

BOARD OF DIRECTORS

Agenda Item:

Subject: Workforce Report – Executive Summary
Date: Thursday 26th February 2015
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Lead Director: Karen Fisher, Executive Director of Human Resources

We recognise that January was a challenging month for the Trust from an operational perspective, leading to the opening of additional capacity to support patient numbers. This has no doubt put increasing pressures on staff and an increased reliance on agency staff to support the additional 44 beds open. The workforce KPIs do however continue to demonstrate increasing staff in post numbers, particularly in the areas that are driving our high levels of agency expenditure.

The Trust has undertaken extensive registered nurse recruitment campaigns since April 2014 which has led to the recruitment of 144.93 wte Registered Nurses, resulting in a net in year increase of 37.36 wte. The successful European recruitment campaigns have supported this increase. Lessons have been learnt from the initial attrition rates prior to commencement due to a competitive market place, this has now been mitigated by the Trust offering posts as Unregistered Nurses until NMC registration has been received. Recruitment plans are currently being developed for 2015 and consideration is being given to recruiting internationally outside Europe as it is becoming increasingly difficult to recruit Registered Nurses from within Europe due to mass recruitment by UK trusts in 2014. The Trust has 25 Registered Nurses due to commence employment between now and the end of September 2015. An establishment exercise is currently being undertaken by the Finance department to take the 2 year Registered Nursing Keogh investment into consideration when budget setting for 2015/2016 financial year.

At the end of January 2015 there were 16.77 wte Medical vacancies and an additional 11 posts currently being funded by variable pay, as the posts are recruited to, they will be transferred into budgeted establishment. Medical staff continues to show positive increases with staff in post numbers increasing by 12.71 wte's since April 2014. The Trust is continuing to work with specialist recruitment agencies in order to recruit to Medical vacancies in hard to fill specialties such as Radiology. A recruitment and retention premium has been agreed to assist recruitment to Geriatrics and Stroke.

Pay Spend - Variable pay increased in January by £348k to £2.27m, expenditure has been due to staff vacancies and increased activity as indicated above. The top 3 areas of variable pay spend were:

- **A&E Medical - £159k** – There continues to be 2 Specialty Locum Doctors working Supernumerary periods until the end of February 2015. There are 4 Consultant and 6 Specialty Doctor vacancies being covered by agency staff, with the Trust awaiting confirmation of an international Specialty Doctor appointment for the 2nd March. Variable pay has been impacted by the increased demand in A&E, extra cover at Consultant, Specialty Doctor and Junior level continues to be utilised to support this.
- **Junior Doctor KMH - £136k** – Variable pay spend has been impacted by the Trust taking a decision to put extra junior doctor cover in EAU for late and overnights shifts. The Trust has opened an extra 44 beds in order to manage extra activity, this has required the use of agency at premium rate to staff these areas.
- **Service Improvement - £117k** – There is a significant number of vacancies within the Service Improvement team that are being covered by bank and interim agency staff. The Trust employed an interim Director of Transformation which has impacted on the agency expenditure, this post has now come to an end and therefore a decrease in variable pay is expected in February 2015.

There was a decrease in nurse bank expenditure in month of £45k, this was due to bank staff not been available to work during the holiday period, this placed increased reliance on agency staff and therefore led to increased cost. A steering group has been established to review temporary staffing expenditure across the Trust and identify the actions required to secure improvements. Nursing and administrative and clerical staff groups will be the initial priority. Master vendor arrangements are currently being developed for nursing agency staff which should secure reduced costs, this will then be rolled out to other staff groups.

Sickness absence decreased in January 2015 to 4.29% from 4.42% in December 2014. HR Business Partners and Occupational Health are undertaking joint meetings with departments where sickness absence is a concern in order to create action plans to reduce sickness rates, meetings have either taken place or are scheduled with Theatres, PPC Surgery, Chatsworth Ward, Ward 36, Ward 44, KTC Nursing and Reception and Clinic Prep. Positively long term sickness decreased in January 2015 to 1.66% (0.42% decrease in month) as a result of the continued review of all long terms absences cases. The Trust continues to track below 2013/2014 sickness absence rates by 0.53%.

Appraisal compliance has increased for a consecutive month to 87%, appraisal is of specific focus within Confirm & Challenge meetings and areas of high non-compliance are being asked to ensure appraisal compliance is of high priority within the departments.

Industrial Action - Following the pay offer made on 27 January 2015, the health trade unions representing Agenda for Change staff suspended all the industrial action planned for 29 January and 25 February and any action short of strike between these dates. The outcome of the trade union ballots are expected in early March. UNISON and Unite have indicated that if the pay offer is rejected, they are planning to take some form of industrial action on Friday 13 March and the Trust will commence contingency planning should this occur.

Allocate Software - The roll out of improved rostering systems has commenced. The first four areas to be trained on Health Roster are Ward 34, 23, 35 and 32. The Ward Leaders will receive five days of training, which will commence on the Monday 16 February and will run for four weeks. The Bank Staff team will receive their training, in February on the new bank booking system. This is recognised as a significant change project across the Trust and will be resourced accordingly.

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