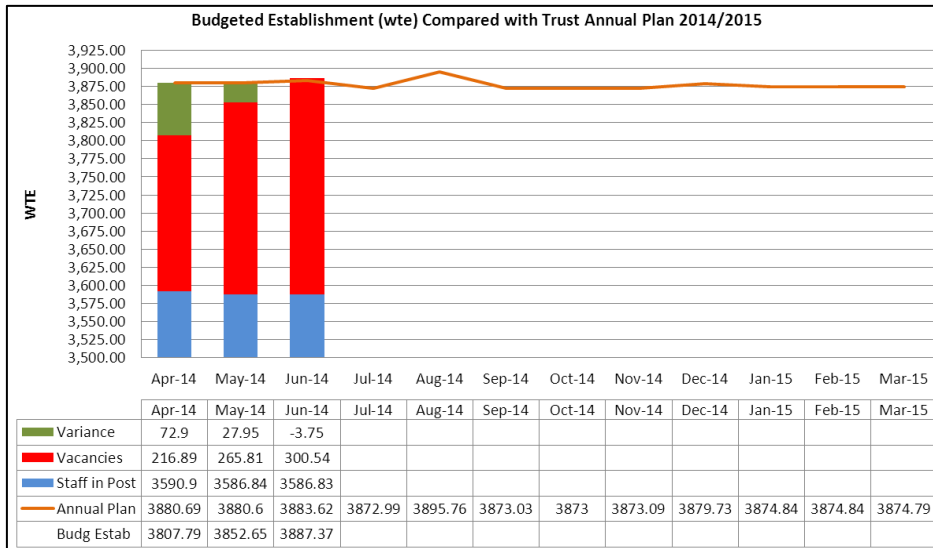


Board of Directors – 31st July 2014
Workforce Report – June 2014 Position

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



Budgeted Establishment:

- At the end of June 2014 **budgeted establishment was 3887.37 wte's** which was an increase of 34.72 wte's in month.
- The increase is due to the Registered Nurse Keogh investment which has been funded into divisional budgets. 12.13 wte's have been allocated to Planned Care & Surgery and 43.48 wte's have been allocated to Emergency Care & Medicine.
- Cost improvement plan wte's have removed from divisional budgeted establishments therefore this reflects the overall increase of 34.72 wte's.
- Analysis has been completed with regards to the Keogh implementation plan for increased Registered Nursing, work has commenced to operationalise the plan. Bank has been recruiting to HCA posts to mitigate the impact of the Keogh plan, recruitment to permanent HCA posts has been stopped.

Staff in Post:

- Staff in post for June 2014 was 3586.83 wte's** this remains a stable position compared to May 2014.

Vacancies:

- The Trust's **vacancy position** has increased in June 2014 to **300.54 wte vacancies** from 265.81 wte's vacancies in May 2014.
- The **vacancy rate** now stands at **7.73%** compared to 6.90% in May 2014.
- The increased level of vacancies are attributable to the Keogh investment being funded into divisional budgets, the Trust will undertake a piece of work to validate the budgeted establishments with the divisions.

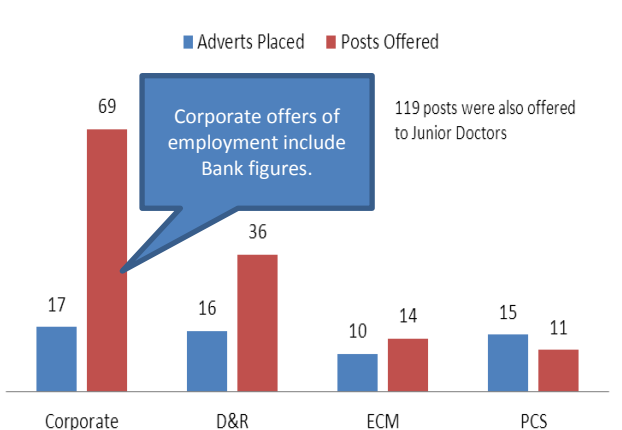
Vacancy Rate - Number of Vacancies Compared to Budgeted Establishment per Staff Group

Staff Group	Vacancy Rate	Number of Vacancies
Admin & Clerical	6.06%	54.97
Allied Health Professionals	9.25%	17.66
Ancillary	-10.37%	-4.09
Medical & Dental	7.65%	33.63
Registered Nurse	9.22%	117.53
Scientific & Professional	2.41%	4.80
Technical & Other	3.58%	8.85
Unregistered Nurse	11.41%	67.20
Grand Total	7.73%	300.54

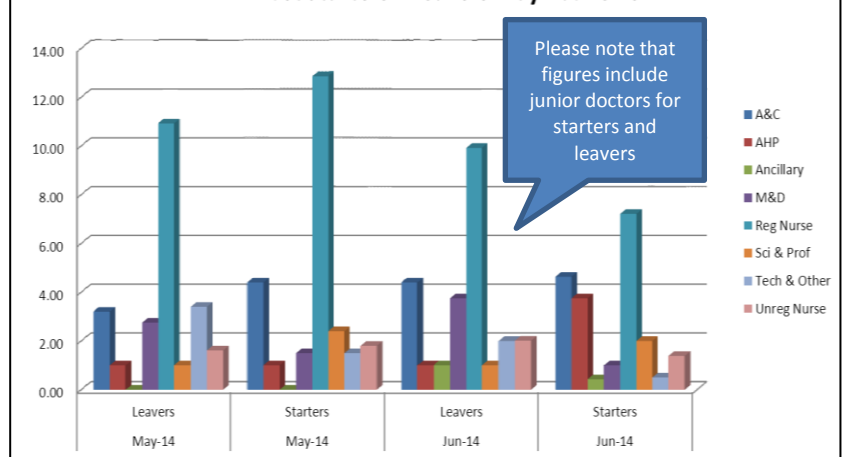
2.0 Recruitment

- 58 adverts** were placed in June 2014.
- 249 offers of employment** were made to candidates throughout June 2014, this compares to **107 offers that were made in May 2014**, the figure has increased due to the planned Junior Doctor changeover where 119 offer letters have been sent. However this is still an increased position of an extra 23 offers since May 2014.
- At the end of June there were **276 candidates within the recruitment system** compared to 245 in May 2014, **90** of those candidates had breached the 3 week pre-employment check target (32%, compared to 13% in May 2014).
- This is an increase from last month due to the high volume of Bank Health Care Support Workers within the system where there have been delays in the process due to candidates not providing information to complete pre-employment checks.
- Highest reasons for pre employment check breaches are due to the recruitment department waiting references, medical clearance, and e-DBS clearance and disclosures.
- There were no Consultant appointments in June 2014.
- Recruitment activity remains very high and temporary resource has been put into the department to support the additional activity.

Recruitment Position - June 2014

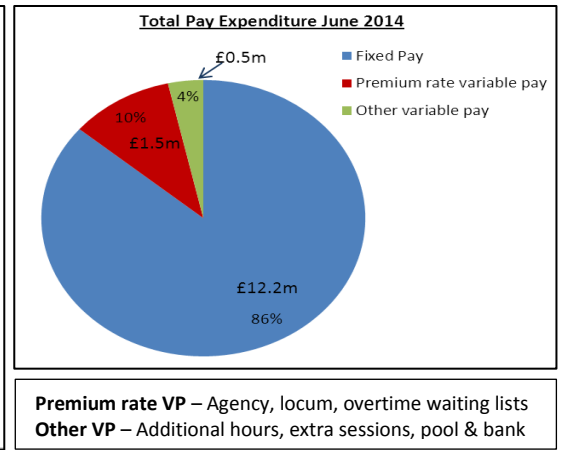
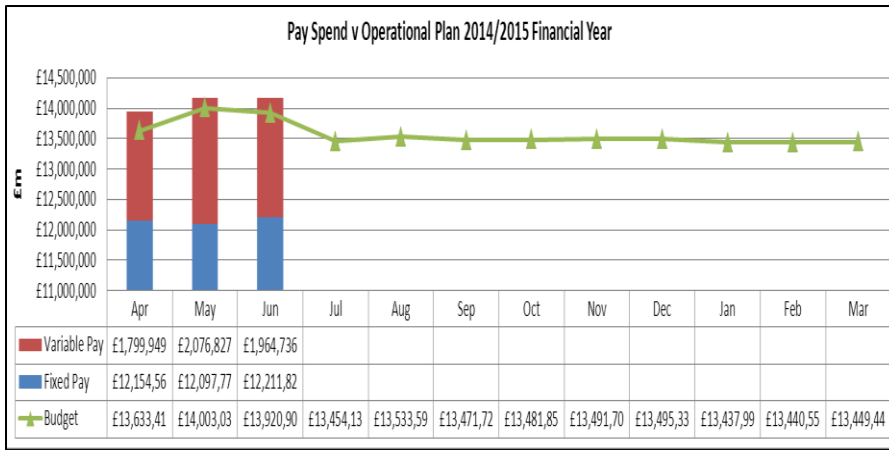


Trust Starters v Leavers May v June 2014

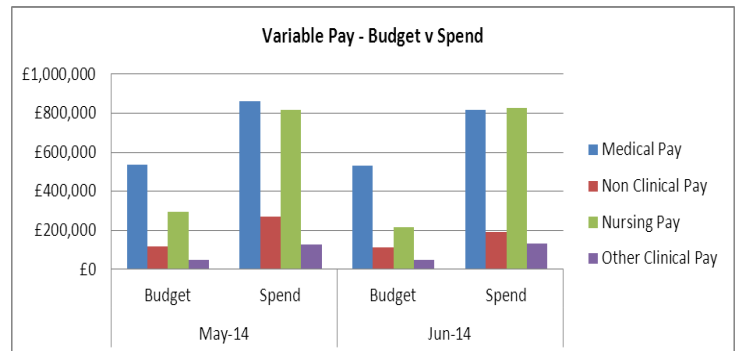
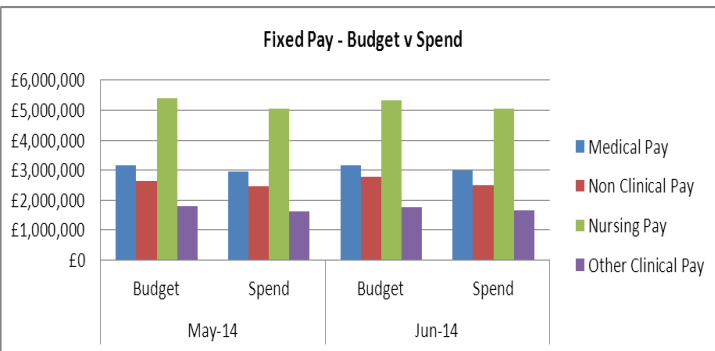


The Trust has noticed a decrease in Registered Nurse starters which is due to delays that have been experienced with international recruits receiving their pin numbers from the NMC. Further to this a higher than expected number of international candidates (31) have accepted and then declined offers of employment, the approach to international recruitment is being reviewed.

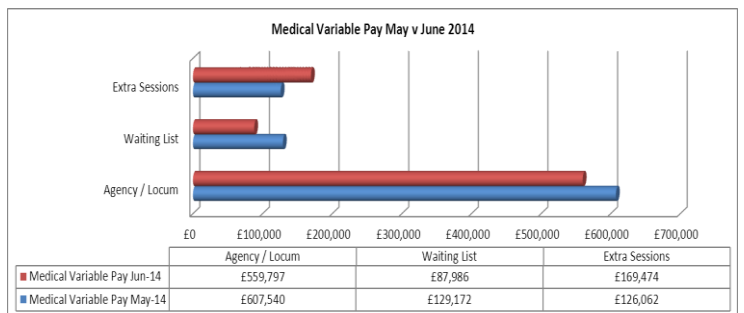
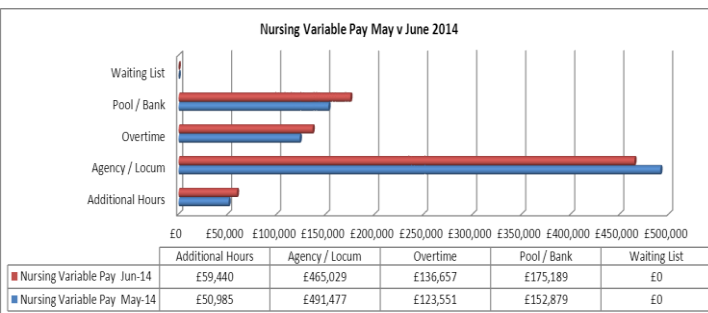
3.0 Pay Spend



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

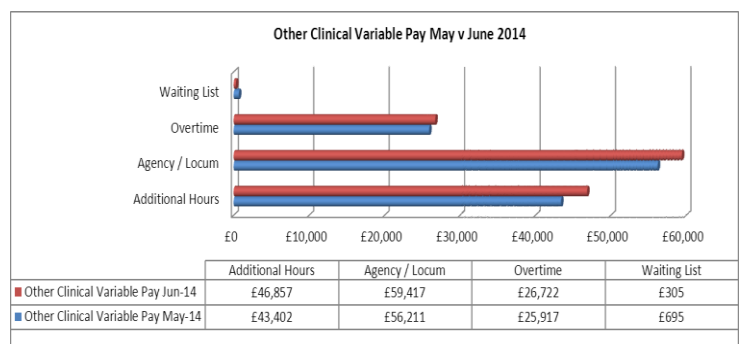
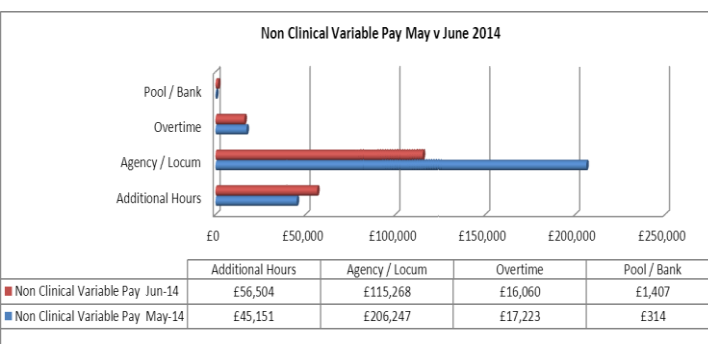


- In June 2014 the **pay spend totalled £14.17m**, which was **£255k overspent**, this is the normalised pay position and does not have any non recurrent costs within it, for example one off redundancy payments.
- In June 2014 the Trust was within budget for fixed pay against each pay stream, but was overspent on each variable pay stream with Nursing & Medical variable pay having the greatest impact.
- **Variable Pay** cost **£1.96m** in June 2014 which was a **£1.06m overspend**.
- **Fixed Pay** was within plan by £805k totalling **£12.21mm**.
- The pay budget does take account of the Keogh investment being funded into the divisions.
- ECM increased fixed pay by £66k and reduced variable pay by £77k in June, the closure of beds within Medicine specifically Ward 36 appears to have impacted on pay spend, Ward 36 pay spend for May was £107k, this reduced to £77k in June 2014.



Nursing VP – VP spend totalled £825k in June which compared £818k in May 2014 an increase of £7k. The above shows that agency spends reduced and bank spend increased by £22k. The impact of increased spend has been seen in additional hours and overtime. Strict monitoring arrangements are in place to ensure appropriate booking of bank and agency staff.

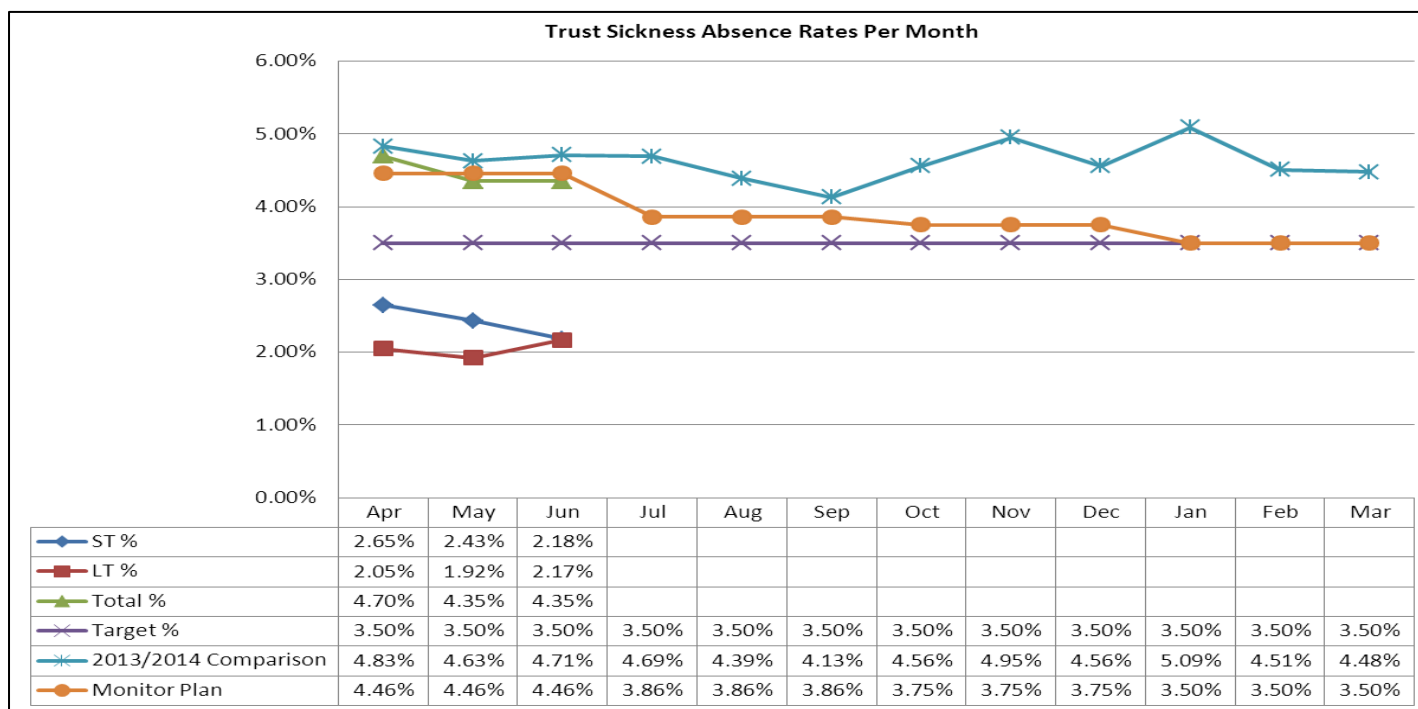
Medical VP - Total VP spend was £817k in June which was a reduction of £45k in month. The main reduction has been seen within the agency spend and an increase due to extra sessional payments which is reflective of the additional RTT, as the Trust continue to increase elective activity.



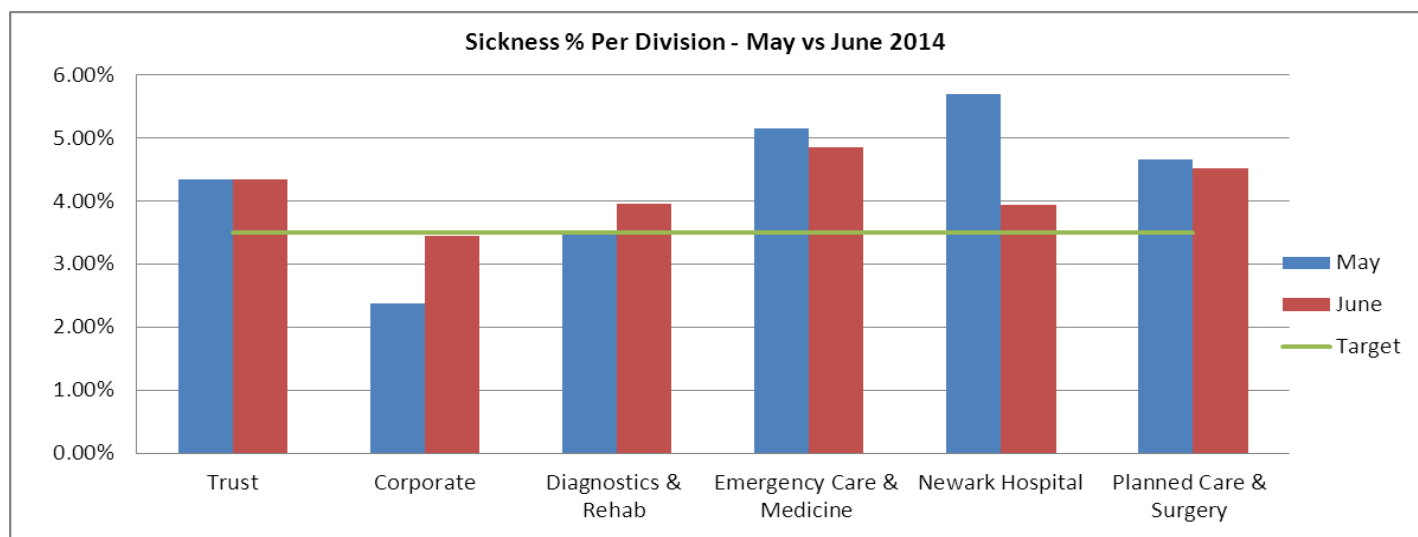
Non Clinical VP – VP totalled £188k a decrease of £80k in month, the main reductions have been seen within the agency spend.

Other Clinical VP– VP increased in June by £7k, totalling £133k. The main impact being seen within agency spend.

4.0 Sickness Absence



- **Sickness absence** remained static in June 2014 at **4.35%**, short term sickness absence decreased in the month with long term sickness increasing.
- **Long term sickness absence** reports have been sent to managers to action and manage appropriately, managers are seeking advice on long term sickness absence management from the HR department where necessary. The Trust are confident that long term sickness absence is being managed effectively.
- Sickness absence compared with 2013/2014 financial year continues to decrease, although absence rates are still significantly higher than the 3.5% target.
- The Trust has reported to Monitor that it aims to reduce sickness absence by 0.5% by the end of the financial year.
- In June there were **575 episodes** of sickness absence, this compares to 611 in May 2014.
- **4692 working days** were lost due to sickness absence in June 2014, this compared to 4835 in May 2014.



In Emergency Care & Medicine and Planned Care & Surgery, short term sickness absence was the main issue. Corporate and DRD have seen an increase in long term sickness absence, within these areas there a workforce change initiatives taking place and work is being undertaken to determine whether this is a contributing factor.

Areas for Concern

NHIS Project Recurrent (111 working days),

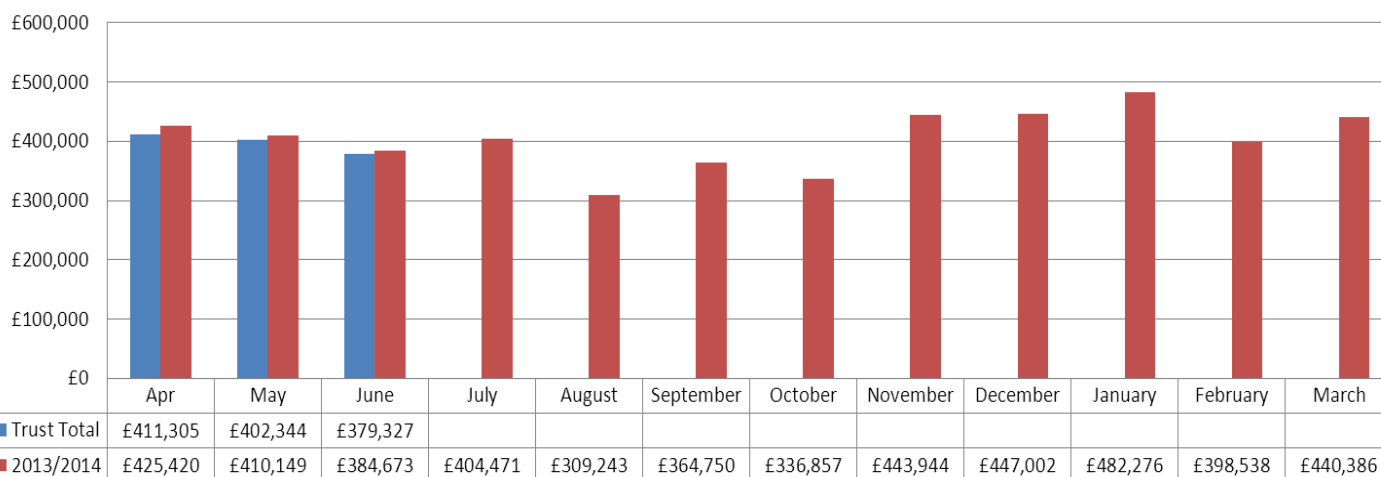
Pharmacy SFH (168 WD),

Neonatal Unit (191 WD),

KTC Nursing Staff (168 WD)

Theatres KMH (182 WD)

Cost of Sickness Trust Total (comparisons between financial years)

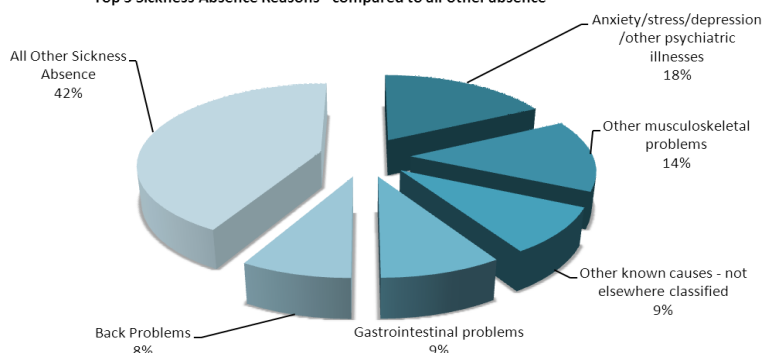


The cost of sickness absence was £379k in June 2014, this was a decrease of £23k from May 2014. The cost of sickness absence continues to decrease month on month. The year to date cost stands at £1.2m.

Trends & Themes

- Monday continues to be the highest first day absent, of the 575 episodes of absence that took place, 162 of them all started on a Monday (28%). Further analysis will be undertaken into areas where Monday is the highest first day absent and fed back to managers.
- Based on the staff in post at the end of June 2014, 1.1 working days were lost to every employee based on the 4692 sickness absence days that took place in June 2014.

Top 5 Sickness Absence Reasons - compared to all other absence



Anxiety/stress/depression related illnesses continue to remain an issue for the Trust. Managers are reminded regularly to tackle these types of absences early on. It is anticipated that the implementation of the new sickness absence policy can tackle stress related absences early on due to the requirement for managers to make contact on a regular basis. This issue will be discussed at the Health & Wellbeing Committee to develop plans to support staff who experience anxiety/stress/depression.

The Registered Nurse staff group had the highest sickness absence for anxiety/stress/depression related illnesses totalling 300 working days lost.

Sickness Absence Policy

The new Sickness Absence Policy went live on the 1st July and manager training sessions have now taken place.

A toolkit has also been launched to support managers throughout the process.

Managers have now been tasked with creating departmental procedures in order to facilitate effective implementation of the policy to take place.

Health Care Support Worker Analysis

From April 2014, Health Care Support Workers have been reported as the type of staff who have lost the highest working days to sickness absence.

- April – 1369 working days out of 5034
- May – 1354 working days out of 4835
- June – 1177 working days out of 4692

The Health Care Support Worker role includes a large cross section of staff including ward and non ward based staff, roles within Theatres, Microbiology & GU Medicine.

The main reason for absence within this staff group is 'Other Musculo Skeletal Problems' with 860 working being lost. Anxiety/stress depression being the second highest reason.

The highest areas for absence within this Health Care Support Worker role in June 2014 are:

- Theatres KMH – 118 working days lost
- KTC Nursing Staff – 79 working days lost
- Maternity – 75 working days lost

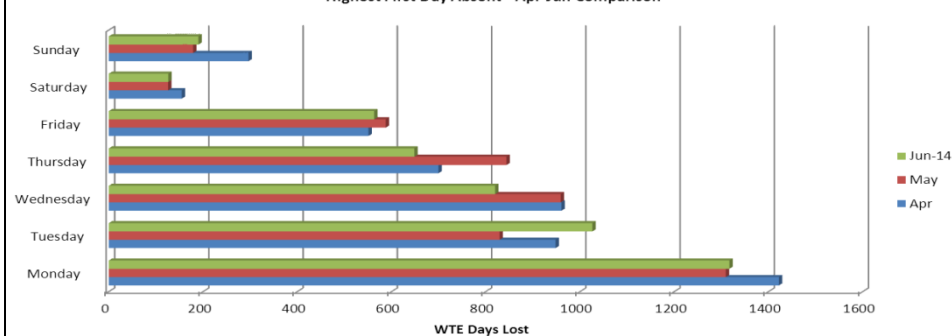
During April, May and June 60% of the Health Care Support Worker sickness absence was due to short term episodes of absence (less than 28 days).

Wednesday is the highest first day absence for Health Care Support Workers for each month:

- April – 25% of episodes started on a Wednesday
- May – 23% of episodes started on a Wednesday
- June – 28% of episodes started on a Wednesday.

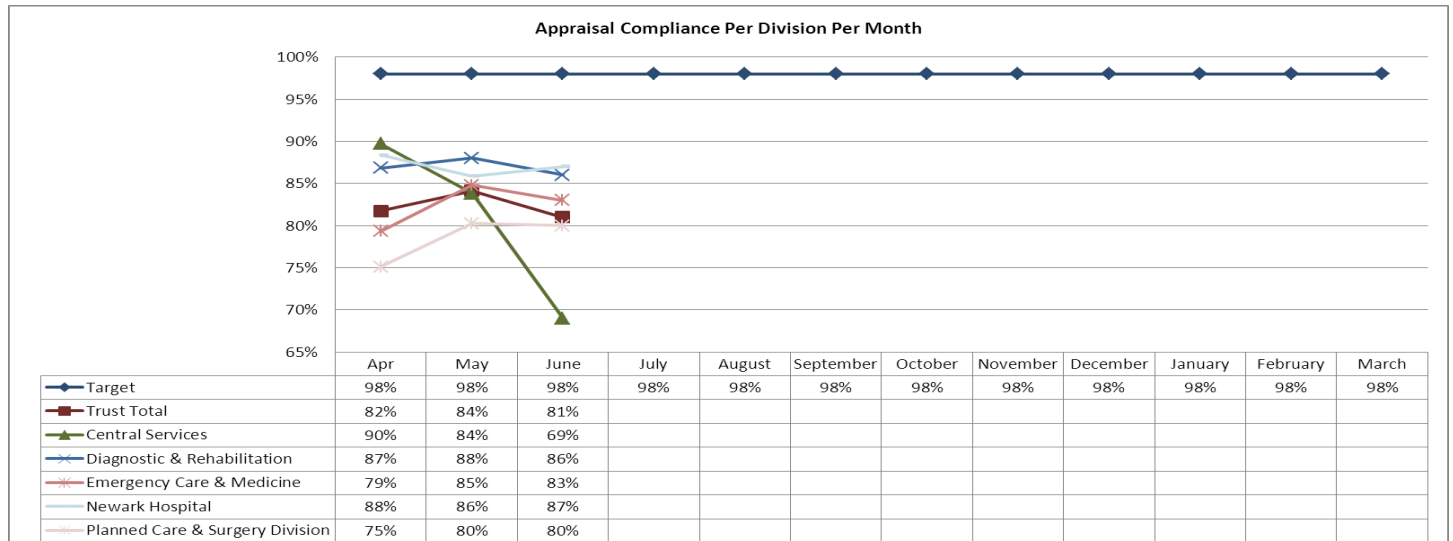
The HR team will working with the divisions to better understand the reasons why the Health Care Support Workers within the Trust have the highest sickness absence levels.

Highest First Day Absent - Apr-Jun Comparison



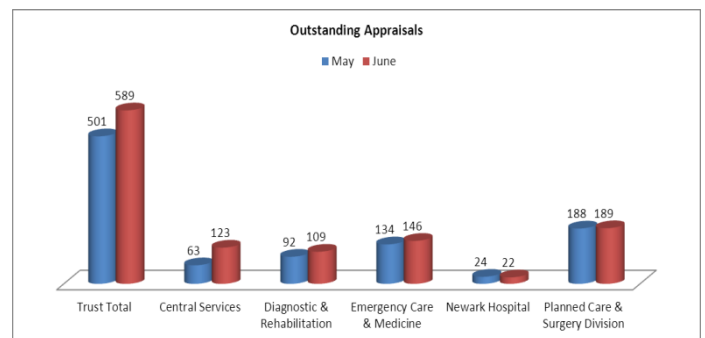
The above shows a three month view of the highest first day absent at the Trust.

5.0 Agenda for Change Appraisal Compliance



Movement in Month

- Appraisal compliance stood at 81% in June which was a decrease in compliance by 3%.
- Planned Care & Surgery are the area with the highest outstanding appraisals.
- Corporate areas have seen the most significant decrease in appraisal compliance
- The executive team are discussing appraisal compliance in Corporate areas at the next meeting in order to formulate actions to address decline.



6.0 Nurse Bank

Requested Shifts																									
Month	Bank request			Cancelled by the			Total Requests			Bank filled			Agency Fill			Remained Unfilled			Total Bank/Agency Fill						
	Reg	Unreg	Total	Reg	Unreg	Total	Reg	Unreg	Total	Reg	Unreg	Total	Reg	Unreg	Total	Reg	Unreg	Total	Bank	Agency	Unfilled				
Apr-14	1371	2382	3753	193	162	355	1178	2220	3398	190	16%	1413	64%	1603	898	76%	524	24%	1422	90	283	373	47%	42%	11%
May-14	1511	2361	3872	202	182	384	1309	2179	3488	185	14%	1444	66%	1629	1005	77%	497	23%	1502	119	238	357	47%	43%	10%
Jun-14	1568	2482	4050	234	304	538	1334	2178	3512	183	14%	1434	66%	1617	1048	79%	496	23%	1544	103	248	351	46%	44%	10%
Quarter 1	4450	7225	11675	629	648	1277	3821	6577	10398	558	15%	4291	65%	4849	2951	77%	1517	23%	4468	312	769	1081	47%	43%	10%

The Nurse Bank has continued to advertise for Registered Nurses via rolling advert on NHS jobs, however the recruitment of Registered Nurses remains a challenge. A nurse recruitment strategy is currently in development and this will include nurse recruitment to the bank.

Work is commencing to develop a strategy to recruit nurses to the bank and a Project Manager has been appointed to review and evaluate E-Rostering and bank systems and processes to ensure rigour within the system and protocols.

The Bank have extended their opening times to meet the needs of the Trust, the team have moved to a 7 day working model.

7.0 Employee Relations

At the end of June 2014 there were 22 employee relations cases on-going. All cases were being managed in line with HR and Trust policy.

Cases are reviewed by HR on a weekly basis to ensure that they are being dealt with in a timely manner.

