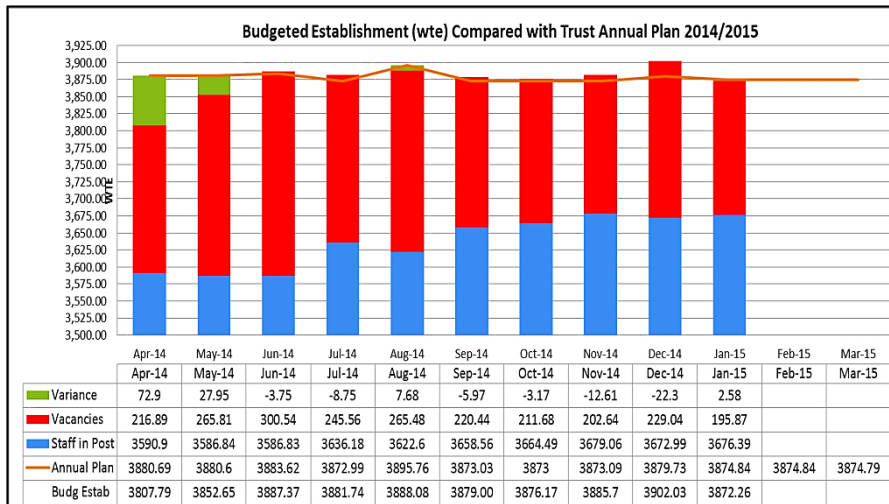


**Board of Directors – February 2015**  
**Workforce Report – January 2015 Position**

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



### Budgeted Establishment:

- At the end of January 2015 the budgeted establishment was 3872.26 wte's a decrease of 29.77 wte's.
- The decrease is due to the closure of Ward 21 as a Surgical ward on the 24th December 2014 (46.53 wte's) and administrative adjustments in month.

### Staff in Post:

- Staff in post for January was 3676.39 wte's, an increase of 3.40 wte's broadly comparable to December.
- The Registered Nurse staff group has increased staff in post by 37.36 wte's since April 2014 with planned recruitment in place.

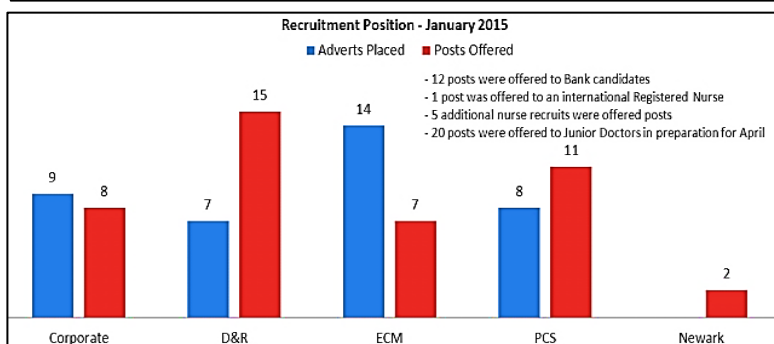
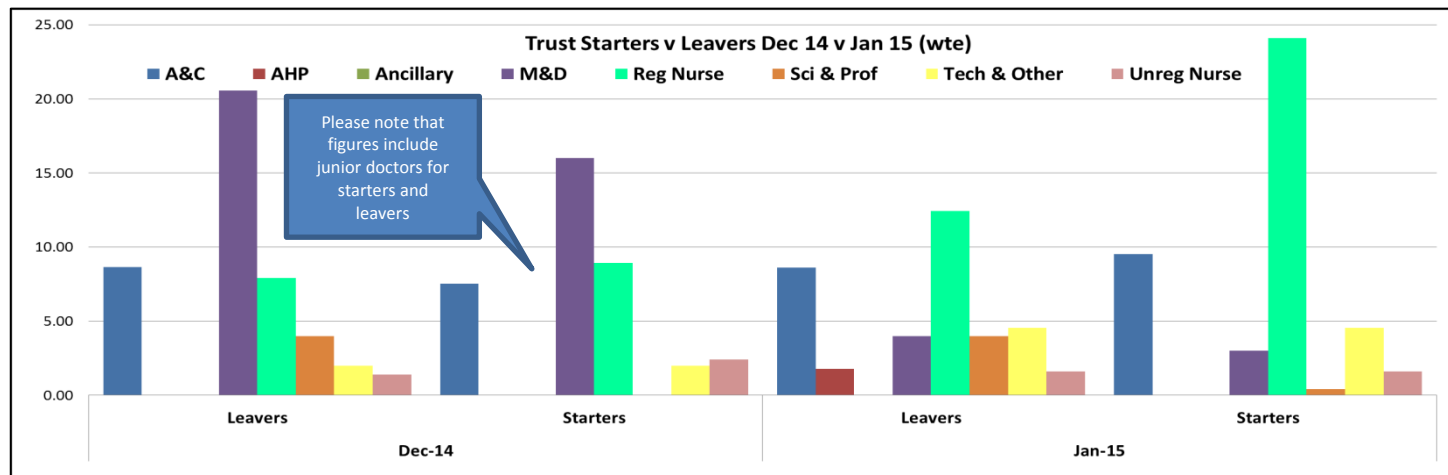
### Vacancies:

- The number of vacancies at the end of January was 195.87 wte's, a decrease of 33.17 wte's attributable to a decrease in establishments as outlined above. The vacancy rate now stands at 5.06%, a decrease of 0.81% in month.
- Registered Nurse vacancies stand at 75.67 wte's (5.95%), recruitment plans are outlined below.
- There are 11 Medical vacancies currently being funded via variable pay, as these posts are recruited to they will be transferred to fixed pay.

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

Staff Group	Vacancy Rate (%)	Number of Vacancies
Admin & Clerical	2.27%	20.56
Allied Health Professionals	2.62%	4.85
Ancillary	-19.41%	-7.81
Medical & Dental	3.70%	16.22
Registered Nurse	5.95%	75.67
Scientific & Professional	3.98%	7.77
Technical & Other	3.79%	9.45
Unregistered Nurse	11.77%	69.17
<b>Grand Total</b>	<b>5.06%</b>	<b>195.87</b>

## 2.0 Recruitment – Source NHS Jobs and ESR



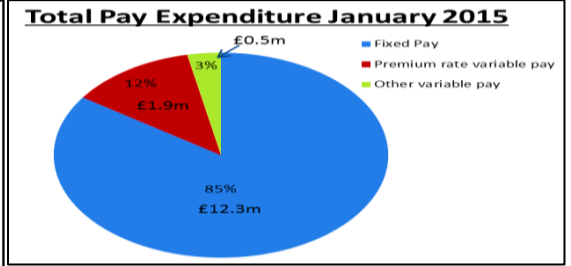
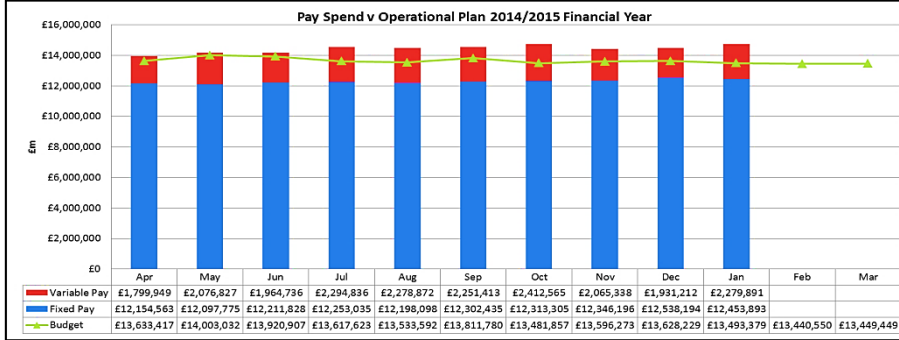
### Recruitment campaigns include:

- Working with international recruitment agencies for Nursing and Medical vacancies
- Local recruitment for Registered Nursing – campaign commenced 13/2/15
- Trust recruitment branding currently under development, for local and international campaigns with a planned launch of April 2015
- Development of attraction ideas for Nursing e.g. introduce a friend, incentives for the Newly Qualified Nurse intake September 2015

### Movement in Month

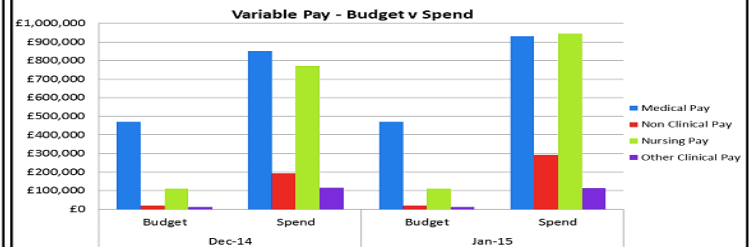
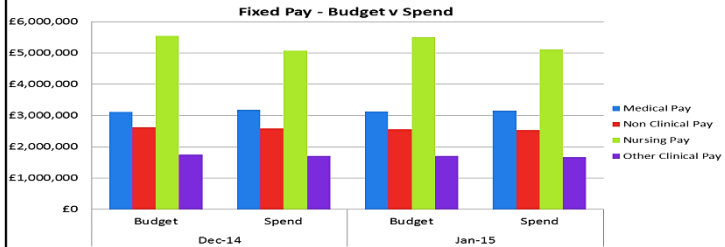
- 86 adverts were placed throughout January 2015, compared to 38 in December 2014, the increase was anticipated due to the holiday period in December.
- 81 posts were offered to candidates throughout January 2015, this compared to 105 posts in December 2014. 31 offers were made to Junior Doctors during December in preparation for the recent February changeover. 20 additional offers of employment were made to Junior Doctors during January in preparation for a small April changeover.
- At the end of January there were 149 candidates within the recruitment system compared to 183 in December 2014, 10 of those candidates had breached the 3 week pre-employment check target 6.71% compared to 12.5% in December.
- Reasons for breaches with regards to pre-employment checks were delays in receiving references and candidates providing proof of DBS clearance.
- In January the Trust had 24.12 wte Registered Nurse starters. 12 were Newly Qualified Nurses, 10 were international nurses, 6 of those started as Health Care Support Workers whilst they await their pin number from the NMC, once this is received they will transfer to a Registered Nurse position.

### 3.0 Pay Spend – Source Financial Ledger



**Premium rate VP** – Agency, locum, overtime, waiting lists  
**Other VP** – Additional hours, extra sessions, pool & bank

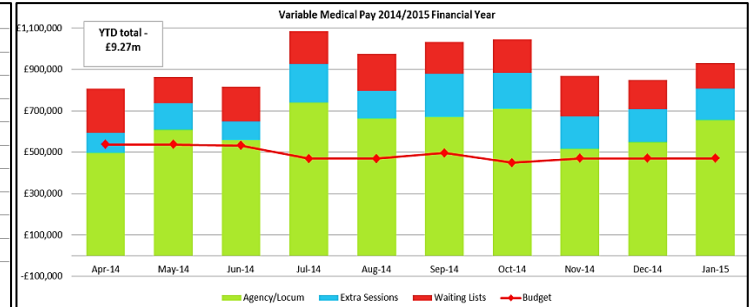
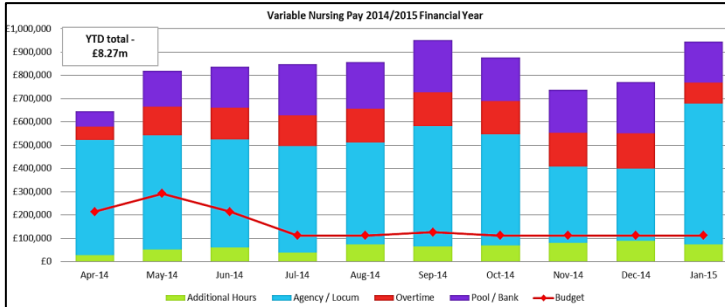
\*\*\* Please note that these figures exclude reserve funding and Facilities (Medirest)



- Pay budget for January 2015 was **£13.49m**, with pay spend totalling **£14.73m**, an **overspend of £1.24m**.
- Fixed Pay was **£12.45m** in January, **underspent** by £427k.
- Variable Pay remains at an unacceptable rate of **£2.27m** in January 2015, compared to **£1.93m** in December, an **overspend of £1.66m**.
- The reported financial position continues to monitor against the original £26.4m deficit within the financial ledger, recent forecasting that has been undertaken by the Finance department has forecasted a new planned £32.7m deficit.

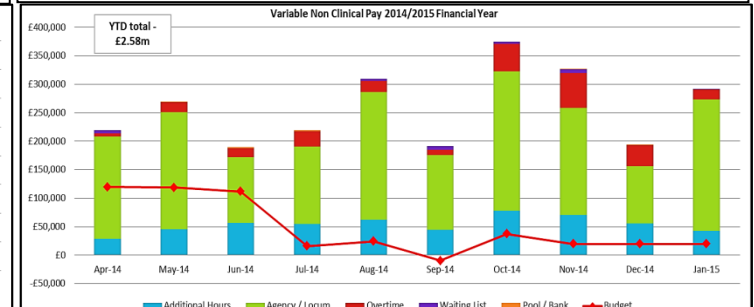
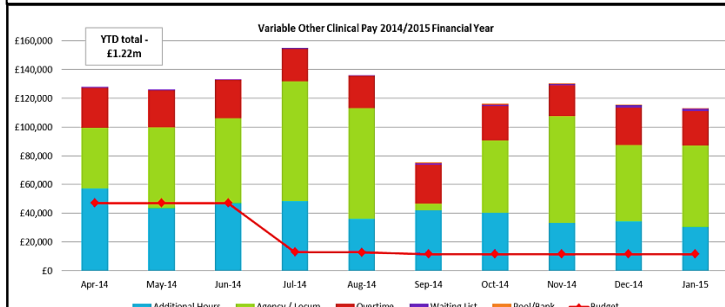
#### Top 3 areas of variable pay (VP) spend:

- **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.



**Nursing VP (Reg & Unreg)** – Totalled £944k in January 2015, this was an increase of £172k in month. The increase was due to agency spend which increased by £296k totalling £606k. Bank payments decreased by £45k, in line with 200 less shifts being filled via Bank in month. Overtime payments decreased by £62k in month.

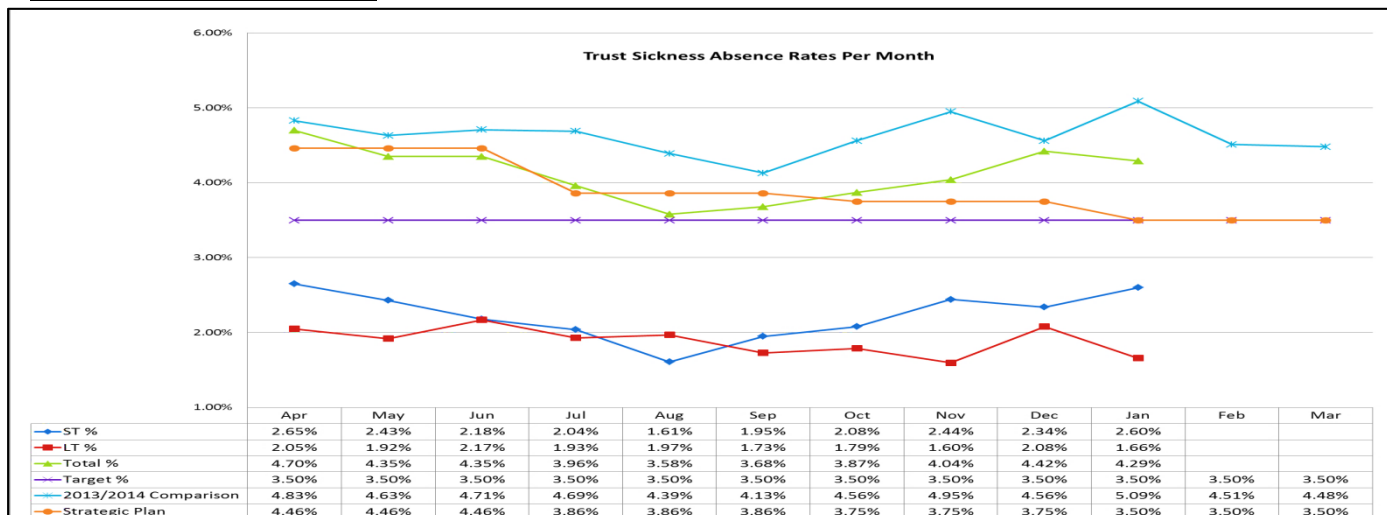
**Medical VP** – Totalled £931k in January 2015, this was an £81k increase in month. The increase was due to locum, and agency spends which totalled £654k in month an increase of £104k, the main impact of this being within Emergency Medicine as described above.



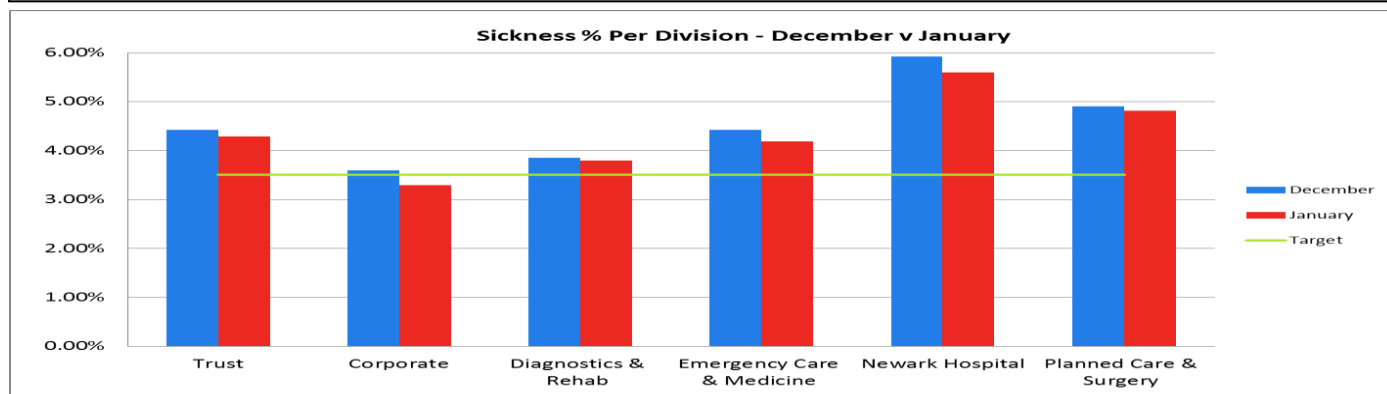
**Other Clinical VP** – Totalled £113k in January 2015, a decrease of £2k. Agency spend totalled £56k which was an increase of £3k. £18k Agency spend was within Therapy Integrated Medicine due to November and December invoices processed in January, Audiology spent £16k on agency due to covering vacancies and sickness.

**Non Clinical VP** – Totalled £290k in January 2015, an increase of £97k. Agency totalled £230k which was an increase of £130k in month. Significant agency spend was due to Service Improvement outlined above and Executive Directors £49k due to interim director level posts.

## 4.0 Sickness Absence – Source ESR



- The Trust sickness rate decreased in January 2015 to 4.29% from 4.42% in December 2014. The rate continues to remain lower than the 2013/2014 trend, rolling YTD stands at 4.12% compared with 4.65% in the same period.
- Anxiety/stress/depression was the highest absence reason for the Trust losing 865 working days. December's highest absence reason was other musculo skeletal (622 working days).
- Short term sickness stood at 2.60% a 0.34% increase in month.
- Long term sickness decreased by 0.42% to 1.66%. HR Business Partners and Occupational Health continue to meet with managers where there are high numbers of staff on long term sickness to understand underlying factors and develop actions plans.
- There were 678 episodes of sickness absence in January 2015 compared with 698 in December 2014.
- The Trust lost 4859.86 working days in January 2015 compared with 5004.78 in December 2014.
- The HR Business Partners continue to work with managers in embedding the Sickness Absence Policy and working with areas of concern to address sickness absence rates.

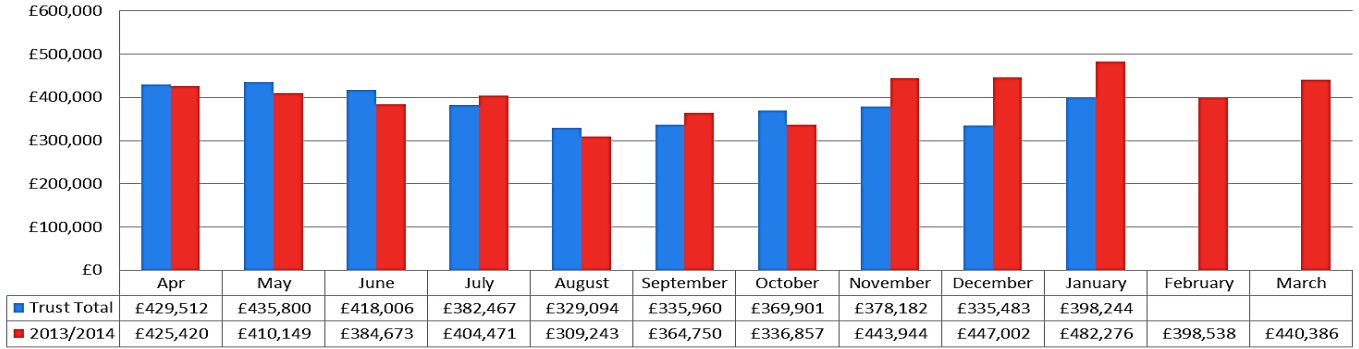


- All divisions decreased sickness absence rates during January.
  - A deep dive has been undertaken into Newark sickness absence rates and further actions include:
    - Increased utilisation of temporary suitable alternative duties to encourage reduced long term sickness and earlier facilitation back to the workplace
    - Focused HR support for 3 areas - 2 wards and 1 admin and clerical area
    - Focused training for individuals with frequent sickness to include refreshers for infection control and manual handling
- The actions will be reviewed in April 2015 and reported to the OD and Workforce Committee.
- Corporate – Total sickness absence was 3.29% in January 2015, the Assistant HR Business Partner continues to work with line managers and review individual sickness absence cases in order to continue below the 3.5% target.
  - Diagnostics & Rehab – There are Stage 2 meetings planned across the division with the HR and Assistant Business Partners supporting those managers in dealing with these cases. Long term sickness is proactively managed and all cases have been reviewed with either a meeting in place or a return to work date.
  - Emergency Care & Medicine – Meetings with HR Business Partners and Occupational Health have taken place with specific departments in order to create robust action plans to support departments in reducing their sickness absence rates
  - Planned Care & Surgery – Training continues with specific areas within the division in order to ensure consistency in applying the policy within the division. Meetings are taking place with Ward Leaders to review individual cases and create actions to address.

### Top 3 Areas of Sickness Absence (FTE Days Lost) & Actions to Address

- **Theatres KMH** – 293.35 working days – Training is being undertaken with the Band 7 managers within the department to ensure appropriate management of sickness absence is taking place. Occupational Health and the HR Business Partner will be meeting with the department to discuss support and appropriate action plans to reduce sickness absence.
- **Maternity** – 179.74 working days – Planned meetings in place with the department leaders to discuss all sickness absence cases and create plans in order to reduced sickness absence going forward
- **KTC Nursing Staff** – 149.87 working days – A number of Stage 2 meetings are now in place and being supported by the HR and Assistant HR Business Partner, long term sickness absence cases all have plans in place.

Cost of Sickness Trust Total (comparisons between financial years)

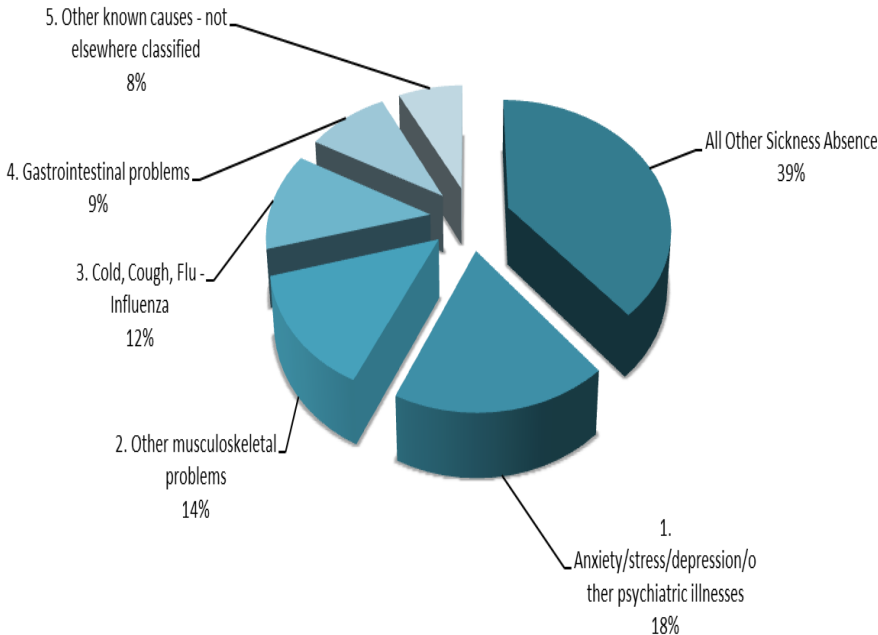


- The cost of paying salary to absent staff was **£398k** in January, with **£3.81m** being the cost FYTD.

**Trends & Themes**

- Monday was the highest first day absent in January with 175 absence being reported on a Monday (25%), with the Admin & Clerical staff group reporting the highest amount with 47 episodes (27%). Further analysis is being undertaken to identify trends.
- Per whole time equivalent staff in post the cost of sickness absence stands at £1037 for the period of April to January 2015.

January Top 5 Sickness Absence Reasons - compared to all other sickness absence



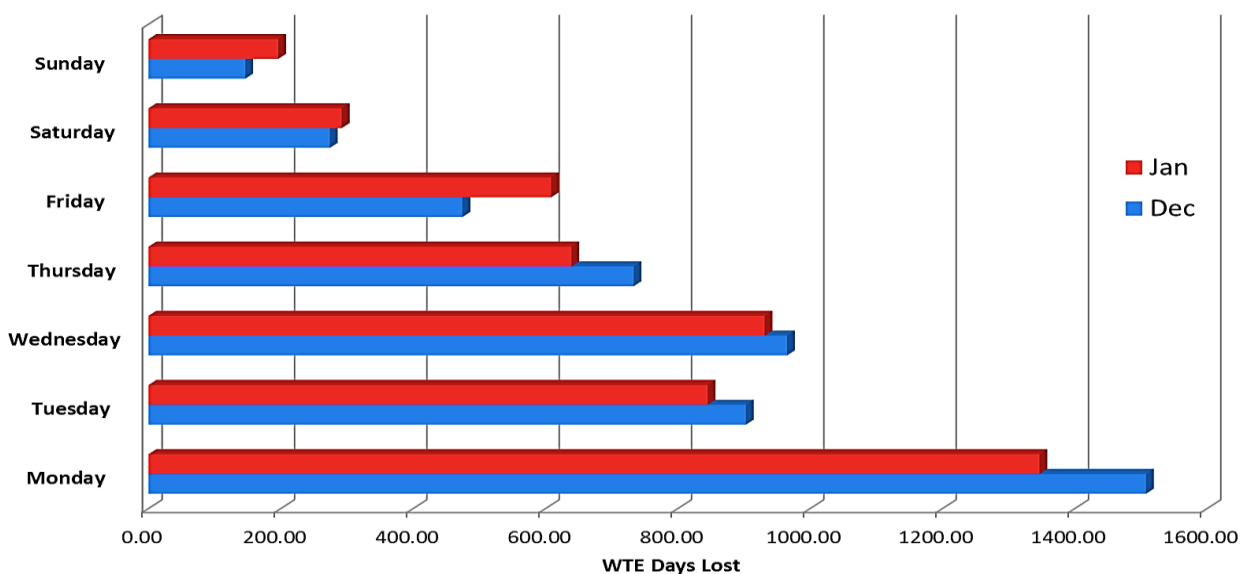
Anxiety/stress/depression was the highest sickness absence reason for the Trust in January 2015 with the Trust losing 865 working days in the month, this compared to 619 days in December 2014.

Stress focus groups have taken place within the Trust, stress factors included:

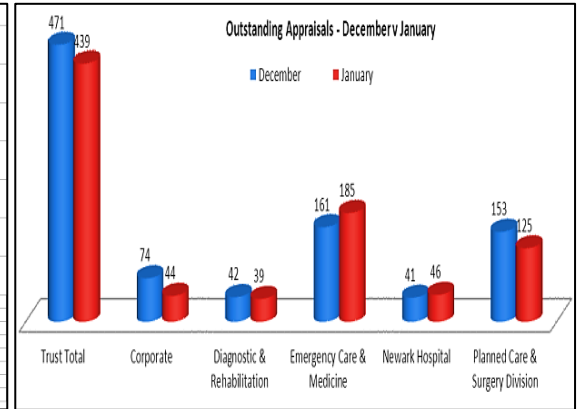
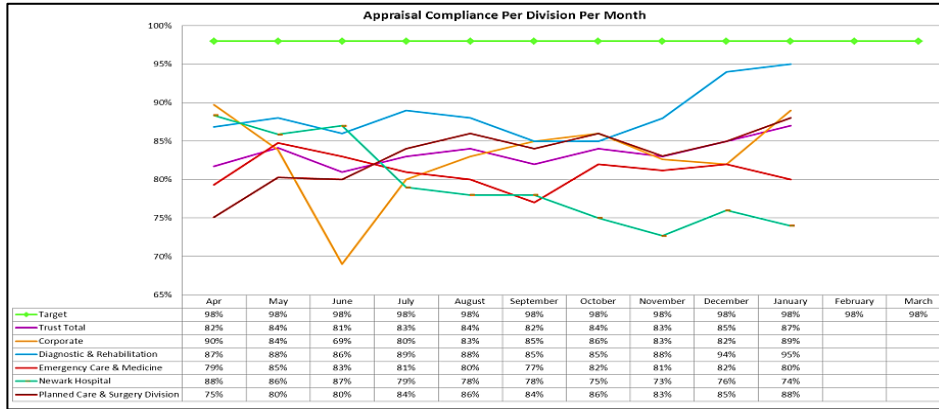
- Low staffing levels
- Poor communications
- Working environment

Information is now being triangulated with the 2014 Staff Survey results and actions will be developed. Hot spot areas have also been identified and HR Business Partners are working with those areas to address the issues that have been raised. Further Stress Focus groups are planned for Middle Managers and Newark in March 2015.

Highest First Day Absent - Dec v Jan Comparison

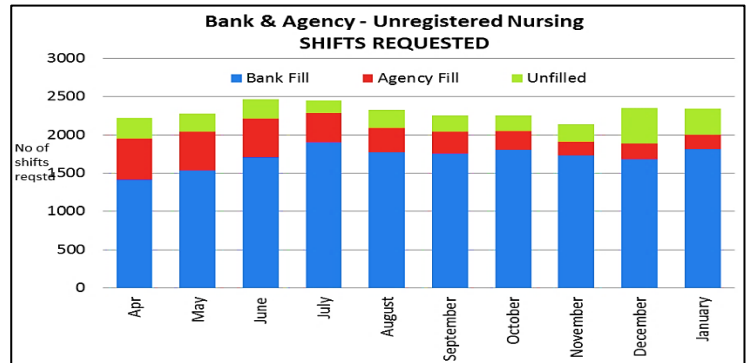
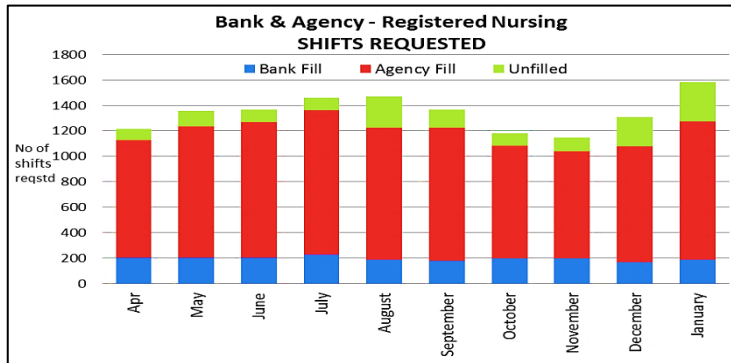


## 5.0 Agenda for Change Appraisal Compliance – Source ESR and Manager Returns



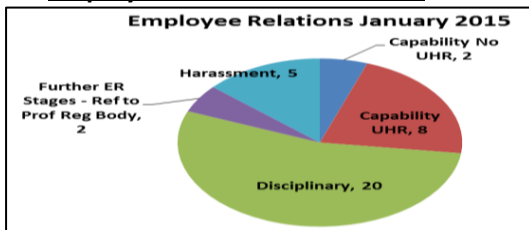
- Appraisal compliance **increased by 2%** for a consecutive month in January 2015 to **87%**. Regular reminders continue to be cascaded from HR to managers within the divisions in order to increase compliance to the 98% target
- There are now **439 appraisals outstanding** compared with 471 in December 2014.
- The Corporate division made the most significant improvement in January with 30 new appraisals being completed. Planned Care & Surgery also made improvement with 28 new appraisals being completed. Emergency Care & Medicine have decreased their appraisal compliance during January with 24 new non compliant appraisals in month.
- Radiology and Community Midwives are 100% compliant with appraisal completion and have more than 50 staff within their departments.

## 6.0 Nurse Bank – Source Nurse Bank System



Bank and agency use increased for the Registered Nurse staff group during January, this was due to the increased in capacity of 44 beds and vacancy cover. The work that was undertaken throughout 2014 to recruit Health Care Support Workers continues to have a positive impact on Unregistered Nurse bank fill rates with the majority of shifts being requested being filled by bank, the use of Unregistered Nurse bank and agency remains broadly comparable to the activity that took place in December and further work is being undertaken to improve the fill rate for Unregistered Nurses through the bank. The Trust are currently developing a centralised staff admin bank which is anticipated to improve the Trust's ability to fill admin posts rather than utilising agency staff – this will also provide better monitoring for the use of admin services across the Trust. The admin bank will be in place by April 2015.

## 7.0 Employee Relations – Source ESR



The pie chart shows that there were 37 employee relations cases on-going at the end of January 2015 compared with 40 in December 2014. The disciplinary cases include investigations and those due to go to a hearing. UHR stands for underlying health reason.

The HR team are currently reviewing the investigation process to improve the length of investigations and ensure that they are completed in a timely manner.

## 8.0 HR Update

### 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.

### Allocate Software

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. Alongside this, the Bank Staff team will also receive their training, which takes place on the 13, 19 and 20 February.

### Appraisal & Capability Launch

Human Resources have developed and implemented a new Appraisal Policy (including documentation) and a new Management of Capability Policy. These policies have been designed to encompass and support the Trust's Quality for All values and behaviours. A number of management workshops have been arranged for between 18<sup>th</sup> February 2015 and 5<sup>th</sup> March 2015.