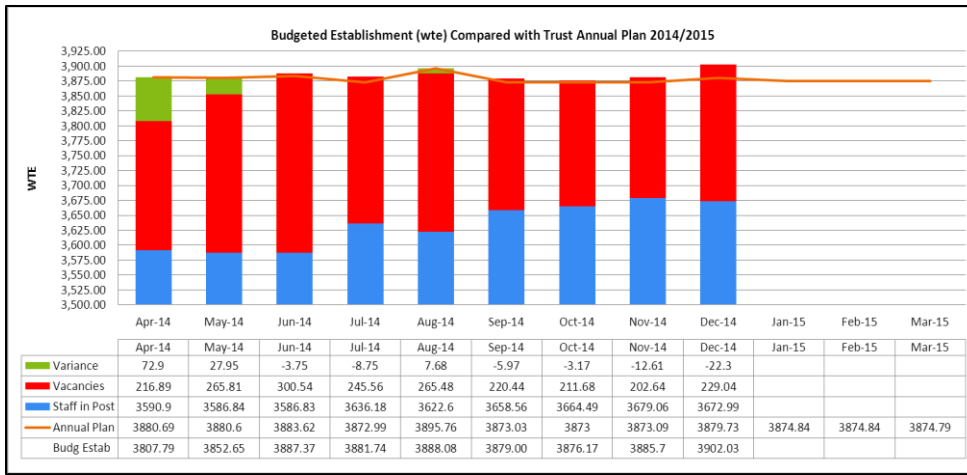


Board of Directors – January 2015
Workforce Report – December 2014 Position

1.0 Budgeted Establishment, Staff in Post and Vacancies – Source ESR & Financial Ledger



Budgeted Establishment:

- At the end of December the **budgeted establishment** was **3902.03 wte's** an increase of 16.33 wte's.
- 12.44 wte's are attributable to the Registered Nurse staff group. The increase is due to the reallocation of unidentified CIP relating to YTD savings.

Staff in Post:

- Staff in post** for December was **3672.99 wte's**, a decrease of 6.07 wte's.

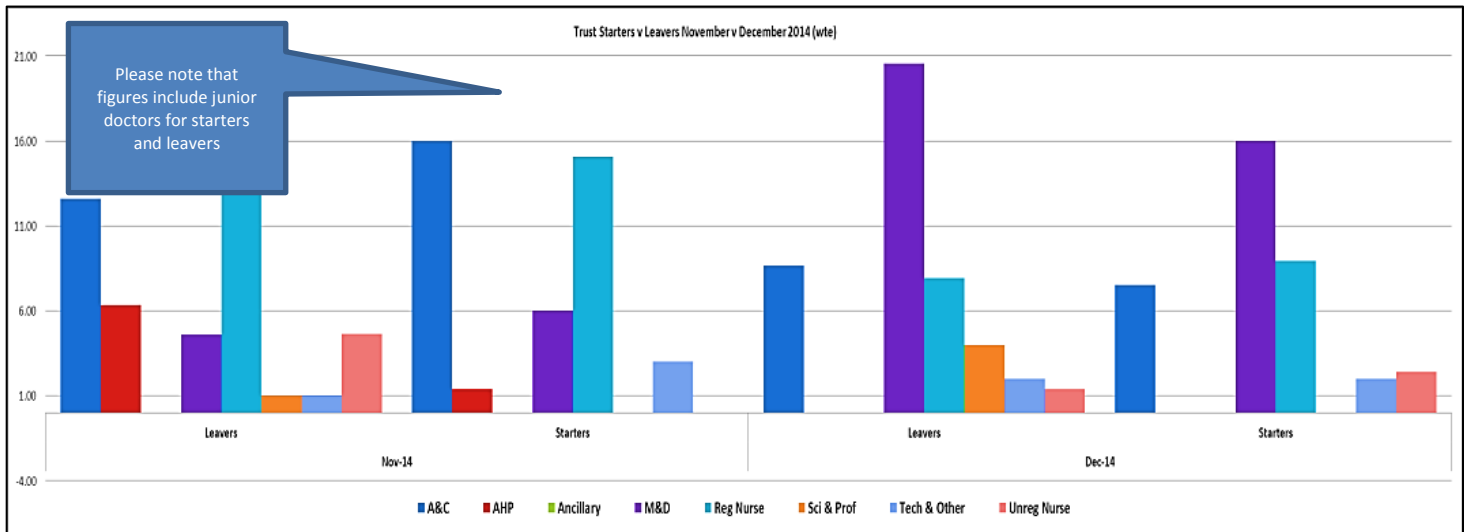
Vacancies:

- The number of vacancies at the end of December was **229.04 wte's**, an increase of 22.4 wte's attributable to the vacancy freeze of non critical posts and the increase in budgeted establishment.
- The **vacancy rate** now stands at **5.87%**, an increase of 0.55% in month.

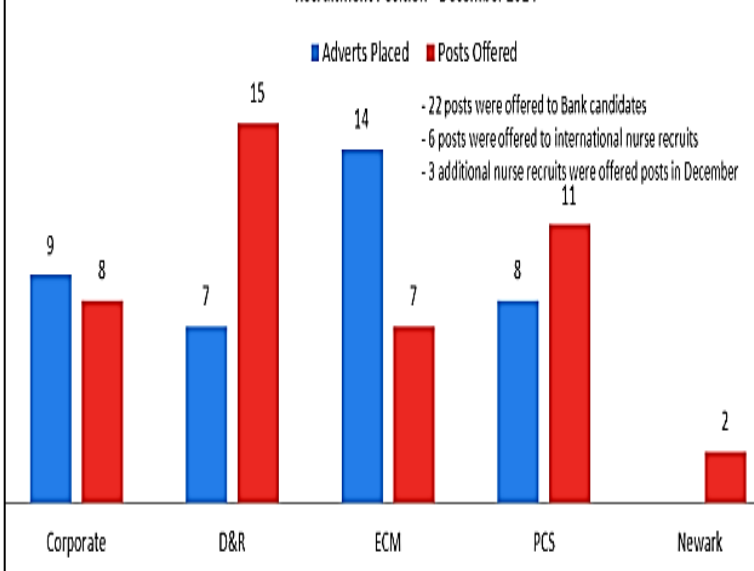
Vacancy Rate - Number of Vacancies Compared to Budgeted Establishment per Staff Group

Admin & Clerical	5.14%	47.78
Allied Health Professionals	0.20%	0.36
Ancillary	-19.41%	-7.81
Medical & Dental	3.31%	14.53
Registered Nurse	6.38%	80.80
Scientific & Professional	5.97%	12.34
Technical & Other	1.90%	4.74
Unregistered Nurse	12.98%	76.31
Grand Total	5.87%	229.04

2.0 Recruitment



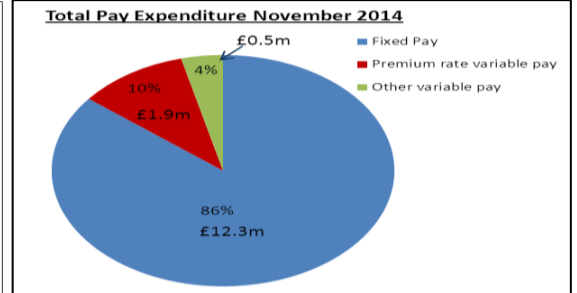
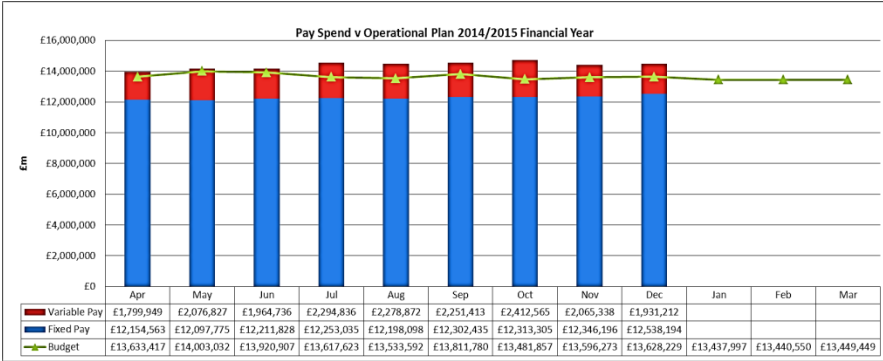
Recruitment Position - December 2014



Movement in Month

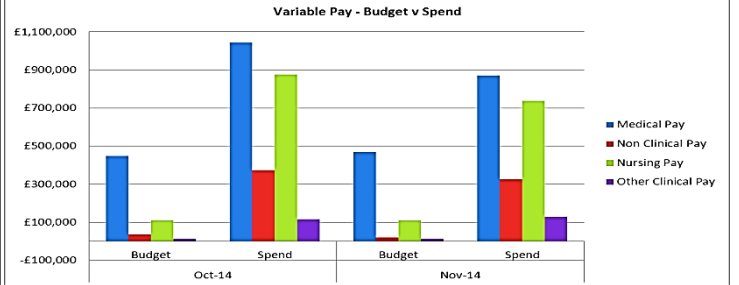
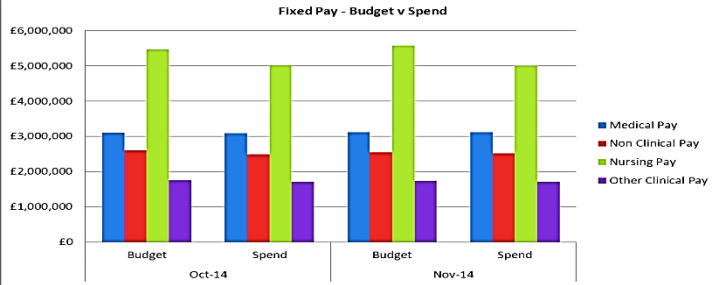
- 38 adverts** were placed throughout December, compared to 22 in November.
- 105 posts were offered to candidates** throughout December, this compared to 74 posts in November. 31 offers were to Junior Doctors in preparation for February changeover.
- At the end of December there were **183 candidates in the recruitment system** compared to 205 in November, **23** of those candidates had breached the 3 week pre-employment check target **12.5%**.
- Reasons for breaches with regards to pre-employment checks were delays in receiving references and candidates providing proof of DBS clearance.
- The Trust is facing difficulties in recruiting to A&E, Stroke, Geriatric and Radiology Medics.
- To address difficulties with recruitment the Trust is working closely with specialised recruitment agencies to fill Medical vacancies to recruit to posts locally, nationally and internationally.
- 35 Registered Nurses are due to commence employment with the Trust before the end of March.
- There was a small junior doctor changeover in December 2014, as a result of the changeover there are 4 Medical vacancies which are currently out to advert.

3.0 Pay Spend – Source Financial Ledger



Premium rate VP – Agency, locum, overtime, waiting lists
Other VP – Additional hours, extra sessions, pool & bank

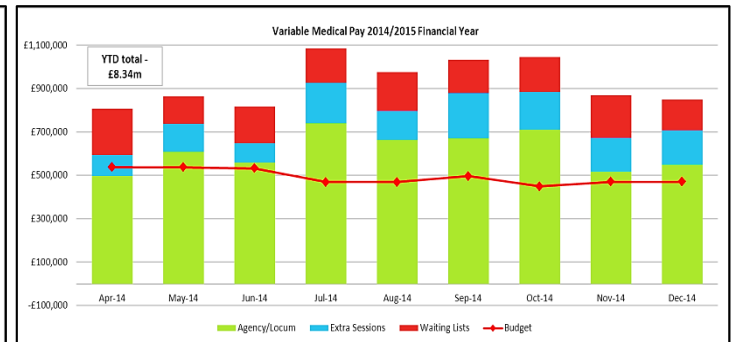
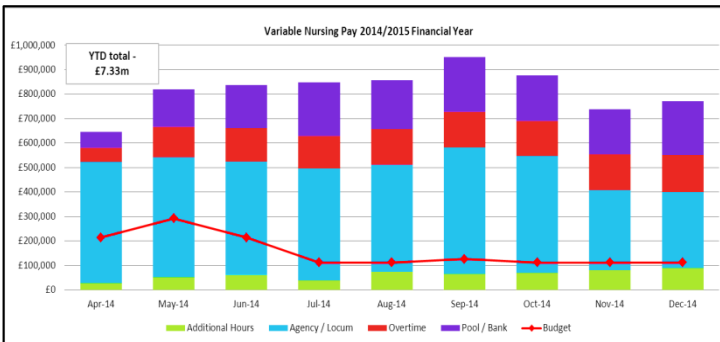
*** Please note that these figures exclude reserve funding and Facilities (Medirect)



- Pay budget for December was **£13.62m**, with pay spend totalling **£14.46m**, an **overspend of £841k**.
- Fixed Pay was **£12.53m** in December **underspent** by £477k.
- Variable Pay remains at an unacceptable rate of **£1.93m** in December, compared to **£2.06m** in November. Despite the decrease the Trust continued to **overspend** on variable pay by **£1.31m**.

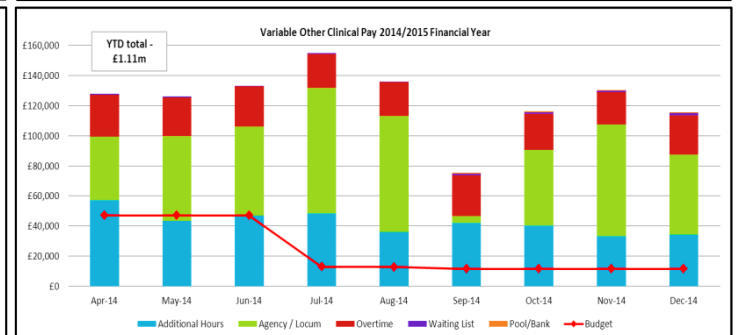
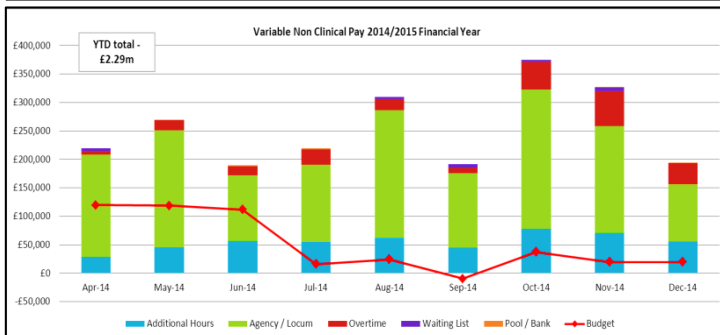
Top 3 areas of variable pay spend:

- **ED Medical - £187k** – There are 2 Specialty Locum Doctors working Supernumerary periods until the end of February 2015. There are 4 Consultant and 6 Specialty Doctor vacancies being covered by agency staff. Variable pay has been impacted by the pressures within the Trust, extra cover at Consultant, Specialty Doctor and Junior level has been utilised to support this.
- **Cardiology Medical - £111k** – There is 1 Consultant vacancy being filled by agency with a substantive appointment starting March 2015. 1 locum is being utilised to support outpatient activity, both Agency locums are participating in a 1:5 on call pattern. A business case is being developed for a 7th substantive Cardiologist.
- **Stroke Unit - £81k** – At the end of December the unit had 14.18 wte vacancies, 13.94 wte of those are attributable to Registered Nurses and a sickness absence rate of 6.01%. 3 Registered Nurses are due to commence employment in the next 4 weeks and Stroke have an independent rolling advert to attract Registered Nurses. Sickness is being proactively managed in accordance with the Sickness Absence Policy.



Nursing VP – Totalled £771k in December which was an increase of £33k. Bank use has increased by £34k, whilst Agency decreased by £17k. Nursing variable pay is predicted to decrease by the end of March candidates come into post.

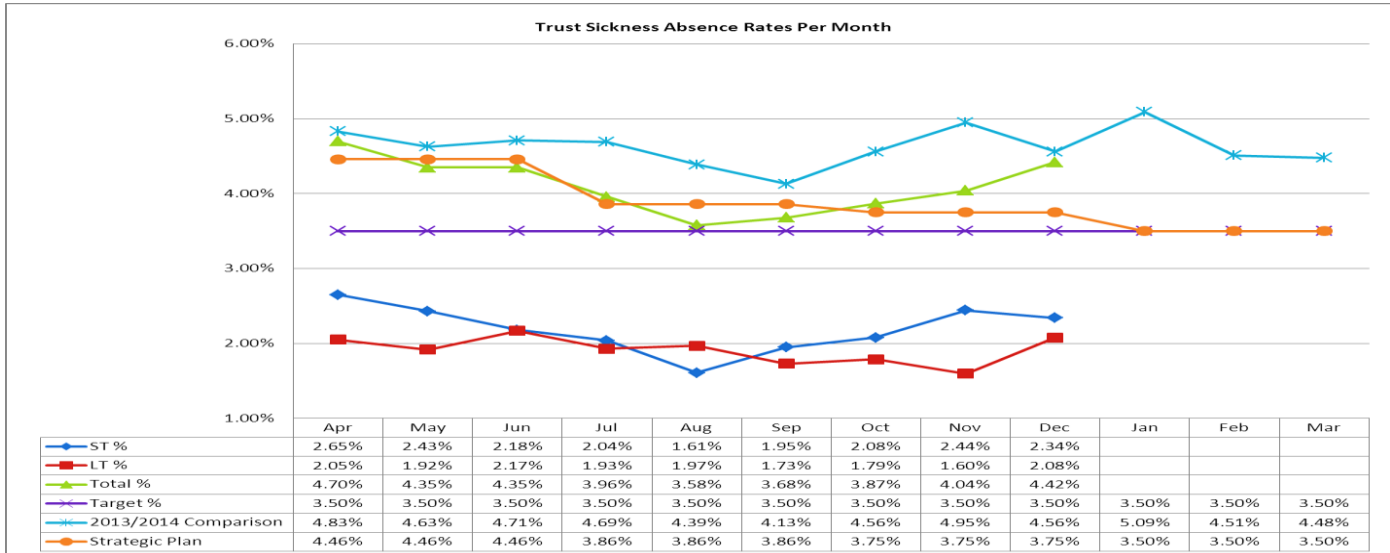
Medical VP – Totalled £850k in December, a decrease of £19k. Agency payments increased by £31k totalling £549k in month. WLI reduced by £56k. There are 15 Medical vacancies being funded by variable pay, as these posts are recruited to the budgeted will transfer to fixed pay.



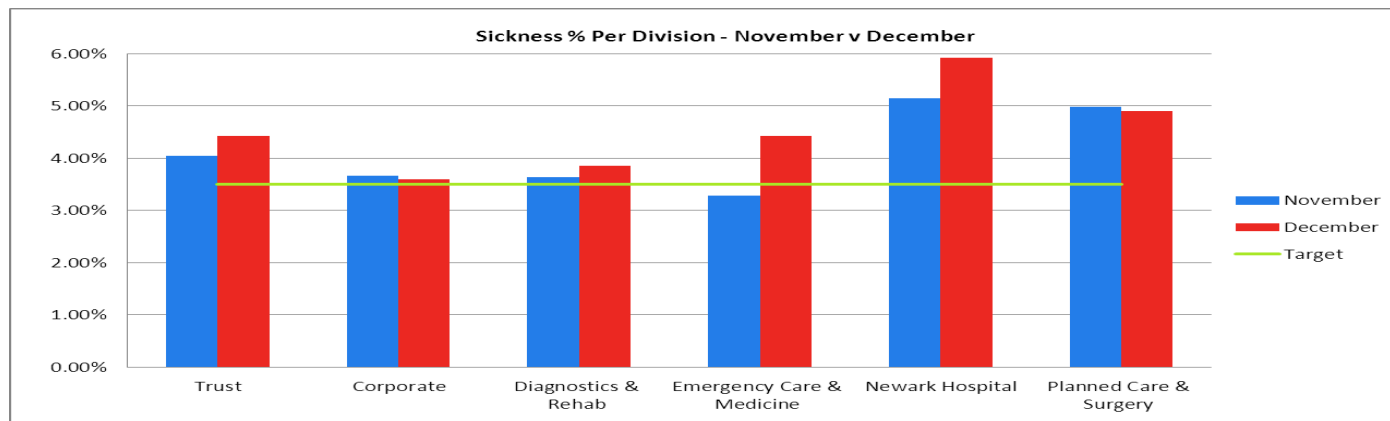
Non Clinical VP – Totalled £193k in month which was a decrease of £133k, the main decrease has been seen within agency spend by £87k totalling £100k. The use of overtime pay spend decreased by £23k totalling £37k. Additional hours cost £55k which decreased by £14k. Patient Services spent £31k in month to deal with backlog from Medway, permanent vacancies have been held and covered with temporary staff.

Other Clinical VP – Variable pay spend overall decreased by £15k in month. Agency spend totalled £53k in month with Cardiorespiratory & Radiology being the highest areas. Cardiorespiratory has now implemented an oncall rota to provide services out of hours and also has two Band 7 gaps. Radiology has utilised agency particularly within Ultrasound.

4.0 Sickness Absence – Source ESR



- **Sickness absence** increased in December to **4.42%** compared with 4.04% in November 2014.
- Sickness absence compared with 2013/2014 financial year continues to track below the trend, the focus will be to maintain this to the end of the financial year. The year to date sickness rate stands at 4.10% compared with 4.60% in the same period last year.
- There has been a month on month increase from September 2014, this is consistent with 2013/2014 trend excluding December 2014, where previous years have seen a decrease and this year saw an increase. HR Business Partners and Occupational Health will be meeting with managers where there are high numbers of staff on long term sickness to understand underlying factors and develop actions plans.
- In December there were **698 episodes** of sickness absence, this compares to 622 in November 2014.
- **5004.78 working days** were lost due to sickness absence in December 2014, this compared to 4439 working days in November.
- All sickness absence rates are reviewed and actions agreed at monthly divisional confirm and challenge meetings with the HR Business Partners and Divisional Managers, with the focus being on those staff who have triggered the policy and long term sickness cases.
- Staff are currently working additional hours to support the Trust whilst Major Incident and Black Alert have been in place. This may result in an increase in sickness absence in February & March 2015.
- HR and Assistant HR Business Partners are supporting all Stage 2 sickness meetings.

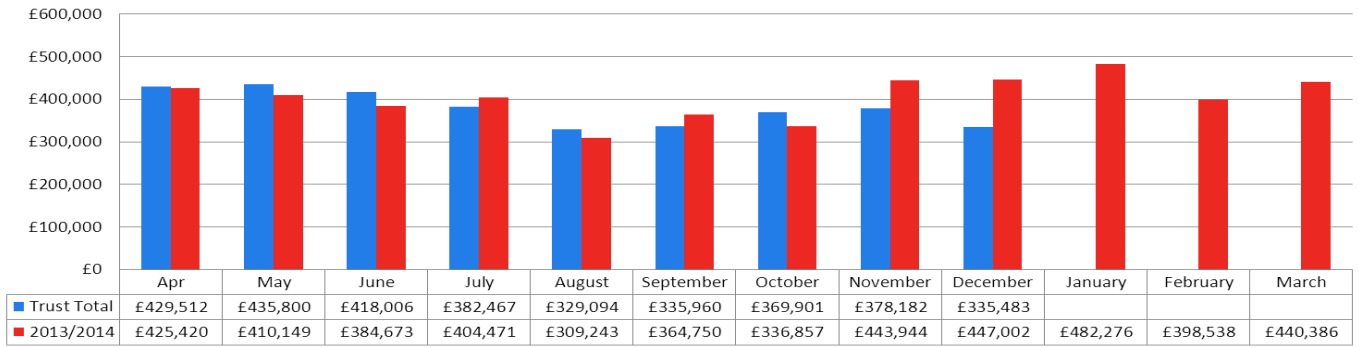


- Newark sickness absence increased during December, a deep dive in to the sickness absence at Newark is currently being undertaken by the Assistant HR Business Partner and findings will be reported to the Workforce & OD Committee in February. All long term sickness cases are being supported by the divisional HR Business Partner
- Emergency Care & Medicine also saw an increase in sickness absence rates, the Assistant HR Business Partner is reviewing all long term sickness absence and coaching is being put in place for those managers in areas where sickness absence is high.
- Diagnostics & Rehab's sickness absence rate increased during December which has been due to the division having 22 long term sickness cases, all cases have been reviewed and are being managed appropriately
- It should be noted that Corporate and Planned Care & Surgery decreased sickness absence in month, the HR department will continue to monitor sickness absence rates and individual cases with the aim to continue driving a decrease in sickness absence.

Top 3 Areas of Sickness Absence (FTE Days Lost) & Actions to Address

- **KTC Nursing Staff** - 148.40 – The department has Stage 2 meetings either scheduled or taken place. All long term sickness cases have plans in place for a meeting or phased return to work.
- **Intensive Therapy Unit** – 137.80 – Each case is being reviewed with the department
- **PPC Newark** – 129.40 – The department has had a number of long term sickness cases, the AHRBP is advising and supporting the manager with each case.

Cost of Sickness Trust Total (comparisons between financial years)

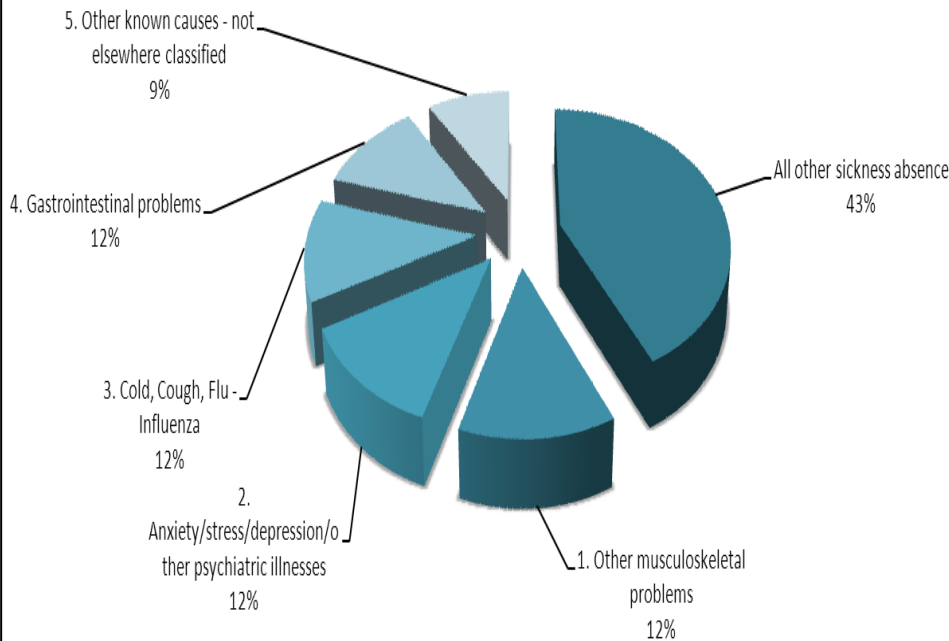


The cost of sickness absence was **£335k** in December, with **£3.41** being the cost financial year to date.

Trends & Themes

- Monday has been the highest first day absent for every month of the financial year, with the number of absences reported on a Monday increasing in December by 108 working days
- Per whole time equivalent staff in post the cost of sickness absence stands at £929 for the period of April to December 2014.

December Top 5 Sickness Absence Reasons - compared to all other absence

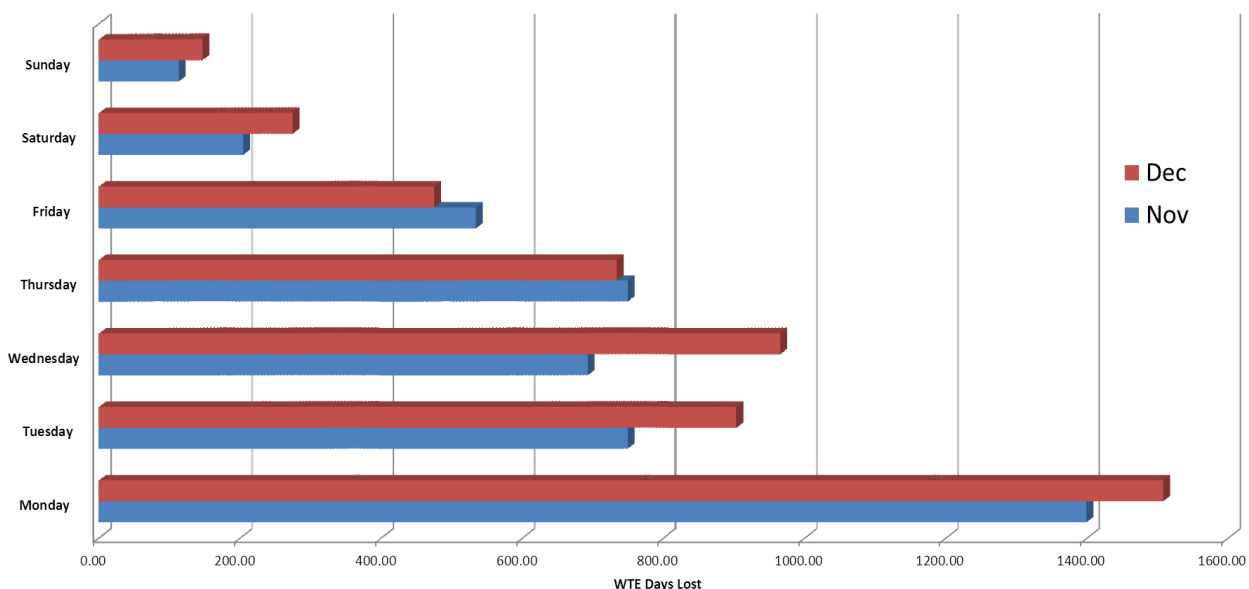


Other musculo skeletal problems was the highest absence reason during December with the Trust losing 622 working days.

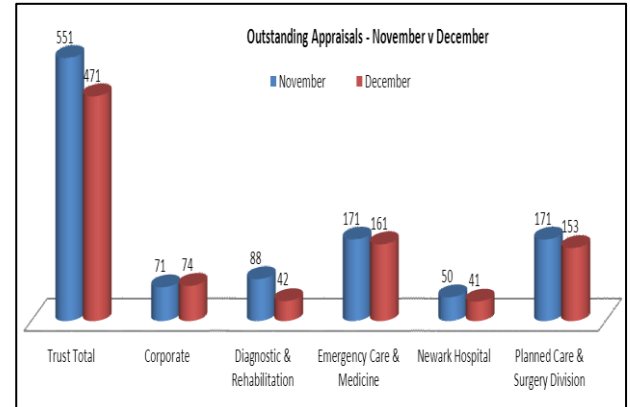
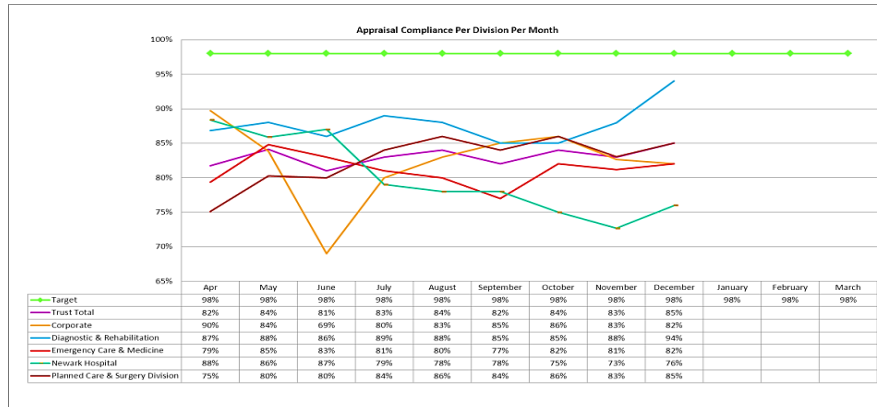
Anxiety/stress/depression related illnesses remains in the top 5 absences at the Trust. Stress focus groups have taken place within the Trust and feedback will be taken to the Workforce & OD Committee in February 2015. The Trust lost 619 working days to stress/anxiety/depression related illnesses in December 2014.

Gastrointestinal continues to be an issue at the Trust with an outbreak of Norovirus throughout December.

Highest First Day Absent - Nov -Dec Comparison

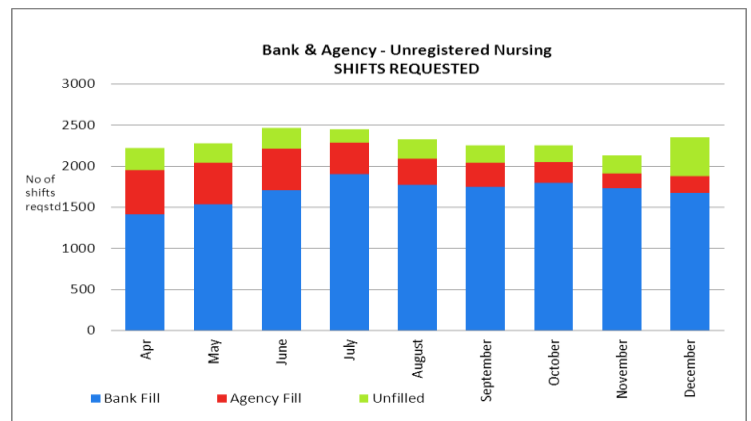
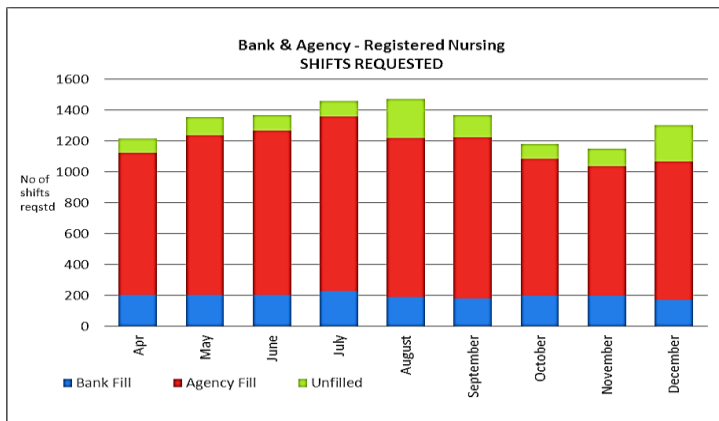


5.0 Agenda for Change Appraisal Compliance



- Appraisal compliance **increased by 2%** in December 2014 to **85%**. The 98% compliance target is still being driven, with regular reminders being sent to managers on the number of outstanding appraisals within the divisions.
- There are now **471 appraisals outstanding** compared with 551 in November 2014.
- Improvement has been recognised within all of the clinical divisions despite the operational pressures the Trust has been faced with. Diagnostics & Rehab have made a significant improvement in appraisal compliance during December.
- All outstanding appraisals are being reviewed by Assistant HRBP's and being discussed with line managers at Confirm & Challenge meetings

6.0 Nurse Bank

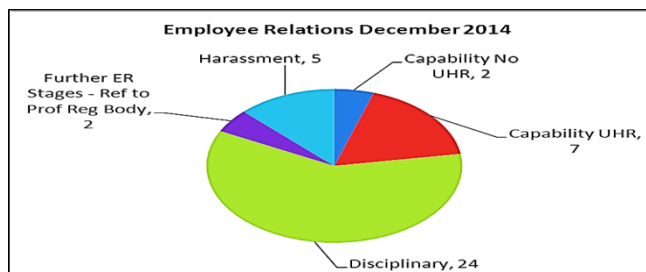


Bank and agency use remained broadly comparable between November and December, the number of requests increased during December due to the increased pressures, this did impact on the number of shifts that the Trust was unable to fill. Where the Trust was unable to fill the shifts that were requested staff movements were made across the Trust to ensure safe staffing levels at all times.

The Nurse Bank has actively recruited Health Care Support Workers and this has had a positive impact on the number of Health Care Support Worker shifts filled as Bank.

The Trust are currently working towards establishing a centralised Admin & Clerical Bank which will be in place by April 2015.

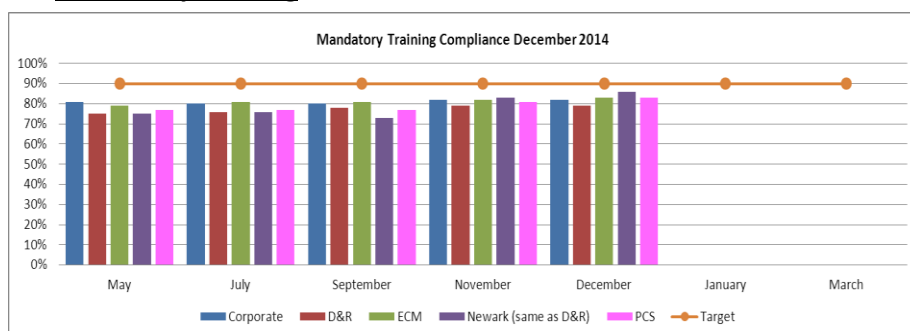
7.0 Employee Relations



The pie chart shows that there were 40 employee relations cases on-going at the end of December 2014 compared with 37 in September 2014. The disciplinary cases include investigations and those due to go to a hearing.

The Trust has received a collective grievance from Pathology regarding holiday pay in light of the Lock v British Gas case. The Trust anticipates further grievances with regard to holiday pay as the law limiting time period for the time employees are allowed to claim does not come into effect until July 2015. The HR department are currently scoping out potential areas of risk for the Trust and will provide regular updates.

8.0 Mandatory Training



Compliance by Division

- Trust – 83% (increased by 1%)
- Corporate – 82% (no movement)
- Diagnosics & Rehab - 79% (no movement)
- Emergency Care & Medicine - 83% (increased by 1%)
- Newark Hospitals - 86% (increased by 3%)
- Planned Care & Surgery – 83% (increased by 2%)