

BOARD OF DIRECTORS WORKFORCE REPORT

Sherwood Forest Hospitals



NHS Foundation Trust

Subject: Workforce Report
Date: Thursday 29th May 2014
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Lead Director: Karen Fisher, Executive Director of Human Resources

Executive Summary

Our workforce information identifies that our staff in post numbers remain comparable in April to that at year end. Vacancies remain at broadly the same at 221.5 wte with the registered nursing staff group holding a 3% vacancy rate.

Month 1 has been a challenging month for reporting purposes. Therefore it has not been possible to accurately report establishments and staff in post against the Trust operational plan. Work is taking place to ensure establishments incorporate the additional registered nurse on each ward overnight to support accurate reporting and monitoring of vacancies. This will be in place for Month 2 reporting.

Recruitment activity remains high with the recruitment team making 129 offers of employment throughout April 2014, compared to an average of 100 per month. The total number of starters in month equated to 39.15 wte with the main staff group being Medical staff totalling 15 wte's, this includes 13 wte rotational Doctors. The number of staff leaving the Trust in April 2014 was 41 wte's, this includes 13wte rotational Doctor turnover. International recruitment continues to be pursued and the Trust has already engaged with 10 nursing students who are due to qualify in September 2014 in order to fill vacant posts.

Pay was overspent by £312k in April 2014, whilst fixed pay was underspent variable pay for the month was £1.79m, equating to a £883k overspend. The Trust is seeing an increase in the variable pay spend for Medical staff (£24k) and a decrease in nursing spend of £260k. Nurse Bank fill rates remain stable at 42%. Recruitment continues to the Nurse Bank in order to increase this section of the Trust's workforce. Bank remains successful in filling unregistered nursing shifts (59% fill rate of requested shifts); however the focus now needs to be on improving the fill rate of the registered nursing workforce which in April stood at only 14%. Agency and Locum pay for Medical staff is affected by shortages within the middle grade rotas, rota co-ordinators are reviewing rotas on a regular basis, and long term plans to implement Advanced Nurse Practitioners are currently being worked through in order to expand further than ED.

Whilst slightly lower than the same period last year (4.83%) total sickness absence increased in April 2014 to 4.70% from 4.48% in March 2014. The increase is related to long term sickness and HR Advisors are working closely with managers in order to review each long term sickness absence case and develop individual action plans. Anxiety/stress/depression remains the highest absence reason and managers are asked to access the resources available to them when managing episodes of this nature.

Appraisal compliance for the Trust stood at 82% in April 2014. From the 1st April the way compliance is measured has been changed and a new compliance target of 98% has been set. Previously employees who may not have been eligible for an appraisal eg maternity leave were included in the figures, whereas the new way of measuring takes account of staff that may not have been eligible at the point of reporting. Managers are asked to continue to undertake appraisals in order to become compliant.

It is essential that for month 2 establishments are set appropriately to ensure effective management of the workforce and identification of vacancies. Sustained focus needs to be maintained on sickness absence management and it is anticipated that the recently agreed sickness absence policy which will 'go live' on 1 July 2014 will assist in improved performance management of absence. Given that staff within their first year of employment and those on maternity leave have been removed from the appraisal calculation achievement of the 98% target should be delivered with additional effort

Recommendation

The Board of Directors to:

- Note the workforce information presented
- Acknowledge the actions being taken to improve performance take note of the information provided in the report.

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 and Corporate Risk Register	
Details of additional risks associated with this paper <i>(may include CQC Essential Standards, NHSLA, NHS Constitution)</i>	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	Impact on budgeted establishment/pay and additional costs required to fund the high volume of recruitment activity.
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 before	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? If yes provide brief details	N/A