

Workforce Reports– Resourcing

1. Introduction

Ensuring that the Trust has adequate workforce resources to deliver safe, effective care is a key accountability of an NHS Trust Board. A key risk on the Board Assurance Framework is a critical shortage of workforce capacity or capability. This quarterly report is designed to provide the Trust Board with an update about latest developments and provide assurance by describing the activities that are being undertaken in order to mitigate the workforce capacity and capability risk.

2. 2018 Workforce Plan Update

The Activity, Workforce and Financial plan was submitted to NHS Improvement (NHSI) on 30th April 2018, in which the Trust accepted an agency ceiling target of £16.65m for 2018/19.

Performance against the plan is tracked monthly. At month 11 (February) a combined whole time equivalent (wte) figure of 4377.08wte was worked across the period. This was above plan by 35.26wte. The increased figure was due to additional Staff (including bank, overtime and additional hours) being used (112.92wte) and additional Agency staff (Inc. Agency, Contract and Locum) being used (77.66wte).

Table 1: 2018/19 Actual v Plan Position

2018/19	Plan	Actual	Variance
ALL WTE STAFF	4341.82	4377.08	35.26
WTE Staff (including bank, overtime and additional hours)	4165.51	4278.43	112.92
WTE Agency staff (Inc. Agency, Contract and Locum)	176.31	98.65	(77.66)

The analysis of additional hours worked identified that divisional areas had seen increased levels of worked staff and agency staff across the period. The combined corporate areas had evidenced a reduction of hours worked against plan, along with Medicine and Women's and Children's. Currently levels of additional capacity and demand are the contributing factors for additional worked capacity being required across all divisional areas.

3. 2019/20 Workforce Plan Progress Update

The detailed workforce template was submitted to NHSi on 12th February 2019 along with supporting workforce narrative.

The workforce baseline was the worked WTE in month 9 2018/19 and included year-end assumptions around planned workforce changes, resulting 4,095.68 employed whole time equivalents (wte), with a flexible employment model of both permanent and temporary increasing to 4,375.79 (wte).

As in previous years, the implications of activity changes as well as FIP and commissioner QIPP will be considered for the final workforce plan that is due for submission on 4th April 2019.

Feedback from the regional NHSi workforce team had identified that further details would be expected around the implications of activity changes as well as FIP and commissioner QIPP in the final submission, but overall it was acknowledged that the plan was detailed and offered assurance associated with the Trusts workforce assumptions for 2019/20.

From an ICS system perspective, the Trust is taking a leading role in influencing the collection of baseline workforce information leading on a number of key areas, enabling future workforce needs across the system to be established, along with mitigation of risk.

This work has enabled a single collection of Workforce Information to be developed, resulting in a system wide response to a workforce plan. Further guidance is expected to clarify a system wide 5 year plan in the autumn of 2019.

4. Staff in Post, Turnover and Recruitment

Trust Position as at February 2019

The Trust tracks its staff in post against funded establishment in order to identify vacancies and its turnover. Below is the staff in post position for February 2019. Only nursing has vacancies in excess of 10%. Medical & Dental vacancies are below 7% which is the lowest that it has been for several years.

The Trust repeatedly delivers a lower turnover than its threshold which is now 0.38%. In most months, the Trust welcomes more new starters than leavers.

The Trust is making progress in addressing its key vacancy gaps. Medical vacancies are at 6.84%. Band 5 Registered Nurse vacancies have been mitigated down to 16.98% and all RN vacancies are down to 10.90%.

	Feb-19							
	Budget - FTE	SIP - FTE	SIP - Headcount	Vac - FTE / Gap - FTE	% Vacancy / % Gap	Starters	Leavers	% Turnover
Total Trust								
Admin & Clerical	1153.90	1095.03	1337	58.87	5.10%	9.56	3.19	0.29%
Allied Health Professionals	219.51	219.35	273	0.16	0.07%	0.00	1.80	0.82%
Ancillary	38.88	36.11	43	2.77	7.12%	0.00	1.00	2.77%
Medical & Dental	510.13	475.24	496	34.89	6.84%	4.00	1.00	0.21%
Registered Nurse Operating Line * - ALL Bands	1332.91	1187.58	1416	145.33	10.90%	7.63	2.63	0.22%
Scientific & Professional	222.29	206.48	227	15.81	7.11%	0.00	0.00	0.00%
Technical & Other	283.84	270.02	333	13.82	4.87%	0.85	1.00	0.37%
Unregistered Nurse	594.07	594.13	695	-0.06	-0.01%	0.00	4.20	0.71%
Total - Trust	4393.50	4083.95	4820	309.55	7.05%	22.04	14.81	0.36%
Band 5 Registered Nurse Only operating line *	721.52	599.02	725	122.50	16.98%	5.83	0.60	0.10%

Note: Starters and Leavers excludes Rotational Doctors - *Establishment and thereby vacancies in the Band 5 RN category have been reduced by 5% of establishment in order to reflect the margin that would usually be left unfilled to fund the cover for unplanned absences such as sickness with bank and agency. This margin is never filled with substantive staff. This impacts both the band 5 RN figure and the total RN figure.

Medical Staff

Below is the table tracking the medical staff vacancy position since August 2016.

Date	Budgeted establishment	Staff in Post	Vacancies	Vacancy %	Change since baseline
Aug 16	483.57	413.30	70.27	14.53	-
April 17	494.09	427.96	66.13	13.38	-1.15
Aug 17	493.74	430.79	62.95	12.75	-1.78
Dec 17	497.96	445.79	52.17	10.48	-4.05
May 18	503.67	448.49	55.18	10.96	-3.57
Aug 18	504.79	456.90	47.89	9.49	- 5.04
Nov 18	505.61	471.45	34.16	6.76	-7.77
Feb 19	510.13	475.24	34.89	6.84	-7.69

Over the last two years, there has been a sustained improvement in medical staff vacancies with an overall reduction of almost half, even though the establishment has increased by over 26 wte. Much of this has been achieved through the Trust's ability to successfully fill consultant vacancies and the Clinical Fellow and CESR programmes.

Registered Nurses – All Bands

Below is the table tracking the all Registered Nurse vacancy position since August 2016.

Date	Budgeted establishment	Staff in Post	Vacancies	Vacancy %	Change since baseline
Aug 16	1327.51	1123.65	203.86	17.39	-
April 17	1328.24	1164.22	164.02	12.35	-5.04
Aug 17	1332.86	1165.50	167.36	12.56	-4.83
Dec 17	1336.10	1187.43	148.67	11.13	-6.26
May 18	1346.89	1160.54	186.34	13.84	-3.55
Aug 18	1345.39	1145.26	200.12	14.87	-2.59
Nov 18	1345.52	1200.80	144.72	10.76	-6.63
Feb 19	1332.91	1187.58	145.33	10.90	-6.49

The Trust is showing a 6.49% improvement in the last 2 years from August 2016. Registered Nurse recruitment is seasonal as the newly qualified student nurses take up positions in September and October each year. Therefore, it is expected that the months of May and August will generally show a worse position than autumn each year.

Registered Nurses – Band 5

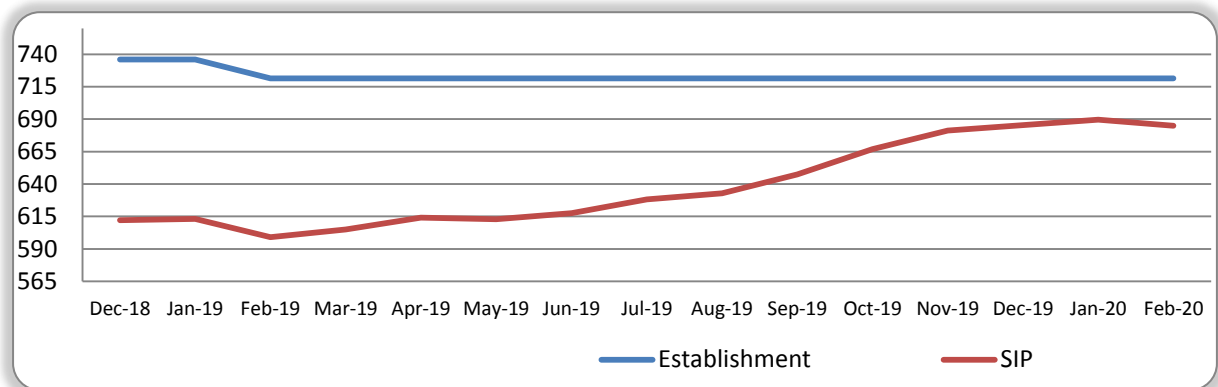
Below is the table tracking Register Nurse (band 5) vacancies since August 2016. These are ward based nurses and therefore gaps tend to have to be filled with bank or agency nurses.

Date	Budgeted establishment	Staff in Post	Vacancies	Vacancy %	Change since baseline
Aug 16	773.30	613.58	159.12	20.65	-
April 17	748.75	626.76	121.99	16.29	-4.36
Aug 17	756.87	607.22	149.65	19.77	-0.88
Dec 17	752.10	625.51	126.59	16.83	-3.82
May 18	740.69	590.05	150.64	20.34	-0.31
Aug 18	740.13	568.83	171.30	23.14	+2.49
Nov 18	737.03	621.69	115.34	15.65	-5.00
Feb 19	721.52	599.02	122.50	16.98	-3.67

This table indicates a fluctuating trend of improvement. However, it is this group which is impacted by the seasonal effect of Registered Nurse recruitment most acutely. Funded establishment has reduced at band 5, by c52 wte during that period, whilst it has increased by c5 wte at band 6. The wte has been affected by TUPE transfers occurring during that period, where services have transferred from the Trust.

Band 5 Registered Nurse Trajectory

The band 5 nursing trajectory is our predictor tool for ward based nurse staffing.



The trajectory is indicating a continued improvement through the year with a potential gap of less than 100 Band 5 RN's by July 2019 and less than 50 by autumn 2019. This is due to our currently low turnover, the current and future planned recruitment of international nurses and the continued success of our assessment centre approach. However, the trajectory could be impacted if a significant number of band 5 nurses move to band 6 jobs in the Trust, but the establishment remains the same.

The strong nursing bank in the Trust means that much of the gap is covered with bank nurses as opposed to agency staff.

Registered Nurse Recruitment

The Trust only had one (0.6 wte) Registered Nurse fully leave in February due to retirement. There were a further eight (6.41 wte) who left substantive posts but have opted to remain on the Bank. In this way they continue to cover shifts for the Trust.

There are still three additional newly qualified nurses who started with the Trust in November 2018 but have to await their PIN before moving to the Band 5 RN role.

Twenty offers of appointment were made at the February Assessment Centre.

5. International Recruitment

Registered Nurses

The Trust continues to undertake international recruitment of nurses using Skype in conjunction with our current agency partner.

Following twenty five job offers, five nurses have now arrived and started in February 2019. It is anticipated following an intensive induction and passing the OSCE exam they will become Registered Nurses in June.

Eleven more are planned to arrive in April with a final five in May.

The Trust has now begun discussion with Kings College London with the aim to partner with their commercial arm to provide a further 30 overseas nurses by the end of the calendar year.