

BOARD OF DIRECTORS

Agenda Item:

Subject:

Workforce Report – Executive Summary

Date:

Thursday 26 March 2015

Author:

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Lead Director:

Karen Fisher, Executive Director of Human Resources

February continued to be a challenging month for the Trust from an operational perspective, with continued additional capacity open to support the increased demand. This has required sustained reliance upon premium agency and locum staff. Despite this the Trust has decreased variable pay spend throughout February 2015.

Staff in post for February 2015 was 3678.55 wte’s which remained broadly comparable to January 2015. Trust budgeted establishment increased by 19.58 wte’s in February due to budget holder reconfigurations across all divisions which now brings the vacancy rate to 5.48% at the end of February. Although staff in post remained consistent when compared with January 2015 the Trust has increased staff in post by 87.65 wte’s since April 2014, registered Nurses have increased by 34.68 wte’s and Medical staff by 9.46 wte’s.

The Trust has now agreed Registered Nurse budgeted establishment figures for 2015/2016 financial year in light of the second year of Keogh investment and the Nurse recruitment strategy has been agreed with the Executive Team. The Trust will need to recruit to an extra 140 wte Registered Nurses during 2015/2016. Recruitment campaigns will include international recruitment within Europe (EU) and outside Europe due to intelligence that it is becoming increasingly difficult to recruit registered nurses from within the EU due to high volumes of UK Trusts recruiting there in the past two years. A tendering process for both elements of international recruitment is currently being undertaken and the intention is to recruit 20 EU Nurses to commence employment in July with a further 20 in October 2015 and 40 non EU Nurses to commence employment in November 2015. The Trust has been working with its advertising agency and will be launching a UK wide and local recruitment campaign for registered nurses at the beginning of April, a recruitment day is planned at Kings Mill Hospital on 25 April 2015. The areas that remain a risk to the Trust due to the high level of vacancies are Emergency Assessment Unit with 17.67 wte’s (12.14 wte’s attributable to Registered Nurse vacancies) and the Stroke Unit with 15.65 wte’s (13.94 wte’s attributable to Registered Nurses).

Medical recruitment continues locally, nationally and internationally in a bid to fill vacancies in specialties that are hard to fill, recruitment shortages remain within Radiology, A&E Medical, Geriatrics and Stroke. There are currently 8 Medical vacancies being funded via variable pay, as these posts are recruited to they will be transferred to budgeted establishment. Successful recruitment to Cardiology Consultant vacancies has led to improved staffing arrangements within the service.

Total pay in February 2015 was £14.65m, this was a decrease of £78k when compared with January total pay spend. Variable pay decreased in February by £155k to £2.12m, despite the decrease expenditure continues to be impacted by vacancies and continued increased activity, covered by premium rate agency staff. The top 3 areas of variable pay spend were:

- **A&E Medical - £153k** – The Trust currently has 3 Consultant vacancies being covered by agency staff and additional hours, the Trust has successfully made 1 Locum Consultant appointment due to commence on the 1st June 2015. The Trust also has an international Specialty Doctor commencing employment on the 15th March with the intention of upgrading to a Consultant after a 3 month induction process. There are also 5 Specialty Doctor vacancies currently being covered by additional hours and agency. There were 2 Specialty Doctors completing supernumerary periods, 1 has now been incorporated into the rota and 1 will participate in the rota by the end of April, therefore a reduction in variable pay expenditure is expected.
- **Junior Doctor KMH - £126k** – The Trust continues to utilise extra cover to meet the increased demand at a premium rate of variable pay for Registrars and Junior Medics. Additional doctor cover has been put in place for the hospital at night provision. There are also a number of employee relations activities taking place with Junior Doctors that require extra cover, all cases being managed in accordance with Trust policies and procedures.
- **Cardiology Medical £116** – During February the Trust had 2 Locum Consultants participating in a 24 hour on call pattern premium rate. A substantive Consultant commenced employment with the Trust at the beginning of March and a reduction in the use of variable pay is expected as an outcome.

Positively Medical variable pay reduced by £140k in February to £790k, this is the lowest spend that has been seen since April 2014. Total Medical Pay was £3.99m in February compared to £4.08m in January 2015. Total Nursing pay in February was £6.08m compared with £6.05m in January 2015, fixed pay has increased due to the numbers of nurses that are being recruited substantively. Nursing variable pay expenditure decreased by £13k in February, agency and bank expenditure decreased by £77k whilst additional hours and overtime payments increased by £65k.

Sickness absence decreased for a consecutive month in February 2015 to 4.25% from 4.29% in January 2015. An audit of compliance with the Sickness Absence Policy has been undertaken, 43 personal files of staff that had had a sickness absence were reviewed for compliance with the policy. The results show that the average Trust compliance is 34%, this is disappointing; further work will be undertaken by HR with the divisions in improving this compliance in order to improve effective management of sickness absence, there a risk that if the policy is not followed that sickness absence rates will increase.

Appraisal compliance decreased by 1% in February 2015 to 86%. Reminders continue to be sent to those areas where appraisal compliance is low. The Radiology Department and Stroke Unity are two areas within the Trust with more than 50 staff who are 100% compliant with appraisals. Diagnostics and Rehab are now 3% away from the 98% compliance target.

Recommendation for the Board of Directors:

- Note the areas of performance that require improvement.
- 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