

Board of Directors Meeting in Public - Cover Sheet

Subject:	Workforce Report - Maximising our Potential / Strategic Priority 2 and Resourcing		Date: 28 th March 2019	
Prepared By:	Julie Bacon: Executive Director of HR & OD; Rob Simcox: Deputy Director of HR; Lee Radford: Deputy Director of TED & OD			
Approved By:	Julie Bacon: Executive Director of HR & OD			
Presented By:	Julie Bacon: Executive Director of HR & OD			
Purpose				
To provide the Board with an end of year report on progress with implementing year two of the Workforce Strategy (Maximising our Potential) and also present the quarterly resourcing report.			Approval	
			Assurance	x
			Update	
			Consider	
Strategic Objectives				
To provide outstanding care to our patients	To support each other to do a great job	To inspire excellence	To get the most from our resources	To play a leading role in transforming health and care services
x	x	x	x	x
Overall Level of Assurance				
	Significant	Sufficient	Limited	None
		x		
Risks/Issues				
Financial	Improving productivity and workforce utilisation and impact			
Patient Impact	Maintain safe staffing levels and a good patient experience			
Staff Impact	Improve working lives			
Services	Staffing levels impact service and bed availability			
Reputational	SFH recommended as a great place to work			
Committees/groups where this item has been presented before				
None				
Executive Summary				
<p>As future workforce reports will be presented to the new People, OD and Culture Committee, with effect from April 2019, the final quarterly Workforce Report on Resourcing and the end of year report on the annual action plan supporting the Workforce Strategy – Maximising our Potential have been combined.,</p> <p>Both sets of activities and reports are designed to ensure that the Trust has the right workforce capacity and capability to deliver its services. They provide further insight into how the Board Assurance Framework (BAF) risk PR 3: critical shortage of workforce capacity and capability, which is currently viewed as a significant risk is being mitigated.</p> <p>The Resourcing Report provides information about the Trusts resourcing position and trends.</p> <p>The Maximising our Potential annual plan report is in the form of a BRAG spreadsheet, with commentary about each individual goal. There are also KPI included relevant to each key area and trajectories. In total as at end of February 2019, there were:</p> <p>33 blue – completed actions 0 green – actions which were always schedule to be delivered in 2018/19 2 amber – action which has experienced minor slippage into Q1 2019/20 0 red – actions which are unlikely to be delivered to overall timescales</p> <p>Good progress has been made in most areas. Two goals which have encountered slippage into</p>				

quarter 1 2019/20, but should still be completed are:

- 4E – Guidance on career paths and options available for A&C, Nursing and AHP roles. New framework to be launched during National Learning at Work Week in early May 2019.
- 5C - Improve the HR efficiency index in the Trust as compared with peers in the model hospital. KPI results rolled over to 2019/20 as national model hospital for HR benchmarks has not been refreshed.

Most KPI, particularly those relating to the pulse surveys, flu vaccination take-up, medical vacancies and appraisal and mandatory training rates continue to meet targets. The 2018 NHS staff survey data is available and therefore those KPI have been updated, where possible from the results. It should be noted that it has not been possible to assess the KPI relating to teamwork and leadership as these have not been published.

The report now shows a RAG rating for KPI and trajectories where data is available in year. Updates regarding KPI are also in the narrative of each goal, with the penultimate column covering KPI performance and risk.

As this report is being presented to the Trust Board a month early and the March KPI data is not yet available to complete KPI for Q4, the February 2019 figure has been used.

KPI which are amber relate to:

- Staff experiencing discrimination. The KPI was $\leq 8\%$ in the 2018 NHS staff survey and the actual was 10%. However, this was still above average performance for an acute trust and within the top 20% of acute trusts.
- Staff engagement score in the 2018 NHS staff survey. The KPI was to be in the top 5 nationally when compared to acute trusts and SFH was 11th. However, the SFH score has improved from the previous year.
- 82% + (4.10) staff recommend the Trust as a place to work in 2018 staff survey – The SFH score was 70.5%. However, it was an improvement on 2017 and still well above average for an acute Trust. The best scoring acute trust only scored 81%.
- Proportion of temporary staffing. Q4 target 7.3%. The KPI was green for the first 3 Quarters. However, our winter plan usage of temporary staff showed 7.5% at M11.
- Flu vaccination rates. The KPI was 90%. The Trust delivered the 75% CQUIN target by Christmas, which was 3 months early. Final compliance was 81.6% of front line staff. Below our desired 90%, but one of the best uptake levels in the NHS.
- 100% of job plans signed off. Q1 = 71%; Q2=80%; Q3=90% of job plans completed. Some job plans still require sign off and may be dealt with by end of March 2019. However, as we know that there are a small number in mediation, these will not be finalised by end Q4.

KPI which are red relate to:

- Band 5 RN vacancies –The KPI of under 12% by 31/03/19 is unlikely to be met as for February 2019, it was 16.98%. However, all RN vacancies are under 11%.
- No score in the bottom 20% when compared to acute Trusts in the 2018 NHS staff survey. Although the national report did not show top or bottom 20% scores, the fact that the Trust

had the worse score nationally for staff experiencing violence and aggression means that this KPI was not met.

- Completion of the talent map – although the new process has been launched and training made available to 8a+ leaders, take up has been slower than anticipated.

The Board of Directors are asked to take assurance from this report that the 2018/19 plan for strategic priority 2 and the workforce strategy “Maximising our Potential” has been delivered and that in general KPI are showing positive outcomes.