

Agenda Item:

Subject: Quarterly Workforce Report

Date: Thursday 29th January 2015

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Staff in post numbers continue to increase month on month with an increase of 14.43wte's in quarter 3. International Nurse recruitment continues and 30 registered nurses commenced employment with the Trust in quarter 3 with a further 35 expected to commence in quarter 4. At the end of quarter 3 the Trust **budgeted establishment** increase of 23.03 wte's. The average **vacancy rate** has decreased in quarter 3 to 5.55% from 6.28% in quarter 2, this is due to the increase in staff in post and the transaction of CIP's from divisional budgets.

Total Pay increased to £43.60m in quarter 3, an increase of £28k when compared to quarter 2. Central reserves and facilities figures have not been accounted for within these numbers. **Fixed pay** totalled £37.19m in quarter 3 which was an increased position reflective of the increase in staff in post. **Variable pay** continues at an unacceptable level at £6.40m compared to £6.83 in quarter 2 compared a decrease of £427k. Medical and Nursing variable pay continues to impact with a heavy reliance upon agency and locum staff to cover vacancies.

Recruitment activity within quarter 3 shows a decrease which reflects the decision not to recruit to non-critical posts. There were a total of 123 adverts placed on NHS jobs in quarter 3 compared with 175 in quarter 2 which equates to a 30% reduction. A number of recruitment initiatives took place for Registered Nurse recruitment in Quarter 3, including:

- Trip to Ireland – 14th October 2014 – Newly Qualified Nurses due to register in February 2015.
- Recruitment in Athens on the 17th & 18th of November 2014
- Open day at Kings Mill Hospital 1st November 2014
- NUH Recruitment Fair 24th October 2014

In total 56 offers of employment were made to registered nurses in Quarter 3.

A recruitment brand and marketing strategy is currently being developed in order to support our efforts to attract potential candidates to the Trust. The Recruitment team has supported local recruitment fairs to promote SFH as a local employer for a variety of professions. International recruitment continues to be pursued for Medical staff.

Turnover remains low for the Trust with the average turnover for quarter 3 being 1.03%, this is a decrease from quarter 2 of 0.58% and this was anticipated due to the junior doctor changeover in August. Registered Nurse turnover remains low at an average of 0.78% in the quarter, this was a slight increase compared with 0.71% average turnover in quarter 2.

Sickness absence during quarter 3 stood at 4.11%, this is an increase of 0.37% from quarter 2. Short term and long term absence has increased in quarter 3 with areas of concern being escalated within the divisions for action. Long term absence is being proactively managed with support from HR. The **cost of sickness absence** in quarter 3 was £1.08m which brings the year to date total to £3.41m.

Appraisal compliance increased by 3% in quarter 3, with Diagnostics and Rehabilitation Division making a significant improvement of 9% in quarter 3. The 98% compliance continues to be driven within the divisions and areas with a high amount of outstanding appraisals are being contacted directly and asked to increase their compliance as a matter of urgency.

There were 40 on-going cases for employee relations at the end of December 2014, 9 of these cases relate to absence management, this is an increased position and all cases are being managed with HR support.

The **Staff Survey** action plan has been completed and leads for each action identified, an update against plan is provided within the main body of the report with notable progress being made. Results from the exit interviews completed in quarter 3 have shown a reduction in satisfaction score from 3.77 to 3.65 (1 being poor and 5 being positive), work is being undertaken to triangulate this with the result of the staff survey. Initial results of the staff survey have been received, 31 question responses demonstrated improvement and 37 showed deterioration, with 7 remaining the same.

Mandatory training completion stood at 83% at the end of quarter 3 which was an increase of 3% from quarter 2, the Training & Development department have been working on a number of initiatives such as increased use and access of e-learning resources to help improve compliance rates and the development of a new suite of performance management reports through the ESR system which will assist managers to drive compliance at a local level. Letters have been sent to every member of staff to address compliance rates with individuals directly, this is an exercise that will be undertaken on an annual basis going forward.

HEEM visit – As previously reported the Trust received the HEEM Annual Quality Visit on 15 October 2014. HEEM reported many areas of good practice that were noted during the visit. There were however four areas of concern that were raised as patient safety concerns to the CQC on 16 October 2014 - these related to Trauma and Orthopaedics, Emergency Department, IT systems (ICE) and Cardiology. A detailed action plan has been developed and activities are already taking place to resolve the concerns raised and the CQC have noted that we are working on the identified issues with HEEM. The action plan is monitored by the Trusts OD and Workforce committee.

Recommendation for the Board of Directors:

Note the workforce information presented and acknowledge the actions being taken to improve performance.

Relevant Strategic Objectives (please mark in bold)

Achieve the best patient experience	Achieve financial sustainability
Improve patient safety and provide high quality care	Build successful relationships with external organisations and regulators
Attract, develop and motivate effective teams	

Links to the BAF & Corporate Risk Register	
Details of additional risks associated with this paper (may include CQC Essential Standards, NHSLA, NHS Constitution)	All HR policies and procedures are produced in line with CQC standards. Where targets aren't met, this can provide a risk to quality of care and financial position.
Links to NHS Constitution	Staff – your rights and NHS pledges to you Staff – your responsibilities
Financial Implications/Impact	Reporting of staff numbers which have an impact on pay spend.
Legal Implications/Impact	Non compliance with mandatory training targets can impact upon litigation cases
Partnership working & Public Engagement Implications/Impact	N/A
Committees/groups where this item has been presented	N/A
Monitoring and Review	Executive Director of HR monitors performance and actions on a monthly basis. Trust workforce performance is also tracked via a number of performance meetings, specifically the monthly Confirm & Challenge which are chaired by the Deputy HR Director.
Is a QIA required/been completed?	N/A