Cover page	
Meeting	Trust Board
Paper Title	Workforce Assurance Report
Date of meeting	6th February 2020
Date paper was written	29th January 2020
Responsible Director	Rhia Boyode, Acting Workforce Director
Author	Rhia Boyode, Acting Workforce Director

Executive Summary

This report provides the Committee with oversight of the organisation's workforce. Workforce metrics shown are for December 2019.

Overall there is a positive trajectory with staff in post levels at their highest levels, staff turnover showing a marked reduction and staff appraisal rates at their highest levels.

During January our focus is to continue working on the People Strategy and continue to lessen workforce related operational risks.

Previously considered by	Workforce Committee – 20th January 2020

The Board (Committee) is asked to:			
☐ Approve	☑ Receive	☑ Note	☑ Take Assurance
To formally receive and discuss a report and approve its recommendations or a particular course of action	To discuss, in depth, noting the implications for the Board or Trust without formally approving it	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

Link to CQC domain:				
☑ Safe	☑ Effective	☑ Caring	☑ Responsive	☑ Well-led

Link to strategic objective(s)	*Select the strategic objective which this paper supports* ☐ PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare ☑ SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care ☑ HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities ☑ LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions ☑ OUR PEOPLE Creating a great place to work
Link to Board Assurance Framework risk(s)	Workforce related operational risks

Equality Impact Assessment	⦿ Stage 1 only (no negative impact identified) ○ Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)
Freedom of Information Act (2000) status	⦿ This document is for full publication ○ This document includes FOIA exempt information ○ This whole document is exempt under the FOIA
Financial assessment	N/A

Workforce Assurance Report

January 2020

Introduction

This report provides the Committee with oversight of the organisation's workforce. Workforce metrics shown are for December 2019.

Overall there is a positive trajectory with staff in post levels at their highest levels, staff turnover showing a marked reduction and staff appraisal rates at their highest levels.

During Janaury our focus is to continue working on the People Strategy and continue to lessen workforce related operational risks.

Staff in Post and FTE Budgeted Establishment

Staff in post levels have remained at a consistent level since October 19; although budgeted establishment has also remained broadly unchanged, an increase in escalation outside of budgeted establishment has presented an increase in demand on workforce resources. It is however envisaged that this will start to ease over the coming months as the international appointees integrate into the workforce.

Trust FTE Growth by Month Jan 18 - Dec 19
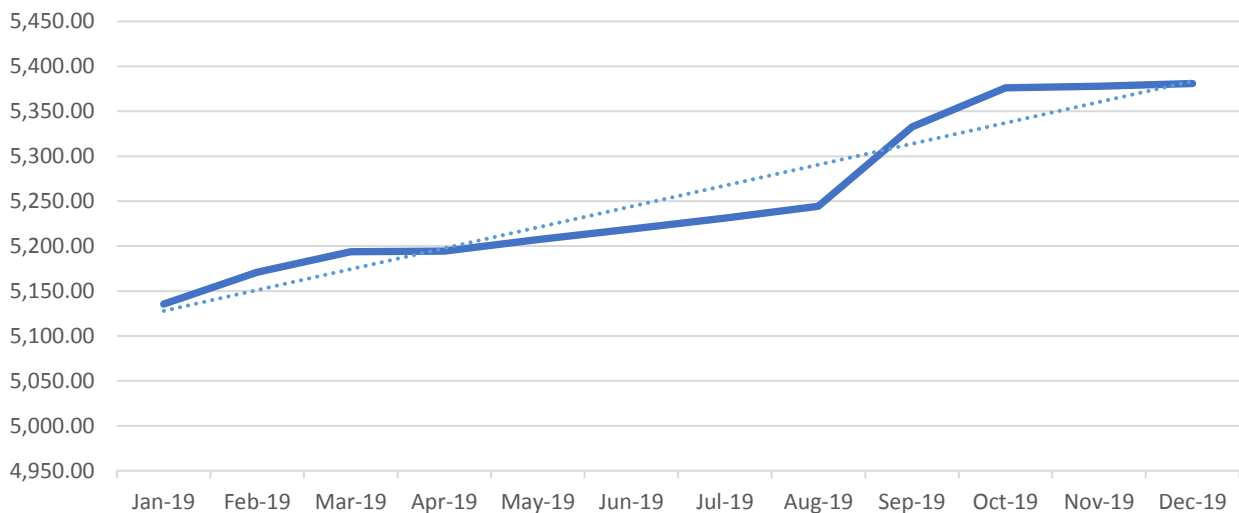

Budgeted Establishment FTE
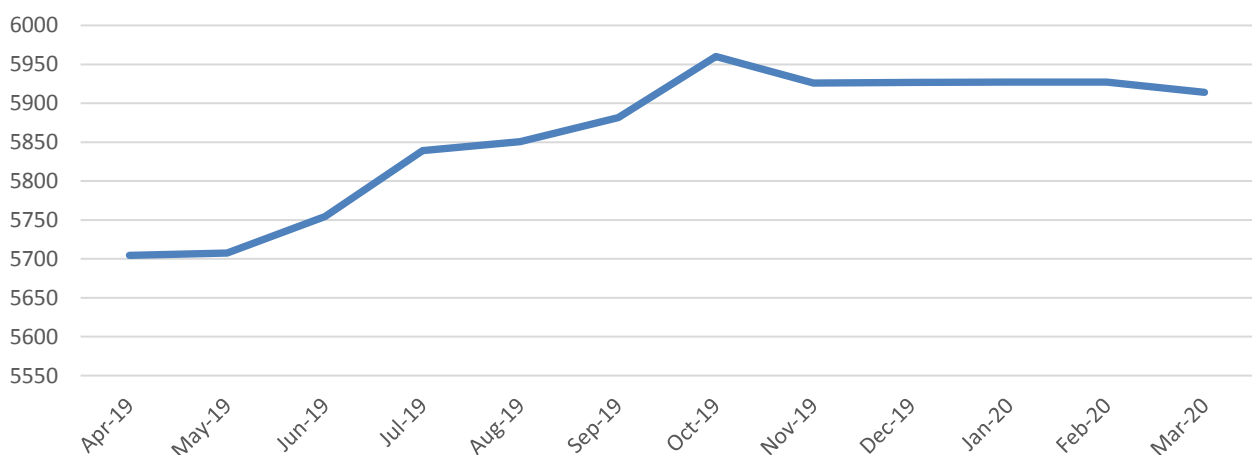
RN and HCA Bank and Agency

Nursing bank and agency usage through December increased until w/c 22nd December, where requests dipped in line with previous years. With an average RN agency fill rate of 47% and RN bank fill rate of 29 % and unfilled at 24%. The number of requests for HCAs through December increased from the previous month, however, as with RN's requests dipped w/c 22nd December but quickly recovered. Bank HCA's are filling more shifts however this isn't reflected as the shift requests are increasing.

We are reviewing the Preferred Supplier List (PSL) model. The Trust also agreed an increase in rates to RN and HCA's over the Christmas and New Year Period for specific wards. A&E shifts were also escalated to £65 per hour for RN's (4th – 7th Jan)

We are continuing with HCA bank recruitment each month to increase capacity.

RN Bank and Agency Filled and Unfilled by Week

### HCA Bank and Agency Filled and Unfilled by Week
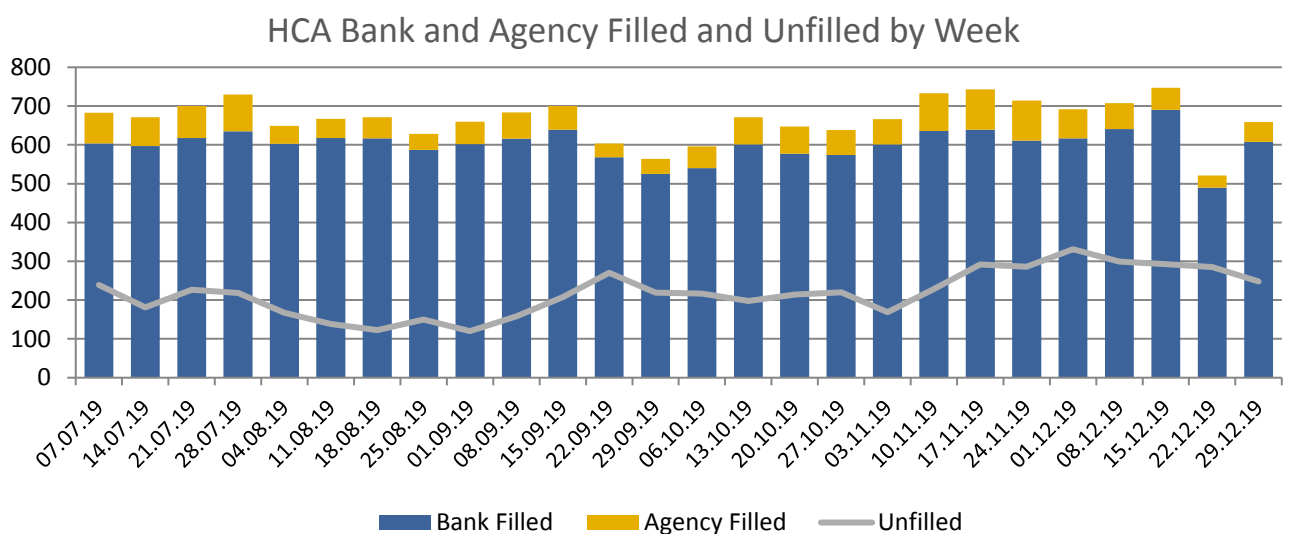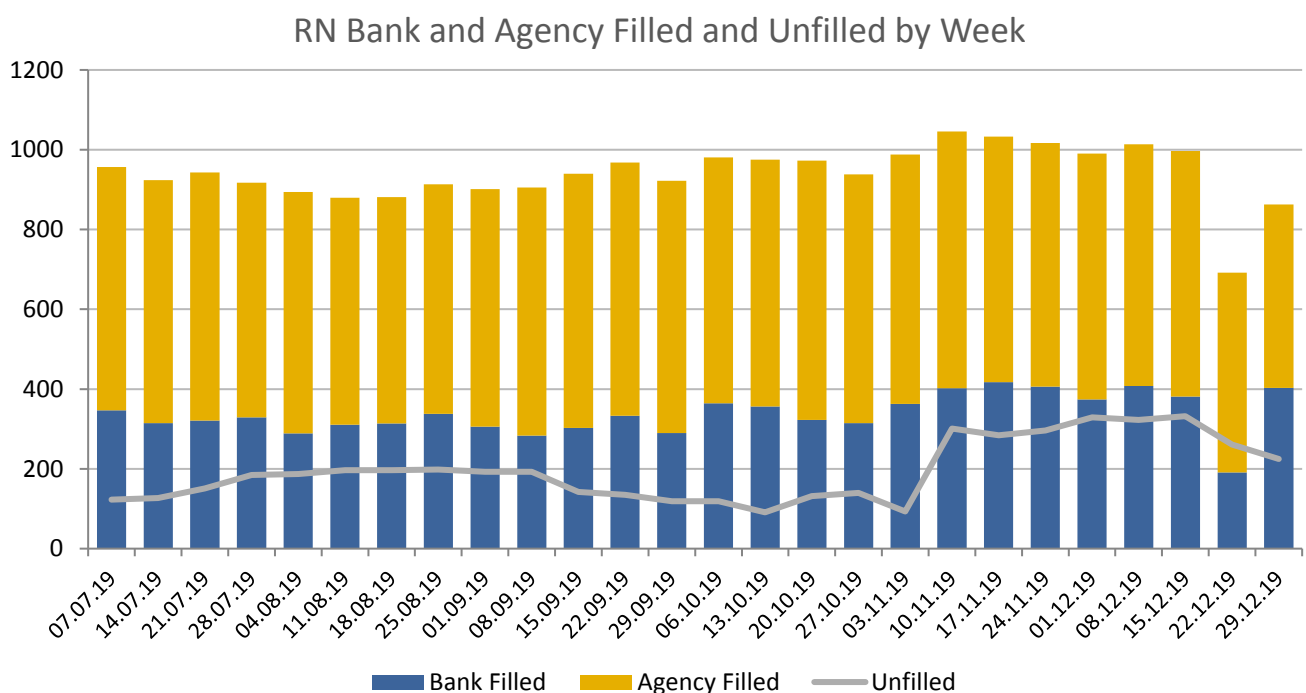
Medical Staffing

The agency graph shows a slight decrease in locum spend, this was due to the festive period and Bank Holidays. The main requests we are receiving from departments are due to demand from vacancies and winter pressures. Middle grade doctors are in greatest demand and the demand is being addressed by using overseas recruitment. There have been 11 Speciality Doctors appointed in 2019 and a further 13 due to start in 2020, we are also using a number of agencies that provide a permanent recruitment service.

ED Middle grade recruitment progress from India

- 3 commenced in post in November and December
- 13 due to arrive in the UK in 2020

Consultants are the highest spend for the Trust this is due to the number of vacancies for this grade especially in the hard to recruit areas such as Urology, Radiology, A&E, Anaesthetics and Cardiology. These posts are continually being advertised, but as they are hard to recruit to areas we are reliant on agency locums to fill the vacancies. Discussions continue with our locum consultants to consider moving onto the bank.
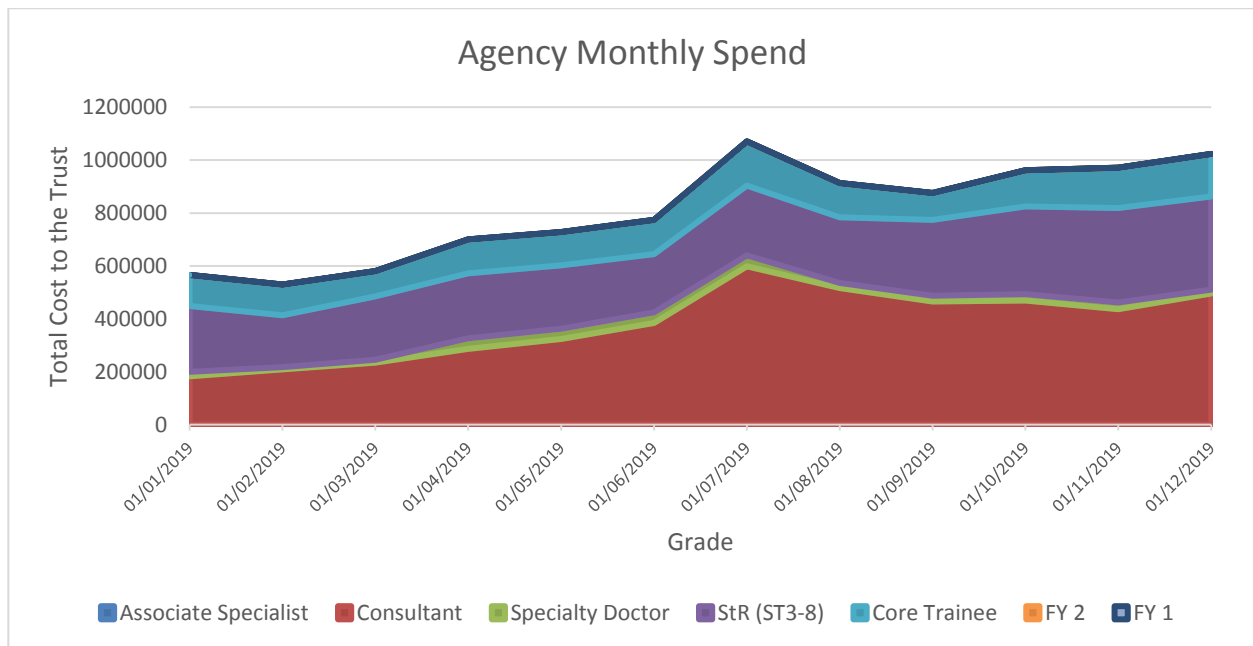
Internal Usage

The internal locum spend shows that Specialty doctors and ST3's are showing a decrease in spend, there has been an increase in consultant usage due to covering on-calls, vacancies and sickness.

There is a general reduction in spend but this may be due to the time of year.

The main reasons for internal locum usage are to cover last minute sickness, adhoc vacancies, extra cover, or on-calls. Within the internal locum spend is also the bank spend where we have some full time bank workers covering full time vacancies.
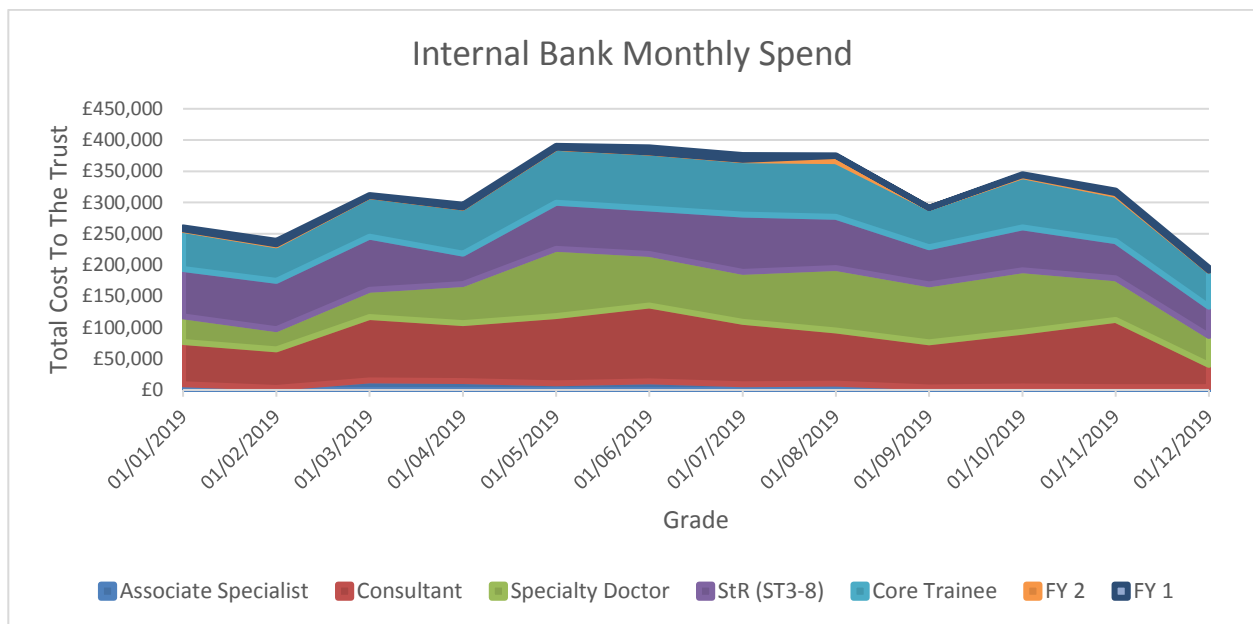
MediconDuty

The trust has purchased the MediconDuty electronic roster programme (a product licensed by Allocate) to provide visibility and manage Medical staff rosters. The MediconDuty project was scheduled to start in 2019 but the project was paused in order to realign it with process. An application will be resubmitted to the Clinical Systems Admin Committee in February to identify the requisite IT resource (in advance of consideration by the Digital Change Control Board (DCCB).

Staff in General Surgery and all junior doctors will form phase one of the implementation. Other Medical teams will then follow in separate phases.

Alongside the process elements, activity continues in the background, for example, during February:

- High-Level Project Kick-Off to engage with managers and staff (including Medical and Finance);
- Systems orientation for the Medical Staffing and Workforce Assurance teams with and through Allocate;
- Systems configuration (i.e. migrating Medcial staff data from Excel to MedicOnDuty) for " bench testing".

Staff Nurse Recruitment

RN Staff in Post Jan 19 - Dec 19
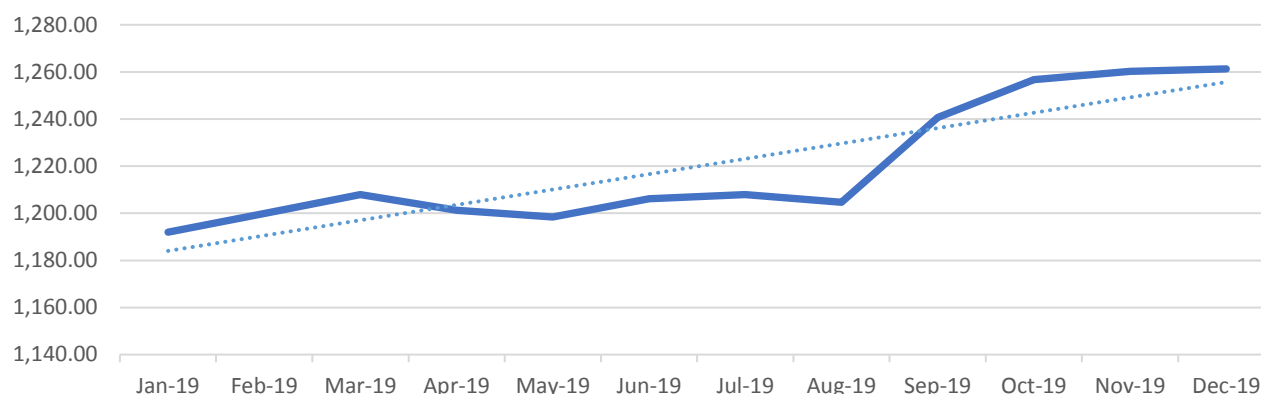
We are continuing to hold our twice-monthly Staff Nurse Recruitment events at both hospital sites and promote the Trust at University and Nursing events. A calendar of recruitment events has been planned up until December 2020.

November's Recruitment and Retention Sub Committee once again heard from new members of staff about their experience in joining SaTH. The newly qualified physiotherapists and radiographers described the recruitment process as very well organised, friendly and efficient – all had attended a one-stop shop whilst they were still studying.

Overseas Nurse Recruitment

Our overseas nurse recruitment programme continues to gather pace.

Our first cohort of nurses (6) arrived into the UK on 5th December 2019. Future arrival dates are scheduled for:

| Date	Number in Cohort	Total Number to Date	OSCE Status
5 December 2019	6	6	OSCE Booked 31.01.20
30 December 2019	1	7	OSCE Booked 14.02.20
2 January 2020	8	15	OSCE Booked 14.02.20
3 January 2020	1	16	OSCE Booked 14.02.20
16 January 2020	10	26	OSCE Expected W/C 09.03.20
31 January 2020	22	48	OSCE Expected W/C 16.03.20
20 February 2020	19	66	OSCE Expected W/C 06.04.20
19 March 2020	30	96	OSCE Expected W/C 04.05.20
April 2020	30	126	OSCE Expected W/C 01.06.20
May 2020	30	156	OSCE Expected W/C 29.06.20
June 2020	20	176	OSCE Expected W/C 03.08.20

The business case for the resources required to support the overseas nurses joining the Trust, has recently been approved. The full team will be in place by the end of February/beginning of March 2020.

Further skype interviews have been held during w/c 6th January 2020, with a specific focus on recruiting 30 nurses to ED.

OSCE Ready Nurses

We are currently producing a business case for OSCE ready recruitment in India. The proposed pilot for around 30 nurses, with the majority being placed within the 2 Emergency Departments, is due to their extensive clinical experience. This recruitment would reduce the overall vacancy gap thus reduce some of the financial burden and quality concerns related to increasing levels of temporary staffing within the organisation. The ability to recruit OSCE ready nurses significantly reduces the lead in time for overseas nurses as the supernummary period does not have to include OSCE preparation once within the UK. The business case for this, aims for suitable candidates to start in April 2020.

HCA Recruitment

HCA Staff in Post Jan 19 - Dec 19
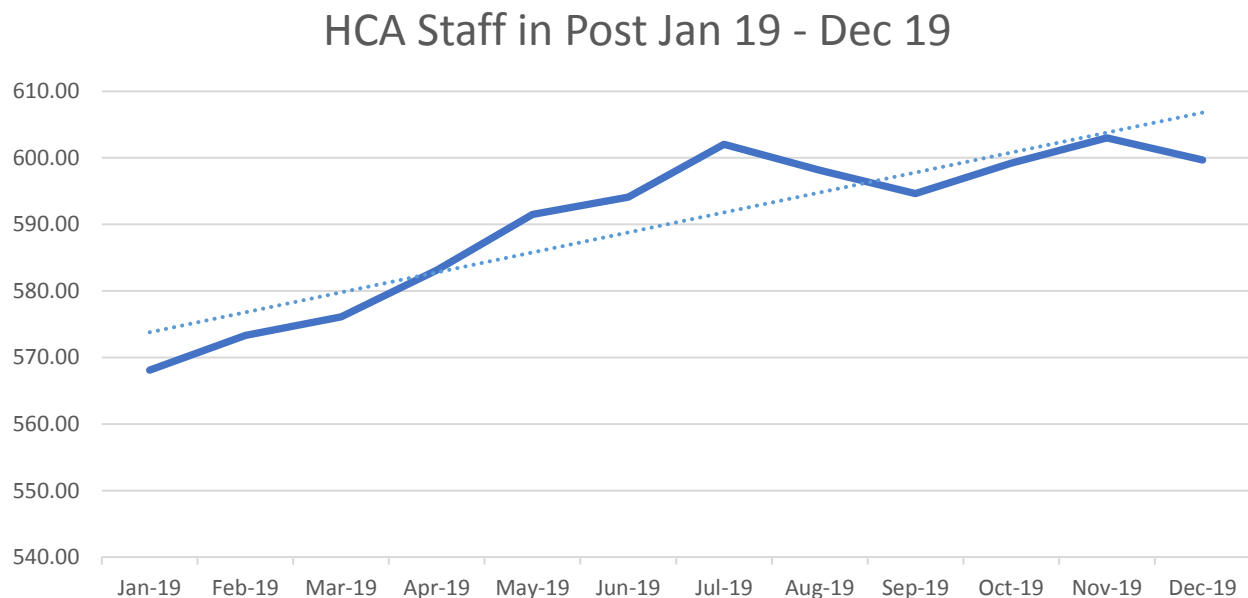
A recruitment campaign is due to take place during January and February 2020 to recruit an additional 80 WTE Healthcare Assistants, to reduce bank and agency usage throughout the Trust.

Turnover and Retention

Following a reduction in turnover in October, turnover rates have risen again through November and December to a more consistent rate. The Add Prof Scientific and Technic staff group shows a particularly marked increase in turnover rates in December however this is attributed to TUPE transfer of staff from Diabetic Eye Screening. Other notable increases are within the Allied Health Professionals staff group and Additional Clinical Services which would also contribute to the slight decrease seen in overall HCA FTE numbers.

Monthly FTE Turnover % by Staff Group

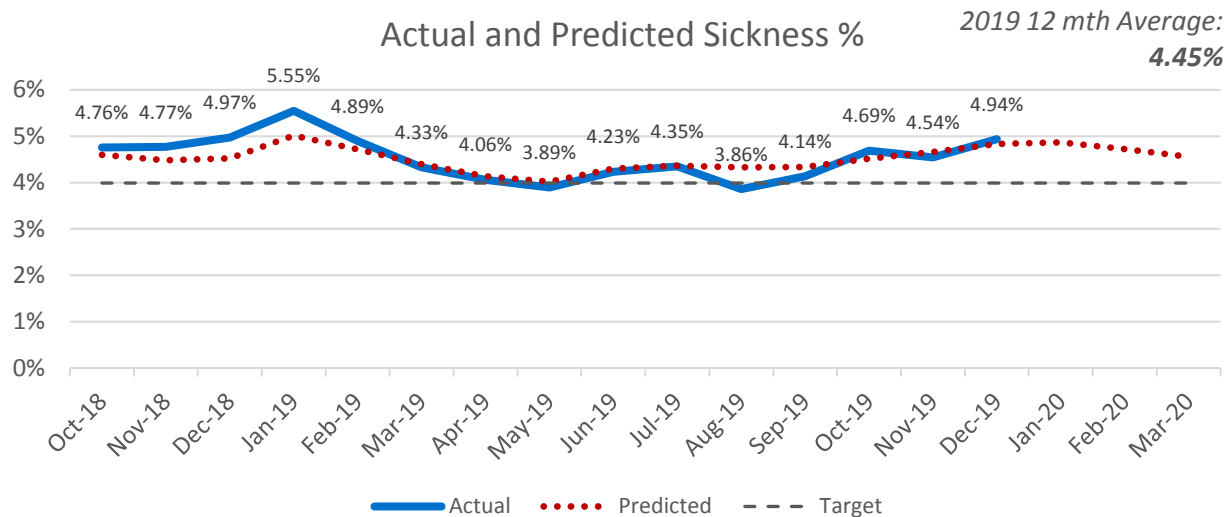|	Jul	Aug	Sep	Oct	Nov	Dec	Trend	12 Mth %
Add Prof Scientific and Technic	1.2%	0.6%	1.7%	0.0%	1.8%	4.9%		16.3%
Allied Health Professionals	0.4%	0.6%	1.2%	0.0%	1.4%	2.4%		9.9%
Additional Clinical Services	1.4%	1.6%	1.2%	0.3%	0.8%	1.4%		11.0%
Administrative and Clerical	0.9%	1.7%	0.8%	0.5%	0.9%	1.0%		10.6%
Nursing and Midwifery Registered	0.8%	1.0%	1.0%	0.4%	0.7%	0.8%		9.7%
Estates and Ancillary	1.0%	1.5%	0.8%	0.3%	1.6%	0.7%		12.1%
Medical and Dental	3.4%	7.2%	0.7%	0.3%	0.9%	0.6%		22.8%
Healthcare Scientists	1.2%	0.5%	1.2%	0.2%	1.2%	0.4%		6.3%
Grand Total	1.2%	1.7%	1.0%	0.4%	0.9%	1.2%		11.6%

Turnover does not include Junior Doctors

The monthly Trust turnover rate highlights the increase seen through November and December rising to a monthly rate of 1.2% which is above the monthly target of 0.75%
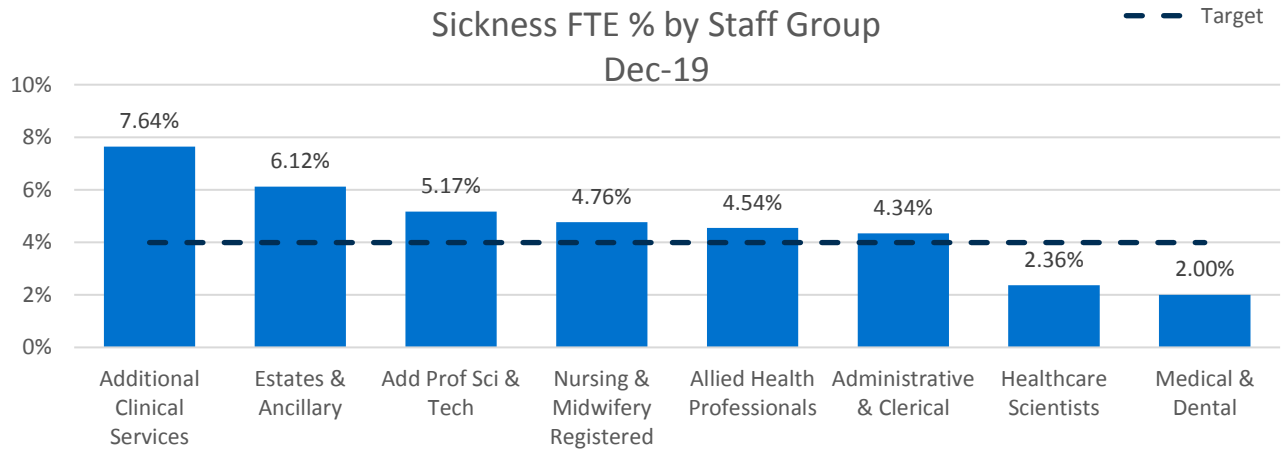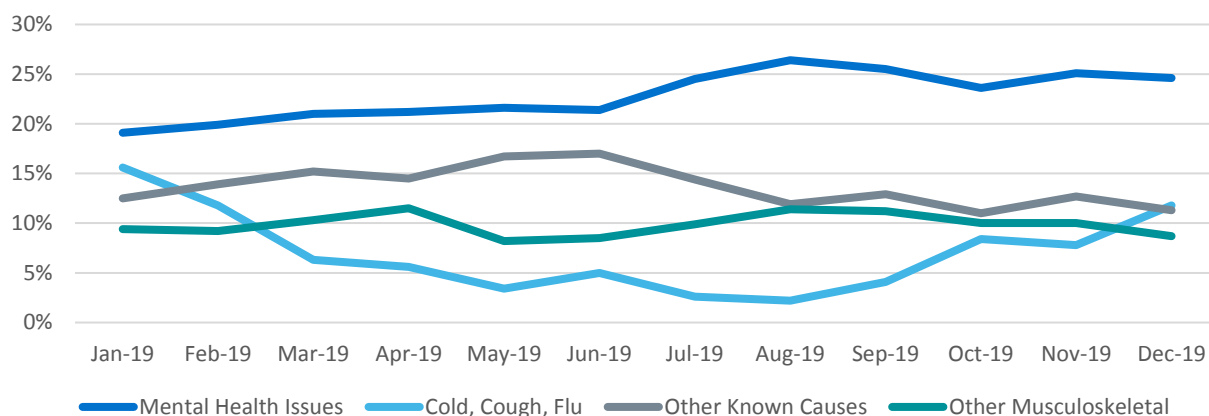

Trust Monthly Turnover %
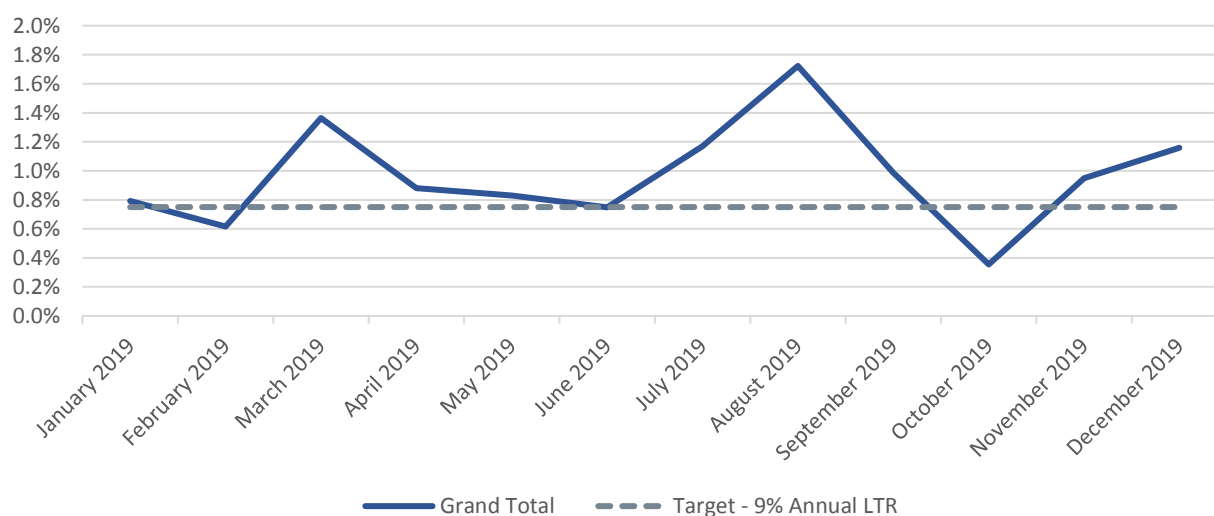
Sickness Absence

Sickness continues to track at anticipated levels with a rate of 4.94% for December.

Actual and Predicted Sickness %

2019 12 mth Average:
4.45%

Data points (Actual): Oct-18 4.76%, Nov-18 4.77%, Dec-18 4.97%, Jan-19 5.55%, Feb-19 4.89%, Mar-19 4.33%, Apr-19 4.06%, May-19 3.89%, Jun-19 4.23%, Jul-19 4.35%, Aug-19 3.86%, Sep-19 4.14%, Oct-19 4.69%, Nov-19 4.54%, Dec-19 4.94%

Legend: Actual | Predicted | Target

Sickness remains higher in particular staff groups with the additional clinical services staff group (which includes HCAs) remaining as the highest level.

Sickness FTE % by Staff Group
Dec-19

Target

Staff Group	Value
Additional Clinical Services	7.64%
Estates & Ancillary	6.12%
Add Prof Sci & Tech	5.17%
Nursing & Midwifery Registered	4.76%
Allied Health Professionals	4.54%
Administrative & Clerical	4.34%
Healthcare Scientists	2.36%
Medical & Dental	2.00%

Top 4 Reasons for Sickness as % of Calendar Days Lost

Legend: Mental Health Issues — Cold, Cough, Flu — Other Known Causes — Other Musculoskeletal

The below chart shows how SaTH compares to the national distribution of sickness using data from model hospital. SaTH is in the 3rd quartile compared to all Trusts.

Sickness absence rate, National Distribution

Quartile 1 – Lowest 25%   Quartile 2   Quartile 3   Quartile 4 – Highest 25%

In order of Sickness absence rate (n=136)

Legend: My Trust   My Peers   Non-Peer Trusts   Peers (Recommended Peers) Median (4.24%)
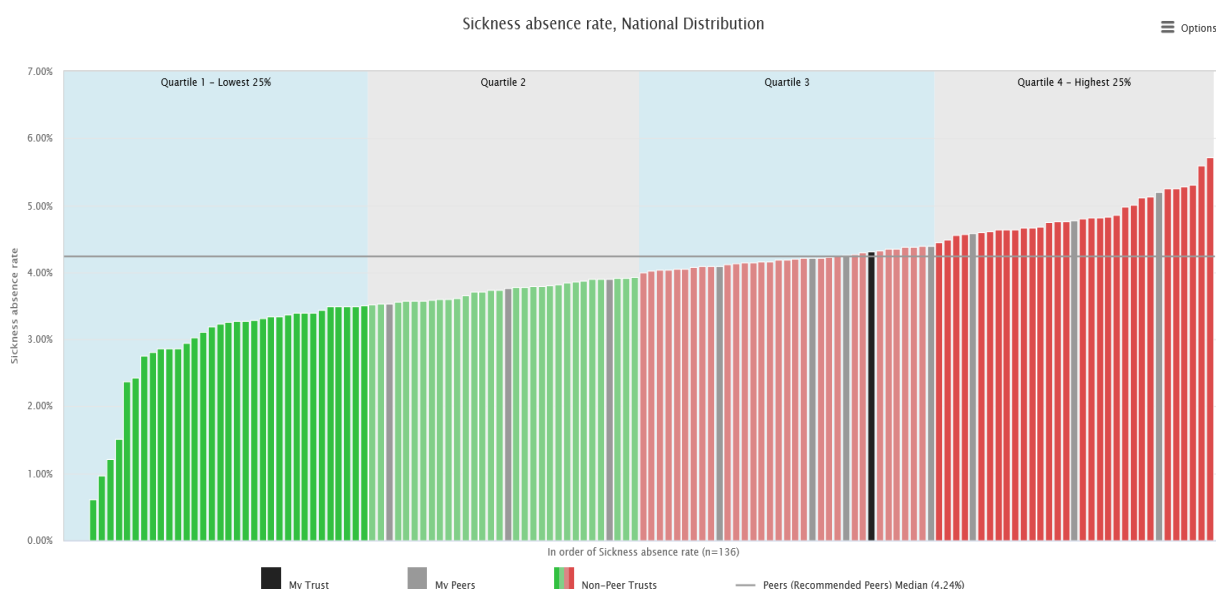
Improvements Made to Support Sickness Management

- The HR team have developed an enhanced sickness support programme which is delivered to targeted areas when there is an increase in absence rate. It includes auditing, advice and re-training where required.
- Introduction of mental health awareness training for staff across the Trust and introduced mental health first aiders.
- Bespoke training for a number of areas in sickness management included in Ward Manager Away Days.
- Stress awareness for manager's sessions provided by Team Prevent.
- Introduction of Employee Assistance Programme (Care First) which provides 24 hour 7 days a week support to staff supporting staff with a broad range of personal and work matters.
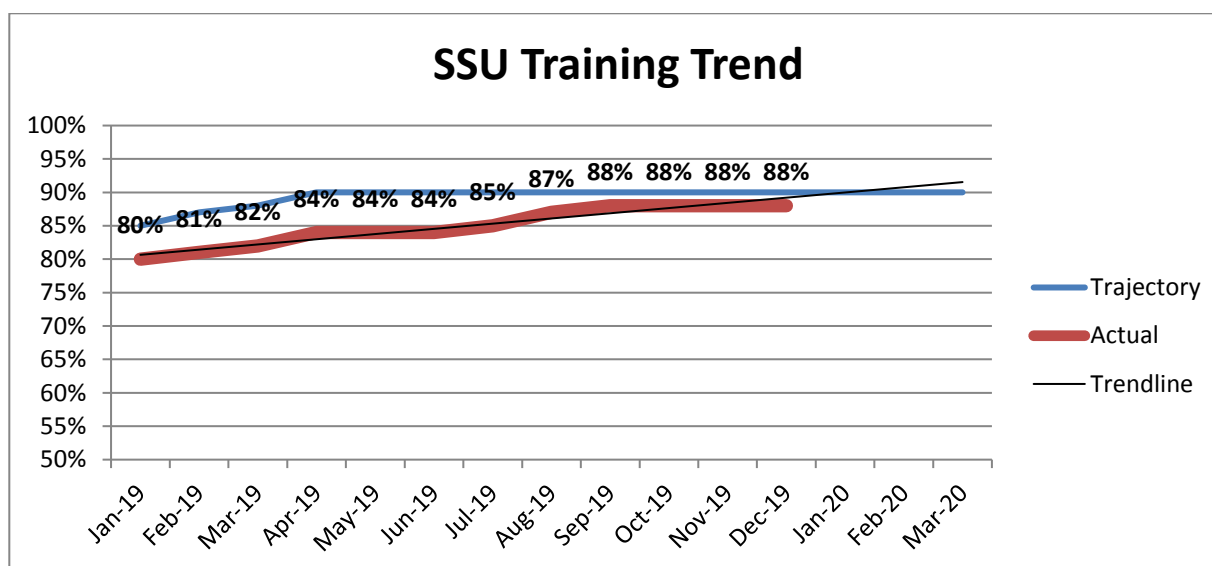- Enhanced Flu campaign encouraging staff to have the Flu vaccination.

- The Organisation and Development team have facilitated training which includes Health and wellbeing and mindfulness.
- Shift your stress - a five week online programme provided by Headsted which is accessed independently by staff.
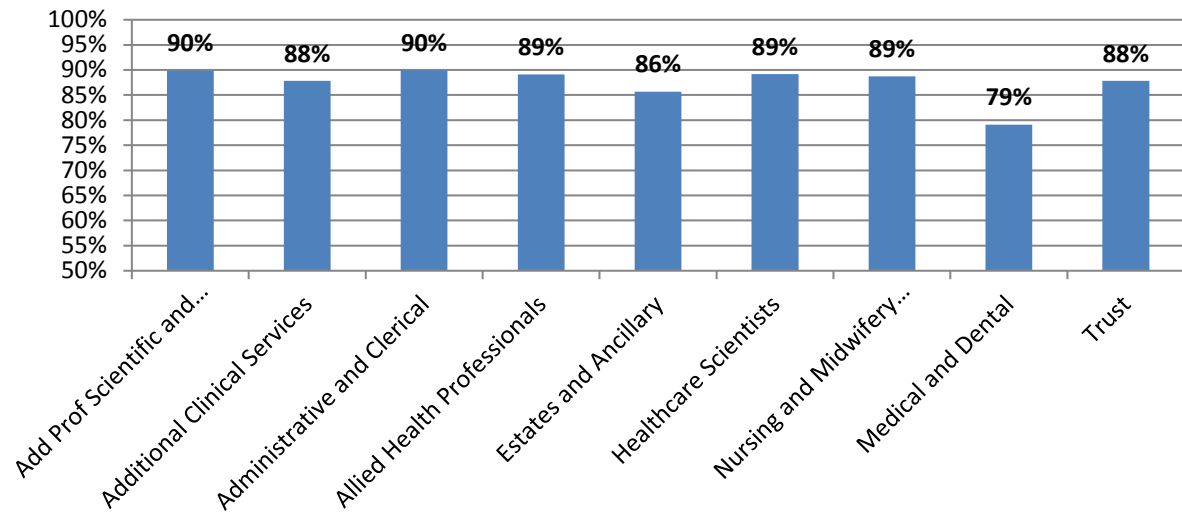
Statutory Safety Update (SSU) Training

We have maintained 88% for the 4th month, which is the highest ever compliance achieved by the Trust, but still 2% below target. Non-attendance has risen to 30%, despite increased completion on eLearning, the HRBP are supporting the care groups to ensure this reduces during the month.

We have increased the sessions available to take into account backlog and non-attendance rates, monthly e-learning non-compliance emails, non-attendance emails to managers, reminder emails to candidates, staff booked this month emails sent to ward managers, eLearning support sessions, over subscribing sessions to increase classroom fill rate, creation of a last minute cancellation waiting list, working with ward managers directly to support them increasing their compliance & efficient ways of booking their staff.
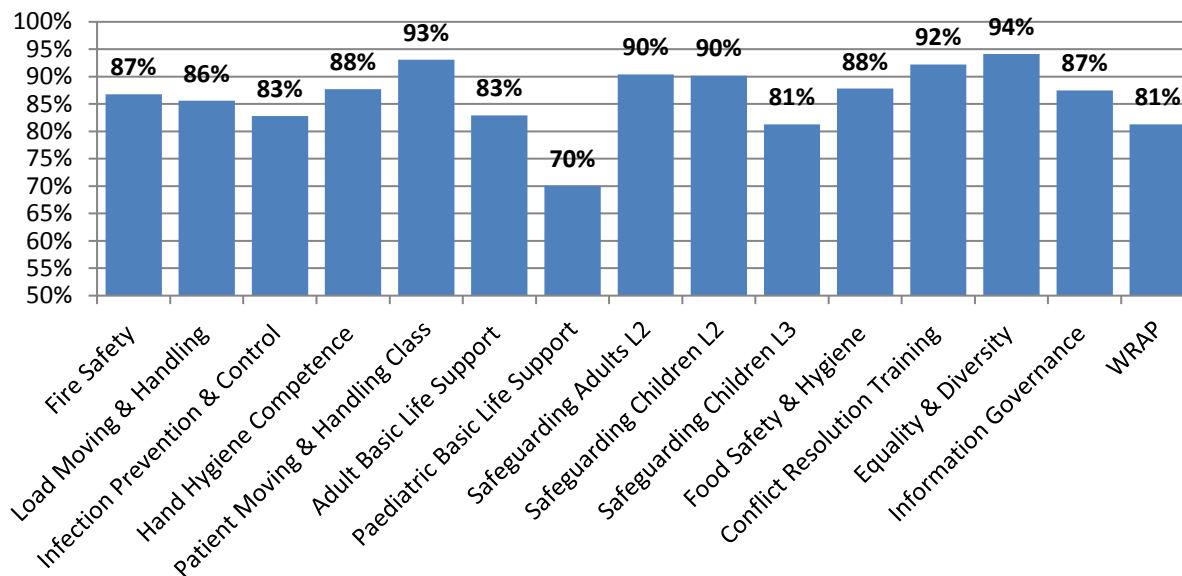
This month we plan to target attendance on SSU Yearly Sessions as there are still empty spaces available within the next quarter. We will also continue to target any compliance that can be achieved by eLearning.

SSU By Staff Group

Staff Group	Percentage
Add Prof Scientific and...	90%
Additional Clinical Services	88%
Administrative and Clerical	90%
Allied Health Professionals	89%
Estates and Ancillary	86%
Healthcare Scientists	89%
Nursing and Midwifery...	89%
Medical and Dental	79%
Trust	88%

SSU By Subject

| Subject	Percentage
Fire Safety	87%
Load Moving & Handling	86%
Infection Prevention & Control	83%
Hand Hygiene Competence	88%
Patient Moving & Handling Class	93%
Adult Basic Life Support	83%
Paediatric Basic Life Support	70%
Safeguarding Adults L2	90%
Safeguarding Children L2	90%
Safeguarding Children L3	81%
Food Safety & Hygiene	88%
Conflict Resolution Training	92%
Equality & Diversity	94%
Information Governance	87%
WRAP	81%

Appraisals

This has dropped 1% but has remained above trust target at 90%. Each month we encourage departments to ensure protected time is planned for appraisals due or outstanding. We also target the lowest areas to ask them to complete. We will continue with the work we have been doing to ensure we remain at target, with the overall plan to get to a 95% to ensure we have some buffer room over busier months.

Appraisal Trend
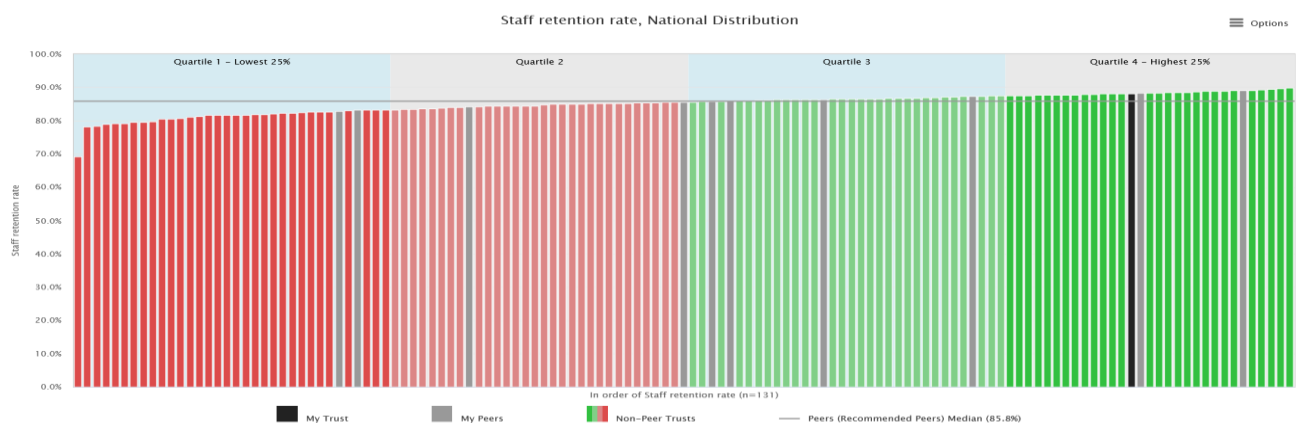

Appraisal By Staff Group
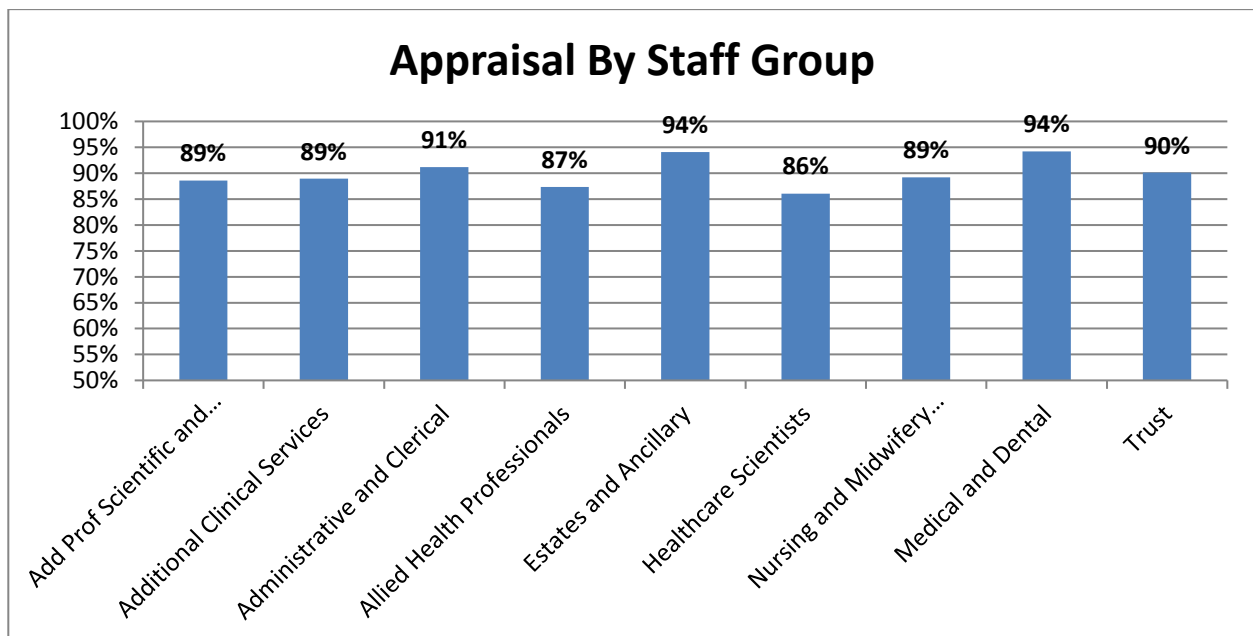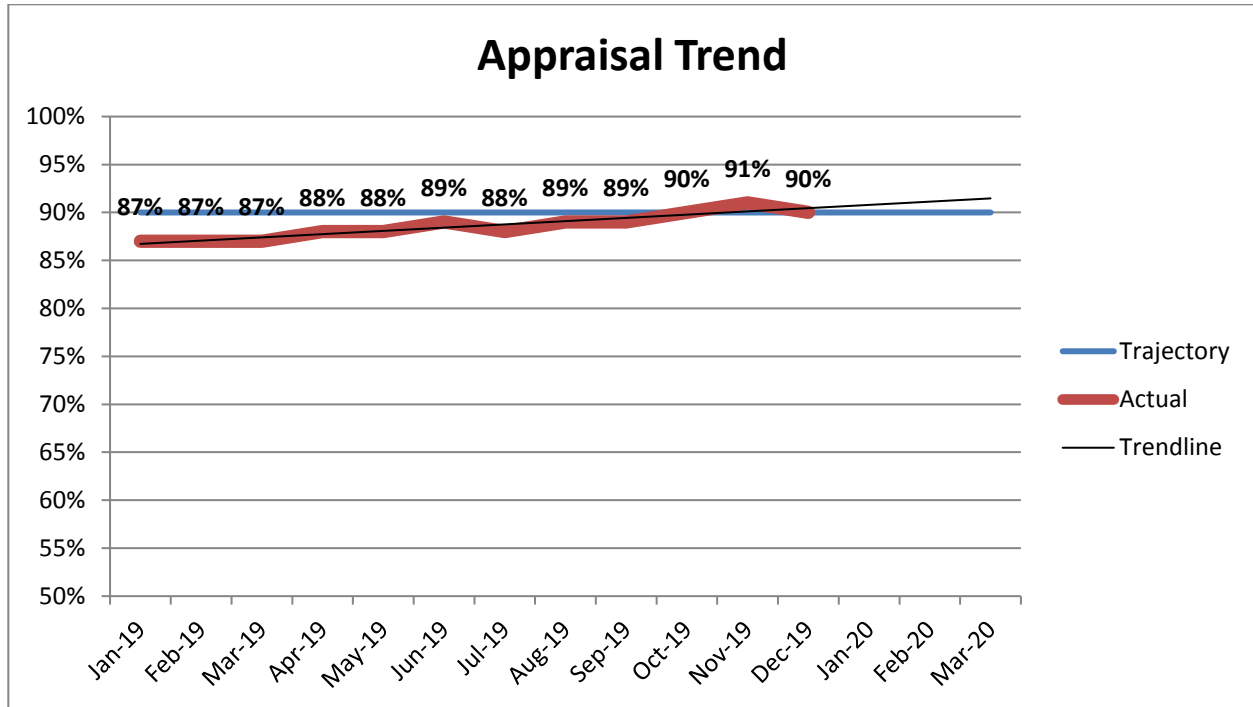
Employee Relations Cases

Over the past 12 months we have seen a significant reduction in the number of open disciplinary cases. This month we have seen a reduction from 8 cases to 6.
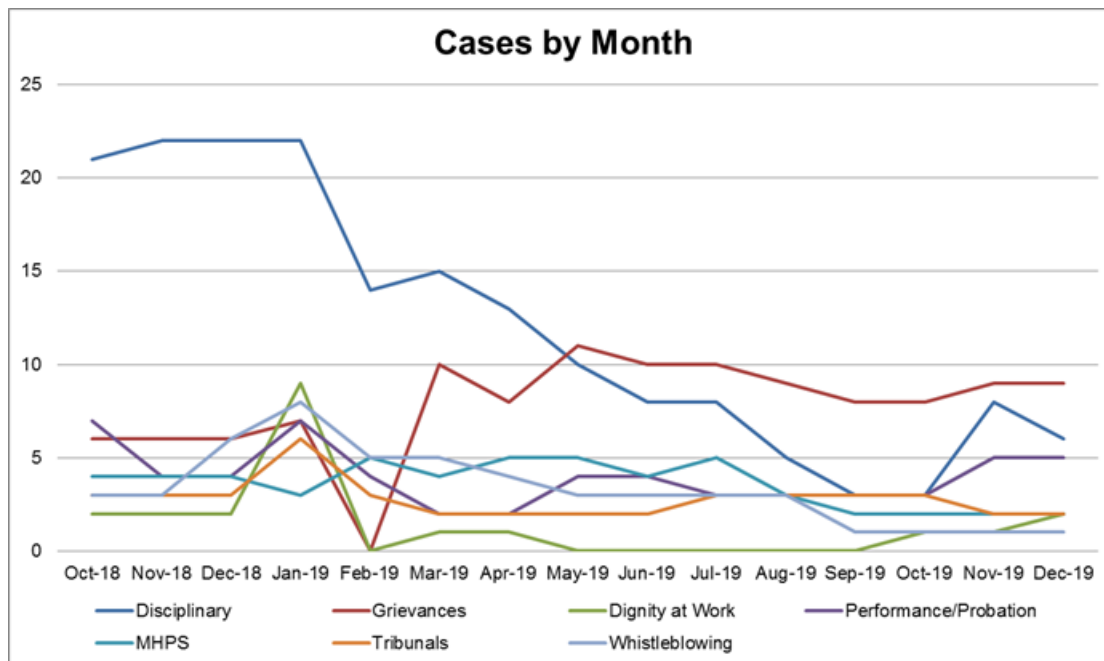
Figures are based on the number of cases that are open at the first of the month

Retention – Model Hospital

- The above data is taken from model hospital which shows how SaTH compares to our peer Trusts across the NHS.

- SaTH display consistently high levels of staff retention over the last two years. As of December 2019 the Trust reported a **staff retention rate of 88.93%** (exc junior doctors) which is above the peer median of 85.8% and national median of 85.6%.

- **The recruitment rate** was 11.69%. The Recruitment & Retention Committee are ensuring that we are focusing on the key areas from a recruitment and retention perspective.

- Despite our retention being relatively good our turnover compared to other Trusts is low. Staff are leaving the Trust earlier in their careers which contributes to our high vacancies in combination with higher demand on ours services.

Improvements Made

- There has been a significant focus on retention as we have implemented workforce strategies to recruit staff from overseas.

- The following **actions** have been introduced

  - Retention bonuses and golden hello payments for medics

  - Enhanced support for international recruits with relocating to UK, loans, finding accommodation, pick up from airport, support with English language, development programmes.

- A nursing recruitment and retention plan is in place which includes an internal transfer scheme for nurses wanting to experience other wards and departments and the introduction of retention conversations. The aim of which is to understanding reasons for people wanting a change and actions to support their preferences and aspirations.

- There are a number of workforce strategies that have been developed and are currently being implemented. Two in particular will have an impact on retention and our ability to secure sufficient resource to minimise the workforce gaps.

Other areas to be included in next months report will be;

- SPC format for all graphs
- Workforce utilisation
- Agency spend
- Substantive starters and leavers incl EU Employees
- Recruitment in progress by staff group and division including time to hire
- Sickness absence costs
- Apprenticeship levy spend and starts during the month
- Employee relation cost
- ED&I information