

Workforce report: Quarter 1 2016/17

Trust Board Meeting	Item: 10
27th July 2016	Enclosure: F
Purpose of the Report:	
This report provides an update in respect of performance against agreed workforce targets for Quarter 1 of 2016/17.	
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
Author:	Carolyn Floyd Workforce Information & Systems Manager HR Business Partners
Author Contact Details:	carolyn.floyd@kingstonhospital.nhs.uk
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 and Action required by the Trust Board	
The Trust Board is asked to:	
<ul style="list-style-type: none"> a) note the contents of the report; and b) confirm support for the actions taken in response to the issues raised. 	

An overview of performance against the workforce objectives – June 2016 (Q1)

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 Jun-16	Actions In Place
Appraisals/PDP	90% by Q3	34%	<ul style="list-style-type: none"> All Service Line Managers are now responsible for ensuring that they achieve 90% compliancy for APD and will be required to maintain up to date records of when Appraisals have been completed and that they are undertaken in line with the Trust timetable. To support managers in achieving this, an APD pack consisting of a list of employees who are in post as at April 2016 who will be required to be appraised for 2016-17 will be provided by the Human Resources Business Partners (HRBPs) for service lines to track progress. HRBPs have made service lines aware that new starters will not be until the fourth quarter. Performance against the targets is monitored at Executive Management Committee (EMC) and Monthly and Divisional Performance Review Meetings (PRMs).
Mandatory Training	85%	85.21%	<ul style="list-style-type: none"> Divisional performance of Emergency Services and Clinical Services has improved. Emergency Services has two red areas (Emergency Department & Elderly Care). HRBPs are working with service lines to ensure Training Booklets are completed and reviewing the need/benefit of reinstating local training sessions again where appropriate. This includes service lines having a dedicated person to co-ordinate staff completion of mandatory training Mandatory Training performance is regularly reviewed at Monthly PRM and Divisional PRM Corporate Induction has supported the increase in attendance and compliancy following implementation of corporate induction now being booked by recruitment once start date is agreed. HRBPs are supporting the divisions in drafting plans to minimise non attendance.
Turnover	17%	18.02%	<ul style="list-style-type: none"> The turnover target has been adjusted to cover a two year period with year one the rate being agreed at 17% and then decreasing to 15% by year two To meet our target we require no more than 36 leavers per month. Turnover is continuing to decrease with the average number of leavers over the first quarter this year being 31. If this trend continues our Turnover will be amber rated in July 16. Emergency Services highlights – Cardiology is now compliant for the first time in the last two years; although remaining red rated, Respiratory has reduced its turnover rate from 54.13% (May 15) to 22.21% (June 16) and AAU has reduced its turnover rate from 49.58% (November 15) to 27.41% (June 16). Service lines, in conjunction with the HRBPs continue to gather soft data from questionnaires in order to address specific issues identified to improve retention and ensure action plans are in place to continue to support the decrease in the rate.
Sickness	2.5%	2.74%	<ul style="list-style-type: none"> Slight improvement in overall Trust performance. Divisional performance of Emergency Services and Clinical Services has improved. Specialist Services has one amber area where there has been an increase in the rate (Trauma and Orthopaedics) the rate increased significantly from 2.89% to 3.64% in June 16 which is due to an increase in short term absence which is being managed. Non-compliant service lines are being supported by the Human Resources Operation Team to ensure they understand and apply the Sickness Policy consistently.

Vacancy	5%	7.56%	<ul style="list-style-type: none"> Overseas nursing recruitment has resulted in 33 new starters in the last three months, with UK based cohort recruitment welcoming 17 new starters over the same period. Overseas recruitment is expected to bring a further 40 new starters over the next three months HRBPs are supporting service lines to start the Vacancy Control Process (VCP) as soon as possible after resignation to prevent delays in filling the post.
Agency	Target Mix of Temporary Staffing spend is 40% agency and 60% bank	49.89%	<ul style="list-style-type: none"> A significant reduction in agency spend within the Administrative Staff Group (£150,192 in Apr 16 to £64,471 in Jun 16) which is linked to the temporary staffing mix moving towards bank and the ongoing cohort Administrative recruitment programme. In the last three months we have seen a reduction in the number of temporary administrative staff requirements; this has meant that all but one request for Bands 1 – 4 have been filled by bank staff rather than agency workers. As of week commencing 11 July 2016, this one agency worker has moved over to join the bank. At the end of March 2016 a total of 100 nurses were appointed via the overseas recruitment programme. This has seen a reduction in the nursing vacancies and has led to a reduction in agency usage. In the last three months the numbers of shifts filled by nursing agencies on a weekly basis have dropped from approximately 550 to 250. 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 alternative solutions are considered prior to booking agency staff As part of the '247 Time' roll out plan we are adding the Allied Health Professionals (AHPs) staff group following a successful implementation for Medical Locums. The use of '247 Time' has so far saved the Trust £166k for the period February 2015 – July 2016. Roll out for AHP's will go live on 1 August 2016. A number of essential but difficult to recruit to posts are being covered by Agency while service lines are exploring more innovative recruitment processes, career pathways and making posts more attractive (i.e. offering training/development/progression, RRP).

Total Trust Dashboard																						
	Strs/Lvrs		Turnover			Vacancies				Temporary Spend				Sickness			Training	APDs				
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target		36		449	17%			146.21	5%		<£916,667		40%				2,002.89	2.50%	85%	2,256	2,030	90% (Q4)
Apr-16	45	23	2,596	489	18.84%	2,924.21	2,670.52	253.69	8.68%	258	£1,211,941	£962,300	55.74%	Over	1,233.93	933.03	2,166.96	2.72%	83.35%		96	4%
May-16	62	38	2,619	482	18.41%	2,930.52	2,696.65	233.87	7.98%	317	£1,001,460	£847,139	54.17%	Over	1,278.83	1,039.96	2,318.79	2.79%	85.43%		393	17%
Jun-16	53	33	2,641	476	18.02%	2,933.86	2,711.98	221.88	7.56%	361	£873,592	£877,443	49.89%	Over	1,209.04	1,020.33	2,229.37	2.74%	85.21%		767	34%

Central Directorates Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target				56.25	17%			17.35	5%			40%					248.81	2.50%	85%	312	281	90% (Q4)
Apr-16	9	7	326	63	19.31%	347.00	313.40	33.60	9.68%	47	£143,550	£42,099	77.32%	Under	98.80	65.40	164.20	1.75%	87.82%		12	4%
May-16	5	1	328	56	17.05%	348.16	321.87	26.29	7.55%	27	£72,619	£32,656	68.98%	Under	121.20	91.32	212.52	2.14%	89.31%		47	15%
Jun-16	7	7	331	55	16.62%	347.92	321.05	26.87	7.72%	30	£64,426	£30,818	67.64%	Over	132.00	98.20	230.20	2.39%	87.70%		83	27%

Clinical Services Divison Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Integra)	spend on Bank (Integra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target				128	17%			36.89	5%			40%					549.51	2.50%	85%	618	556	90% (Q4)
Apr-16	25	5	746	139	18.63%	737.70	704.50	33.20	4.50%	56	£207,482	£164,193	55.82%	Over	421.99	302.95	724.94	3.44%	83.59%		26	4%
May-16	16	14	749	148	19.76%	738.20	703.99	34.21	4.63%	69	£229,910	£135,349	62.94%	Over	550.14	260.85	810.99	3.73%	86.46%		156	25%
Jun-16	15	8	751	147	19.57%	741.26	709.04	32.22	4.35%	65	£201,267	£153,148	56.79%	Over	486.00	219.51	705.51	3.32%	87.23%		297	48%

Emergency Care Division Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Intergra)	spend on Bank (Intergra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target				102	17%			40.25	5%				40%				556.58	2.50%	85%	520	468	90% (Q4)
Apr-16	4	4	580	124	21.37%	804.94	682.48	122.46	15.21%	74	£609,522	£459,682	57.01%	Under	281.80	297.45	579.25	2.81%	79.76%		46	8%
May-16	29	9	590	114	19.31%	805.61	701.66	103.95	12.90%	48	£468,474	£430,324	52.12%	Over	286.76	284.38	571.14	2.63%	81.75%		90	17%
Jun-16	20	5	602	107	17.78%	808.22	718.17	90.05	11.14%	42	£383,558	£383,383	50.01%	Over	265.15	268.90	534.05	2.48%	81.37%		159	31%

Specialist Services Division Dashboard																						
	Strs/Lvrs		Turnover			Vacancies					Temporary Spend				Sickness				Training	APDs		
	Starters (in month)	Leavers (in month)	Average Heads (in year)	Number of Leavers (in year)	Turnover (rolling year)	Budget Wte (Integra)	Staff In Post Wte (ESR - month end)	Vacant Wte	Vacancy Rate	Active jobs (TRAC)	spend on Agency (Intergra)	spend on Bank (Intergra)	% Temp Spend on Agency (in month)	Over Budget	Long Term Sick (in month)	Short Term Sick (in month)	Total WTE lost to Sickness (in month)	Sickness Rate	Mandatory Training	Total to do (exclude Drs)	number completed	% Complete
YTD Trend	Data excludes: Docs in Training & Trust Docs																					
Month Trend																						
Target				163	17%			51.73	5%				40%				746.88	2.50%	85%	806	725.40	90% (Q4)
Apr-16	7	7	943	163	17.29%	1,034.57	970.14	64.43	6.23%	77	£251,387	£296,326	45.90%	Over	431.34	267.22	698.56	2.41%	84.37%		13	1%
May-16	12	14	951	165	17.35%	1,038.55	969.13	69.42	6.68%	86	£230,458	£248,810	45.90%	Under	320.73	403.41	724.14	2.43%	86.11%		100	12%
Jun-16	11	13	958	167	17.44%	1,036.46	963.72	72.74	7.02%	100	£224,341	£308,369	42.11%	Over	325.90	433.72	759.62	2.63%	85.70%		228	28%

Retention

- To continue the trajectory of turnover reduction and to strengthen retention particularly as the number of new starters in the last year have been high, some service lines in Emergency Services are organising focus groups to understand best ways to support the career progression of new starters.
- For the first time the Trust paid for a full staff survey to be conducted. At the Senior Leaders Quarterly Forum held on the 24 May 2016, Quality Health gave a presentation on the National Staff Survey outcome. The divisions worked in groups and have prioritised their top three that they will work on locally as part of the retention plan. These are as follows:
 - Emergency Services - As staff reported that they are working extra hours, as well as understanding the reasons behind this, the division are ensuring work is distributed equally via job planning and APDs.
 - Specialist Services – have in place three action plans that cut across and address the eight areas highlighted by the staff survey. The actions include; rolling out resilience training, ensure all appraisers understand that they need to specifically address work-life balance as part of the appraisal and explore the staff member's thoughts on the subject, participate in Trust initiative to redesign Team Brief and then implement a new communication forum for the division.
 - Clinical Support Services – are leading on addressing Bullying & Harassment (B&H) which is anticipated will rolled out across the Trust – this will include how we inform all staff that B&H is not tolerated, designing of posters that cover what is constituted as B&H and ensuring that they are displayed in all areas, appointment of B&H Champions in all service line and mediation training for Champions and senior staff
 - Corporate – are leading on the 'Speaking in Confidence' scheme. It is an external system hosted by a third party for employees at the Trust to raise concerns anonymously via a dedicated email address to a named senior manager. Other Trusts who have implemented the systems have found that it tends to be route used to report bullying and harassment. The system is now ready to be piloted and will commence within small areas including corporate and clinical and will be reviewed after 6 months to assess how it can then be launched throughout the Trust

Key workforce issues and risks

- We continue with our nursing recruitment campaign both overseas and domestically. Overseas nursing currently has 40 nurses in the pipeline (as at July 2016) with circa 20 due to start mid-August (subject to passing checks). Domestically the market remains challenging and we have 17 pre-pin and qualified nurses in the pipeline at the moment with an additional 10 pre pin and registered nurses with confirmed start dates. 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 remains challenging this year but with increasing recruitment and the embedding of a Trust wide and local retention plan this is slowly improving and has fallen for the third month in a row. The results of the staff survey were shared at the last Senior Leaders forum and local plans are underway in Divisions.
- As part of the retention plan we have triangulated staff survey data with our KPI data to ensure a wider picture of staffing issues are managed through performance review and by each division. We are restructuring our HR advisory service to allow the Human Resources Business Partners to be closer to the Divisions management team move to a more strategic role.
- To date the Trust has in post 9 apprentices. As there is no longer funding via Health Education South London to implement the apprenticeship project, HR are currently scoping models with an external provider which will help support the Trust to appoint 64 apprentices in order to meet the

Public sector target and the Apprenticeship levy by the end of 2016/2017. A fee would apply for this service and actual costs will be provided once the scoping exercise is completed.

- 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). The MEGA group (Minority Ethnic Group for All) is now established, with strong support from the Chairman, Chief Executive and Director of Workforce.
- Agency usage and spend continues to receive weekly focus from the Trust. The National caps on agency as outlined by Monitor are reducing agency spend across all areas but with limited impact on temporary medical staff. In addition to the caps the South West London Staff Bank Project will slow and ultimately reverse these trends. A collaboration of dominant NHS employers within the South West London areas has been put in place to provide a real opportunity to have a significant impact. The aim will be to find ways to increase the number of workers wanting/willing to work via Trust banks than via agencies. The project will roll out a technology solution to effectively connect existing Trust staff banks virtually to form what is essentially a regional bank.
- The new Junior Doctor contract has been rejected by the British Medical Association members following a ballot. However, the Secretary of State has confirmed that it will still be introduced. The Trust will need to ensure a Guardian of Safe Working is appointed, their role being to ensure safe working practices and safe rota's throughout the Trust. An electronic system to capture rota breaches will need to be in place by October 16. The Junior Doctor Programme board is in place to ensure these risks are addressed.

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.