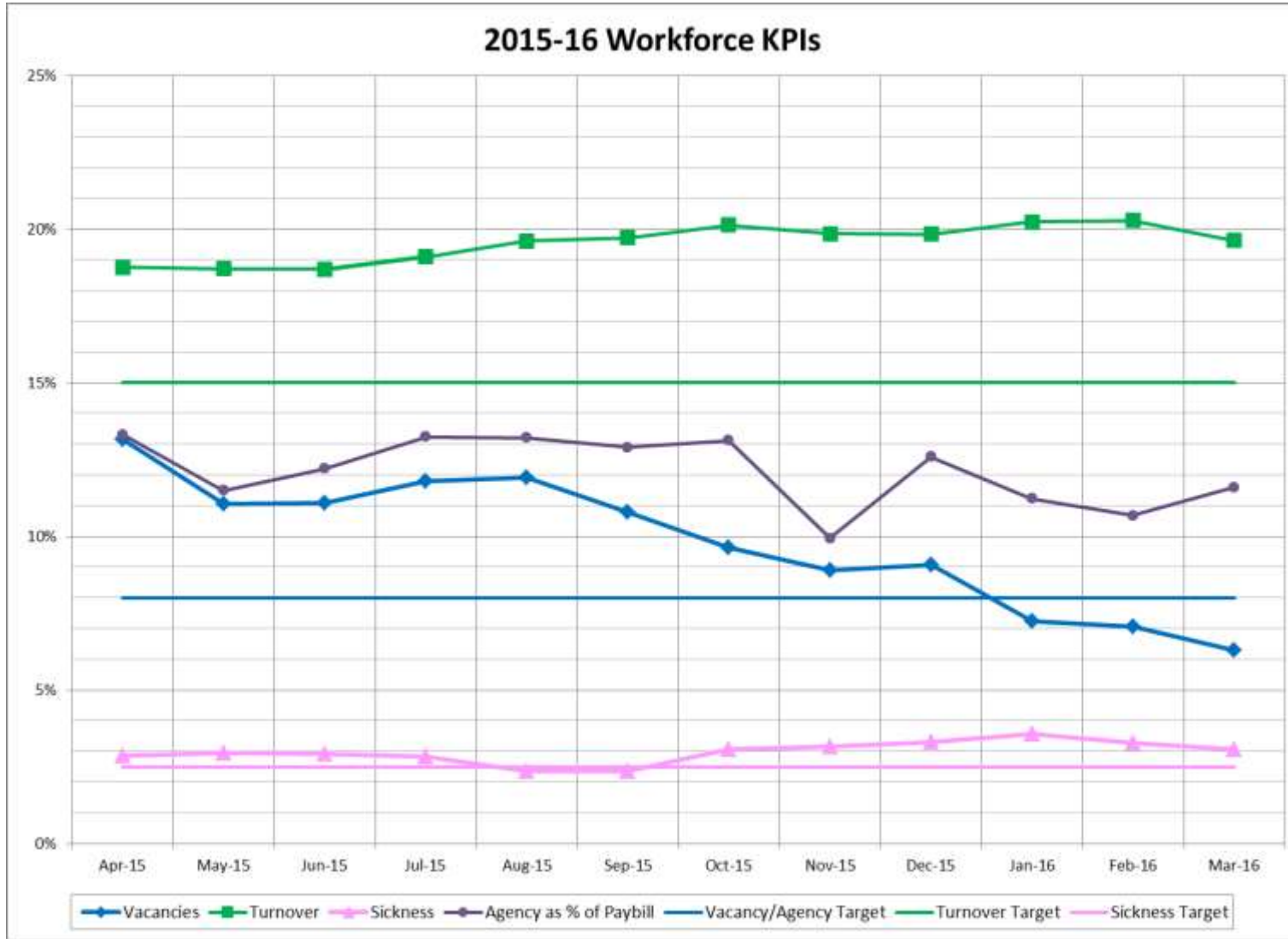
An overview of performance against the workforce objectives – Year End Position

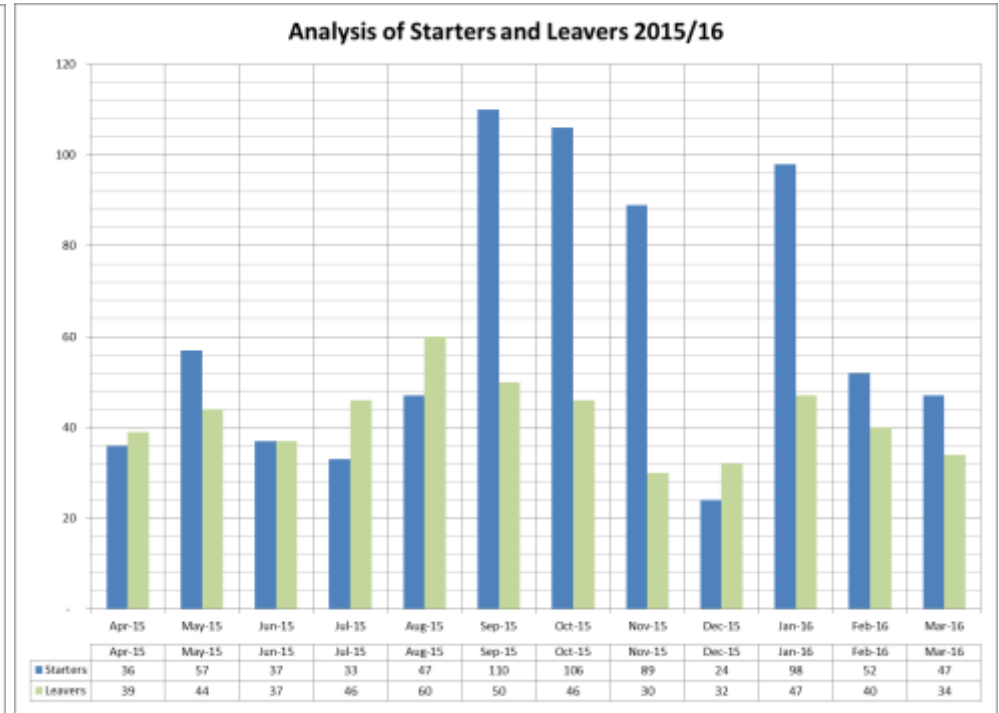
Strategic Objective 2 : to have a committed skilled and highly engaged workforce who feel valued, supported and developed and who work together to care for our patients

Performance Indicator	Target	Position as at Mar-16	Actions In Place
Appraisals/PDP	90% by Sep-15	85%	<ul style="list-style-type: none"> Divisional Directors and Associate Directors are ensuring that appraisal dates have been set up for all staff and are monitoring at performance review meetings. List of staff with outstanding APDs are shared with service lines in order to improve percentage rate. Performance against the targets is monitored at Executive Management Committee (EMC) and monthly Performance Review Meetings (PRMs). The inclusion of new starters into the data has resulted in non-compliance. A list of the outstanding new starters has been sent to Service lines and they have been working towards setting targets for all by the end of April. This should impact on the current position and will be evident in the May workforce information.
Mandatory Training	80%	85%	<ul style="list-style-type: none"> Mandatory Training performance is reviewed at Monthly PRMs and performance rate updated are shared with service lines on a regular basis. Extra dates have been added for in-house training including local fire safety training and managers are being informed of all staff that DNA. Further increase in compliancy for the mandatory training booklet following the HR team sharing the list of non-compliant staff members and working with managers to ensure they allocate their employees time to complete the booklet The Recruitment team now manage the booking of new starters on to Corporate Induction which has supported the increase in attendance. The introduction of the 3 in 1 Clinical Mandatory Update in class course welcomed by service lines has allowed them to roster employees off for a whole shift rather than a few hours here and there for training.
Turnover	15%	19.62%	<ul style="list-style-type: none"> The number of leavers per month should be 30 to reach our target of 15%. Currently the average leavers per month over the rolling year is 41, but the impact of decreased leavers over the past few months will have an impact on the turnover rate in the next quarter. Service lines, in conjunction with HR BPs are gathering soft data from questionnaires in order to address specific issues identified to improve retention.

Sickness	2.5%	3.07%	<ul style="list-style-type: none"> In areas where sickness is non-compliant service lines are being supported by the HR Business Partners to ensure they understand and apply the Sickness Policy consistently. In order to address short term / intermittent sickness absences, managers are coached to fully utilise the Return To Work meeting to probe and understand reasons for the absences and put measures in place to enable improvement in the level of attendance. For long term sickness absences, OH advice is sought as early as possible to address any issues and enable a quick return to work, especially where work related stress has been cited.
Vacancy	8%	6.28%	<ul style="list-style-type: none"> Overseas nursing recruitment has resulted in 17 new starters over Q4, with UK based cohort recruitment welcoming 15 new starters over the same period. Overseas recruitment is expected to bring a further 35 new starters over the next 3 months
Agency	8%	11.17%	<ul style="list-style-type: none"> Significant reduction in agency spend has been made within the Admin Staff Group which is linked to the ongoing cohort Admin recruitment programme At the end of March 2016 a total of 100 nurses have been appointed via the overseas recruitment programme which has seen a reduction in the nursing vacancies and will lead to a reduction agency usage In Service Lines where agency spend is non-compliant a weekly financial monitoring process is in place as part of the vacancy control 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 processes and making posts more attractive (i.e. offering training/development/progression, RRP). Due to extended delays in DBS clearance as a result of clearance other organisations (police force and schools) the HR BPs are working with Service lines to conduct extensive risk assessments, put measures in place to mitigate any risks highlighted to enable new starters commence in their posts pending the receipt of their DBS clearance.

Whole Trust Dashboard																		
	Vacancies & Temporary Staffing							Sickness				Turnover				Training	APRs	
	Budget (Wte)	Staff In Post (WTE)	Vacant Wte	Vacancy Rate	Bank % of Total (£)	Agency % of Total (£)	Over Budget	Long Term Sick (FTE Lost)	Short Term Sick (FTE Lost)	Total WTE lost to Sick	Sickness Rate	Leavers (in month)	Average Heads (in year)	No. Leavers (in year)	Turnover (rolling year)	Mandatory Training	No. out standing	%
YTD Trend																		
Month Trend																		
Target			225.87	8%		8%			2,040.89	2.50%			386	15%	80%	222	90%	
Apr-15	2,799.44	2,409.21	390.23	13.94%	6.42%	13.30%	Over	1,212.14	913.50	2,125.64	2.76%	39	2,447	459	18.76%	79%	2,109	3%
May-15	2,797.88	2,426.08	371.80	13.29%	6.57%	11.48%	Over	1,290.14	977.08	2,267.22	2.96%	44	2,459	460	18.71%	80%	2,010	10%
Jun-15	2,809.52	2,435.27	374.25	13.32%	5.23%	12.21%	Over	1,285.33	909.21	2,194.54	3.02%	37	2,473	462	18.69%	81%	829	59%
Jul-15	2,803.43	2,410.77	392.66	14.01%	5.55%	13.23%	Over	1,253.68	911.98	2,165.66	2.91%	46	2,482	474	19.10%	77%	367	82%
Aug-15	2,797.89	2,402.42	395.47	14.13%	7.17%	13.21%	Over	1,091.85	690.51	1,782.36	2.40%	60	2,489	488	19.61%	80%	297	87%
Sep-15	2,805.95	2,440.39	365.56	13.03%	6.35%	12.90%	Over	938.86	832.74	1,771.60	2.43%	50	2,494	492	19.72%	83%	229	89%
Oct-15	2,825.10	2,531.32	293.78	10.40%	6.69%	13.11%	Over	1,340.95	1,148.33	2,489.28	3.19%	46	2,503	504	20.13%	84%	234	88%
Nov-15	2,816.17	2,565.48	250.69	8.90%	6.29%	9.93%	Over	1,383.20	1,128.04	2,511.24	3.27%	30	2,514	499	19.85%	83%	260	89%
Dec-15	2,818.71	2,563.63	255.08	9.05%	5.21%	12.59%	Over	1,626.83	1,108.51	2,735.34	3.43%	32	2,526	500	19.80%	86%	337	89%
Jan-16	2,853.53	2,630.54	222.99	7.81%	6.03%	11.22%	Over	1,683.13	1,292.42	2,975.55	3.67%	47	2,541	513	20.19%	85%	307	85%
Feb-16	2,833.52	2,633.40	200.12	7.06%	6.61%	10.67%	Over	1,426.51	1,083.51	2,510.02	3.31%	40	2,556	518	20.27%	86%	337	88%
Mar-16	2,823.34	2,646.17	177.17	6.28%	7.47%	11.59%	Over	1,307.13	1,049.30	2,356.43	3.07%	34	2,574	505	19.62%	85%	332	85%





Key workforce issues and risks

- Overseas nursing has been a great success this year. We appointed around 97 nurses in 2015 and have a further 82 in the pipeline to August 2016. Sourcing Accommodation continues to be a challenge and the Trust is working with local providers to ensure all overseas nurses have accommodation. In addition we continue to work with a specialist agency to ensure a smooth recruitment and on boarding process to attract and retain the best nurses.
- Turnover has remained challenging this year but with increasing recruitment and the embedding of a Trust wide and local retention plan we expect this to improve in 2016. Various incentives and targeted benefits are being worked on currently.
- As part of the retention plan we are triangulating the staff survey data with our KPI data to ensure a wider picture of staffing issues are managed through performance review and by each division. Closer integration of the HR Business partners will support initiatives aimed at improving staff experience and therefore reducing turnover, sickness, agency usage etc. Quality Health, our staff survey provider is due to visit the Trust at the next senior Leaders Forum to assist with divisional focus on the results and support work on local divisional plans.
- Agency continues to receive weekly focus from the Trust. Now that 24/7 is implemented we have weekly oversight on spend and this is being managed through divisional performance review. The agency caps are reducing agency spend across all areas except medical staff. We are working with the SW London bank collaborative and in house bank to improve our local capacity and are investing in e-roster to further reduce the need for agency. We are also finalising a new sign off process to ensure we minimise the requirement for agency and when we do use it we get the best value for money.
- Achieving the Public Sector target of 2.3% of headcount employed as apprentices by the end of 2016 (based on headcount of as of 1st April 2016 this would equate to 68 apprentices. Currently the Trust has in post 9 apprentices. To address this HR are working with HESEL in order to draw up a plan on how the target will be achieved.
- Supporting the Trust in achieving its Trust Strategic Objective 2 including improving the working experience of staff especially Black, Asian and Minority Ethnic Groups (BAME). Engagement with established networks, forums are now in place with additional support provided via an Executive Sponsor.

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.