

COVERSHEET

Meeting	Board of Directors' meeting in PRIVATE
Paper Title	People & Organisational Development Strategy Bi-Annual Report
Date of meeting	5 th November 2020
Date paper was written	26 th October 2020
Responsible Director	Rhia Boyode, Interim Director of Workforce
Author	Simon Balderstone and Laura Kavanagh – Assistant Directors of Workforce
Presenter	Rhia Boyode, Interim Director of Workforce

EXECUTIVE SUMMARY

This report provides the Board of Directors with information and assurance on key workforce metrics and an update on key workforce matters. In relation to Key performance Indicators, the reports sets out that:

- The Rolling Sickness Absence has increased to 4.20% driven by mental health. Covid-19 related Sickness is 2.46% in month.
- Turnover continues to be above target with nursing continuing to be the staff group with the highest leavers with less than 12 months.
- The Appraisal rate for Medical staff has slightly improved to be above target however the Staff Appraisal rate remains below the 90% target at 85%.
- The Mandatory Training compliance rate remains below the 90% Target at 86%.
- This is the first month reporting vacancies at Board and aim to see a reduction going forward.

The report also offers a brief overview of a number of key areas of Workforce Directorate Work:

- Flu vaccination
- National Staff Survey Results
- E-Rostering and E-Leave for medical staff
- Bank improvements and developments
- Recruitment Events planned for 2020

The Board of Directors are asked to receive the report.

Previously considered by	Workforce Committee (September 2020) - endorsed
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THE BOARD OF DIRECTORS' (Committee) ARE ASKED TO:

<input type="checkbox"/> Approve	<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Note	<input type="checkbox"/> Take Assurance
To formally receive and discuss a report and approve its recommendations or a	To discuss, in depth, noting the implications for the Board or Trust	For the intelligence of the Board without in-depth discussion required	To assure the Board that effective systems of control are in place

particular course of action	without formally approving it		
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Link to CQC domain:				
<input type="checkbox"/> Safe	<input type="checkbox"/> Effective	<input type="checkbox"/> Caring	<input type="checkbox"/> Responsive	<input checked="" type="checkbox"/> Well-led

Link to strategic objective(s)	<p><i>Select the strategic objective which this paper supports</i></p> <p><input type="checkbox"/> PATIENT AND FAMILY Listening to and working with our patients and families to improve healthcare</p> <p><input checked="" type="checkbox"/> SAFEST AND KINDEST Our patients and staff will tell us they feel safe and received kind care</p> <p><input type="checkbox"/> HEALTHIEST HALF MILLION Working with our partners to promote 'Healthy Choices' for all our communities</p> <p><input checked="" type="checkbox"/> LEADERSHIP Innovative and Inspiration Leadership to deliver our ambitions</p> <p><input checked="" type="checkbox"/> OUR PEOPLE Creating a great place to work</p>
Link to Board Assurance Framework risk(s)	<p>BAF 423 IF we do not have positive staff engagement THEN we cannot support a culture of safety and continuous improvement.</p> <p>BAF 859 IF we do not have a recruitment strategy and retention strategy along with demand-based rostering for key clinical staff THEN we cannot ensure the sustainability of services.</p> <p><i>The report seeks to provide Board Assurance to decrease the Workforce Risks within the Trust.</i></p>

Equality Impact Assessment	<p><input checked="" type="radio"/> Stage 1 only (no negative impact identified)</p> <p><input type="radio"/> Stage 2 recommended (negative impact identified and equality impact assessment attached for Board approval)</p>
Freedom of Information Act (2000) status	<p><input type="radio"/> This document is for full publication</p> <p><input checked="" type="radio"/> This document includes FOIA exempt information</p> <p><input type="radio"/> This whole document is exempt under the FOIA</p>
Financial assessment	N/A

MAIN PAPER

SITUATION

In addition to providing Key performance Indicators. The report offers a brief overview of a number of key areas of Workforce Directorate Work:

- Flu vaccination
- National Staff Survey Results
- E-Rostering and E-Leave for medical staff
- Bank improvements and developments
- Recruitment Events planned for 2020

BACKGROUND

This report provides the Board of Directors with information and assurance on key workforce metrics and an update on key workforce matters.

ASSESSMENT

There has been a marked improvement in the vacancy rate, driven in large part by a net increase of around 200 FTE when comparing the number of starters since October 19 and an increase of almost 124 FTE in Nursing and Midwifery and 89 FTE in clinical services.

Turnover and retention indicators require further focus and the Recruitment and Retention Strategy endorsed by Workforce Committee in September, will support this aim particularly within Nursing.

Absence rates remains above target; actions to build on include continued focus particularly on long term absence, and a review of the Wellbeing approach which will be presented early in the new year.

The seasonal influenza vaccination campaign is well underway with 23.9%% of all staff vaccinated (27.5% of frontline staff) at the end of week 3. This is just short of the target of 30% for that point in time.

Performance has continued to improve in relation to generic mandatory training compliance, however this remains below the Trust target of 90% at 86%. The Board are reminded of the importance of compliance with appraisal and mandatory training. Low levels of compliance present a significant risk to not only quality of care directly, but also to staff engagement levels should this impact incremental pay.

Appraisal performance has continued to improve with medical staff above the 90% target at 91%. Further work is being undertaken over the coming months to improve the appraisal process, to include a focus on performance and talent management, however it is important that all areas continue to ensure these are taking place in the meantime.

The report provides details of staff engagement metrics, in both the 'place to receive care' and 'place to work'.

People & Organisational Development Strategy Bi-Annual Update

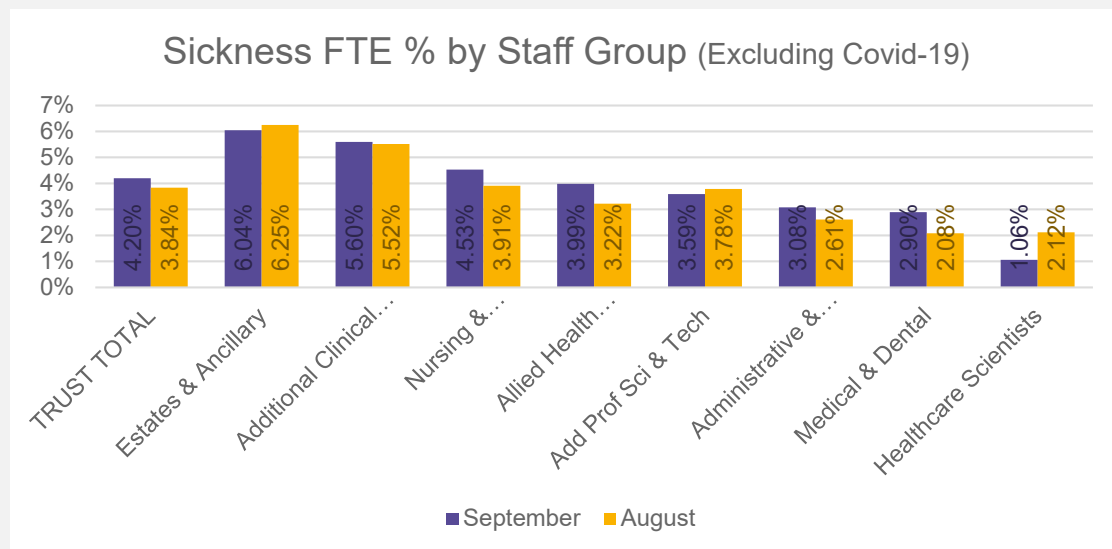
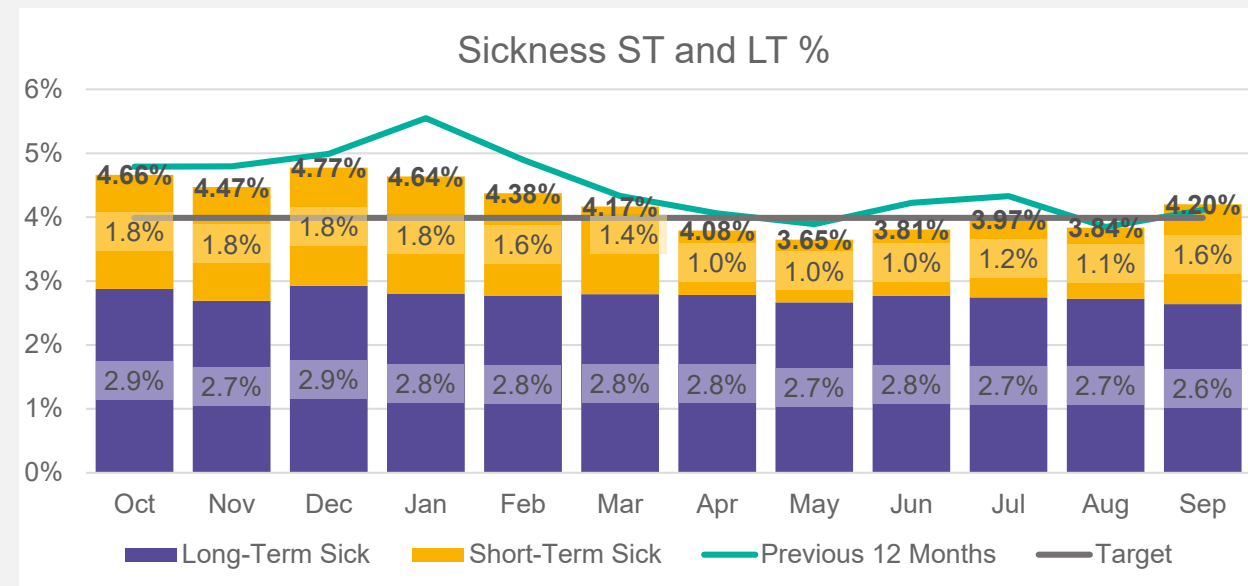
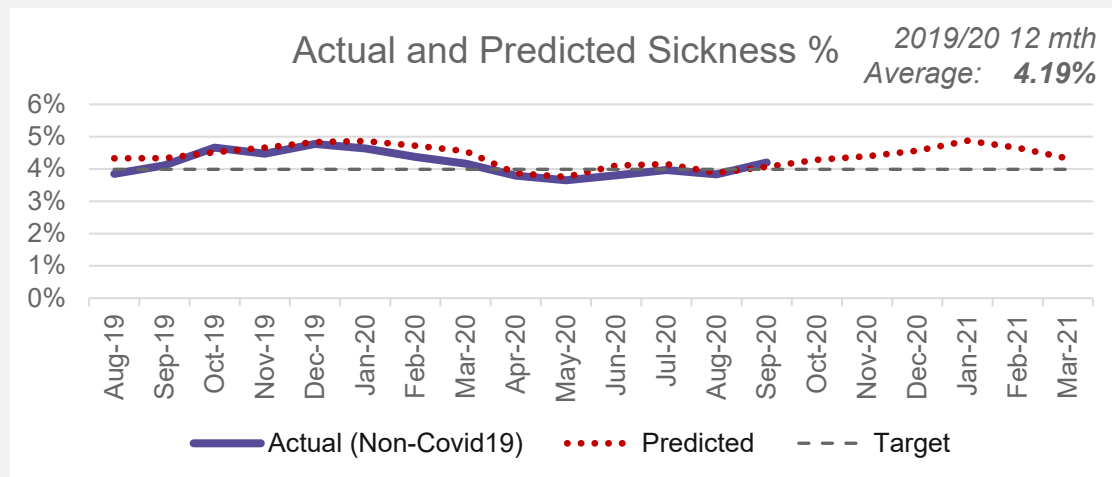
October 2020

Rhia Boyode
Interim Workforce Director



Engagement and Wellbeing

Non Covid-19 Sickness Absence



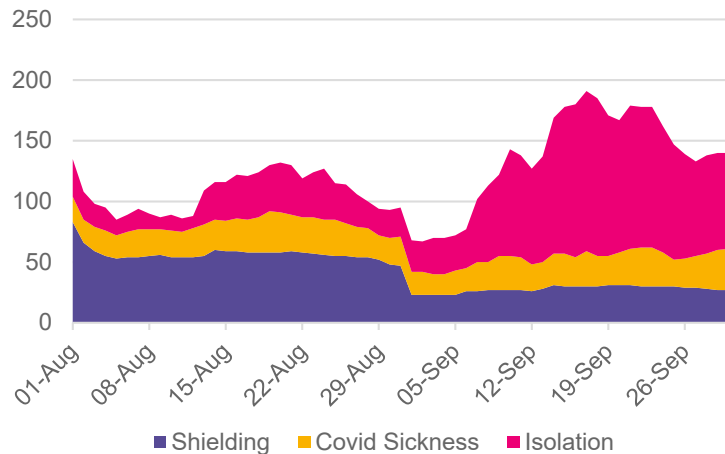
Key Points, Actions and Progress

- Non-Covid related absence continues to follow expected trends
- Sickness for September was 4.2% which equates to 238 FTE
- Absence related to mental health continues to be high with 32% of all non-covid sickness attributed to it which equates to 75 FTE
- Estates and ancillary sickness at 6.04% continues to be the staff group with the highest levels of sickness absence

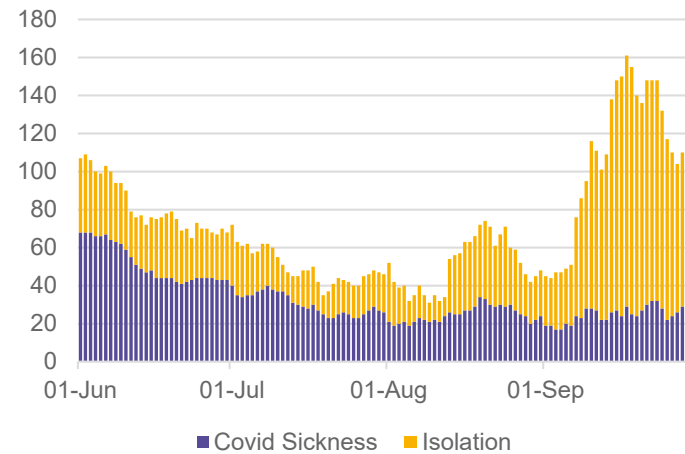
Engagement and Wellbeing

Covid-19 Related Absence

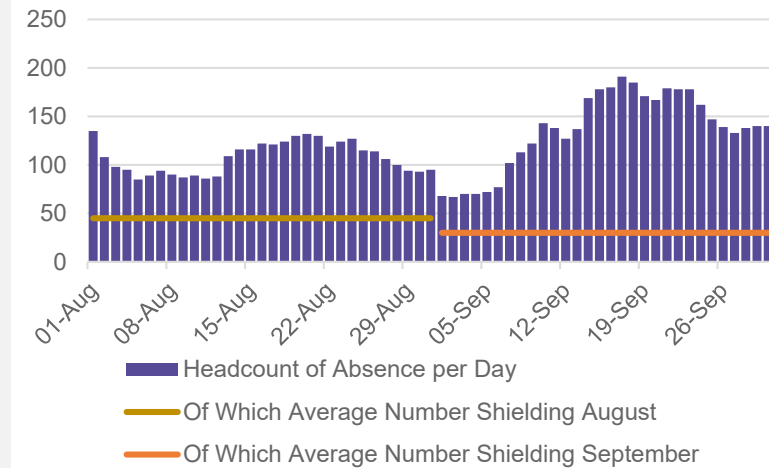
Covid-19 Related Absence by Category Aug - Sep



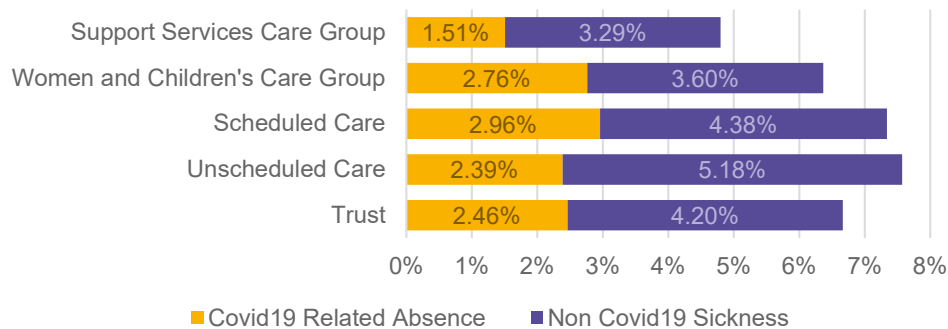
Covid-19 Absence Trend Excluding Shielding



Covid-19 Related Absence by Day Jul - Aug



Absence % by Care Group September-20



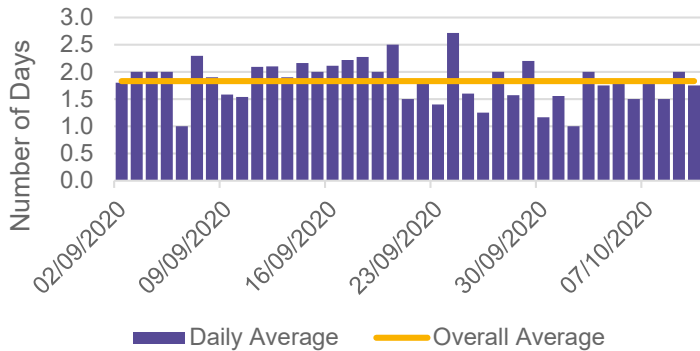
Key Points, Actions and Progress

- Covid-19 related calendar day absence of 2.46% equates to 139 FTE
- Approximately 30 staff remained absent due to shielding related absence in September
- The numbers of staff required to isolate continues to increase through September due to periods of household isolation due to a member of the household being symptomatic and staff being required to isolate due to test and trace

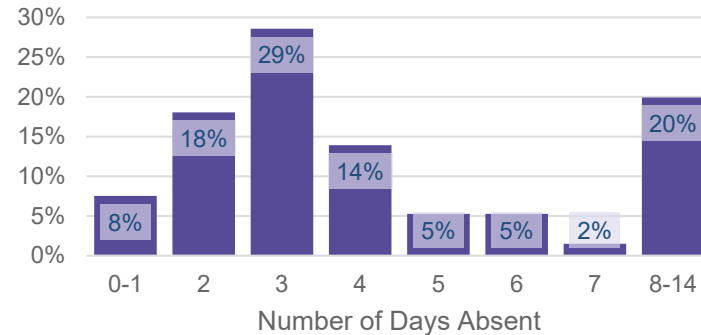
Engagement and Wellbeing

Covid-19 Absence & Staff Testing Referrals

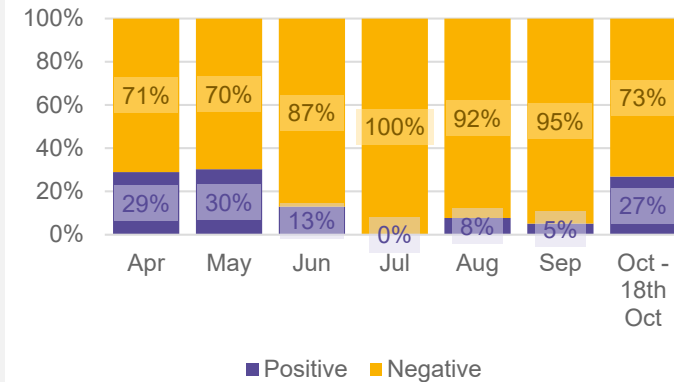
Average Number of Days From Referral to Results



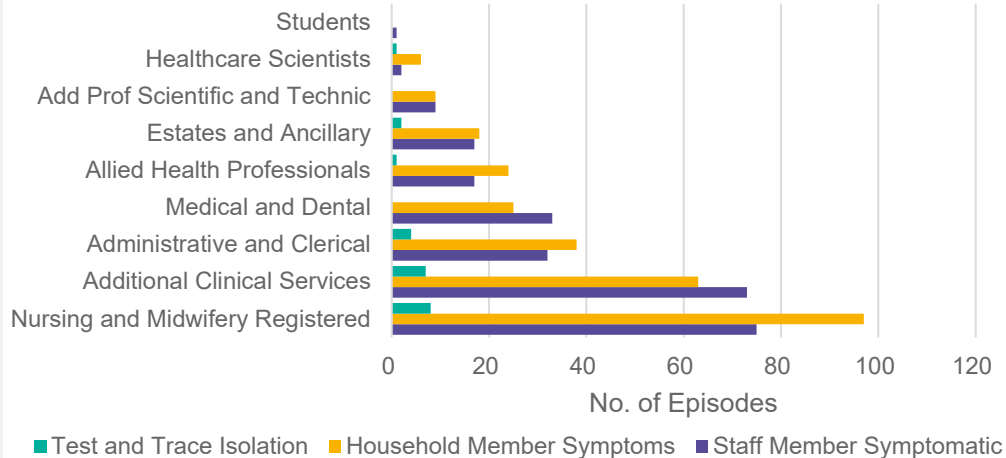
Staff in Household Isolation for September by Duration of Absence



Staff Covid Testing Results by Month



Covid Related Absence by Category Sep-20



Key Points, Actions and Process

- Nearly 450 staff were referred for testing in September with high numbers due to household members becoming symptomatic
- An additional 90 reported accessing testing via the Government portal
- % of staff testing positive in September remained low however an increase in positive cases is being seen in October
- Staff are being encouraged to be tested via staff testing not Government. In-house testing is quicker with average of less than 2 days from being referred to result; also provides occupational health support for well-being advice
- 80% of staff absent due to household isolation return within 7 days with over 50% returning within 3 days indicating staff and households are referred quickly

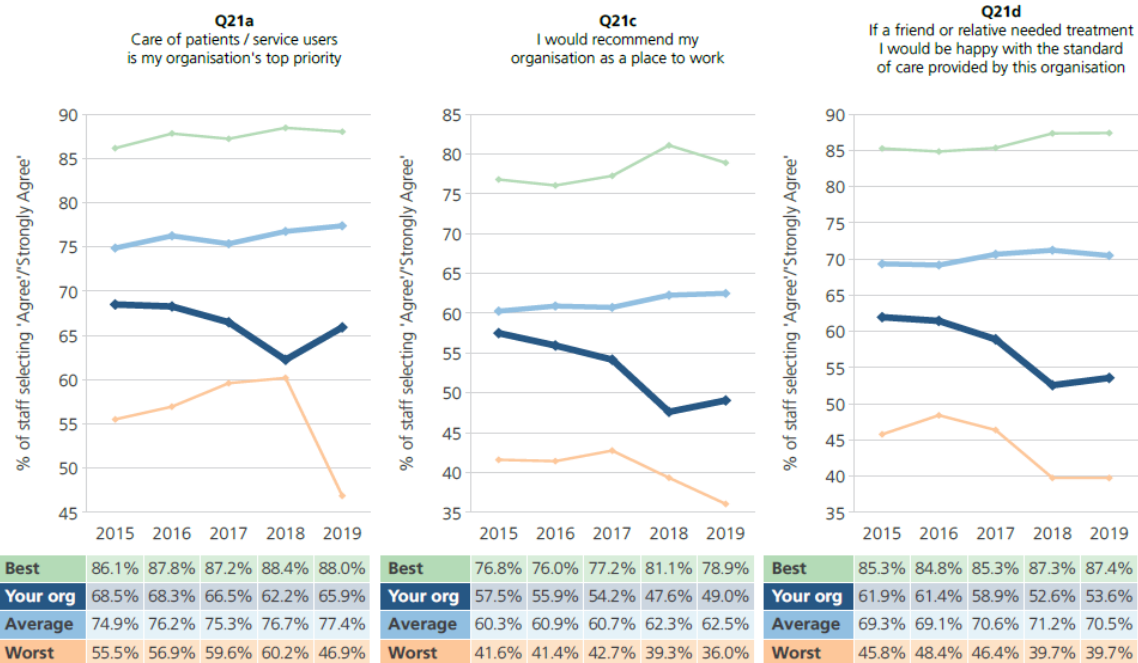
Engagement and Wellbeing

Staff Survey 2019 summary & actions for 2020

	2019 Score	2018 Score	Diff	Sector score	Diff
Advocacy	6.17	6.06	+0.11 (Not sig.)	6.91	-0.74 (Sig.)
Motivation	7.12	7.10	+0.02 (Not sig.)	7.32	-0.20 (Sig.)
Involvement	6.64	6.57	+0.07 (Not sig.)	6.81	-0.17 (Not sig.)
Overall Staff Engagement	6.64	6.57	+0.07 (Not sig.)	7.01	-0.37 (Sig.)

Key Points, Actions and Progress

- In the NHS staff survey 2019 65.9% of respondents feel that the care of patients/service users at the Trust is the top priority. This is an increase from 2018 and lower than results in 2015 and 2016.
- In the NHS staff survey 2019 49% of respondents would recommend the Trust as a place to work, this is an increase since 2018, and lower than 2015-2017.
- In the NHS staff survey 2019 53.6% of respondents would be happy with the standard of care provided by the Trust to friend or relatives. This is an increase from 2018 and lower than 2015-2017 responses.
- There has been an increase in advocacy, motivation and involvement between 2018 and 2019 survey results, this is below the sector score.
- 2020 key challenges are to increase participation, the majority of staff opted to access the survey on line this year.
- This year we will also be surveying bank staff
- Response rate higher now over the first two weeks than first four weeks in the previous year
- Engagement champions involved in encouraging participation
- Regular Barometer response updates being shared with divisions



Engagement and Wellbeing

Flu Vaccination Information

% front line staff vaccinated - week ending 18th October 2020

The 2020/21 CQUIN CCG target is to achieve a minimum 70% and maximum 90% vaccination rate for frontline healthcare workers with patient contact by 28th February 2021.

	2020-21 Target	Oct	Nov	Dec	Jan
% front line staff vaccinated (cumulative)	70%	27.52			

All staff vaccinated by week (incl. students, and all contract types) - week ending 18th October 2020

Total number of staff - 8052

Week	Number vaccinated
End of week 1	838
End of week 2	1600
End of week 3	2042

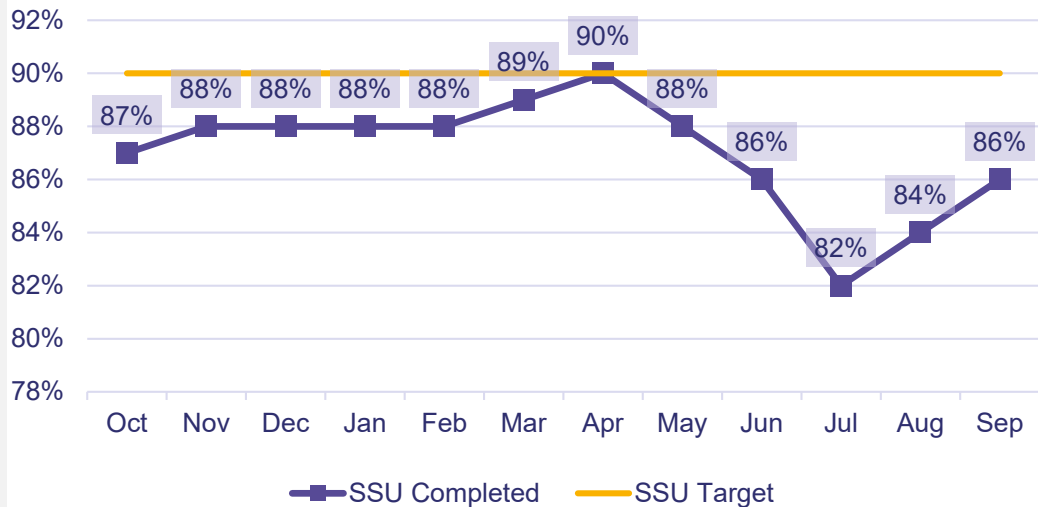
Key Points, Actions and Progress

- 2,042 vaccinations of which 1,931 were employees.
- This equated to 23.9% of all staff
- 1,859 front line healthcare workers vaccinated out of a total of 6,756 (27.52%).
- Work continues to increase the numbers being vaccinated ahead of the winter via clinics and peer vaccinations on wards.

People Development and Leadership

Statutory Training and Apprenticeship

Statutory Safety Update Training Completed %

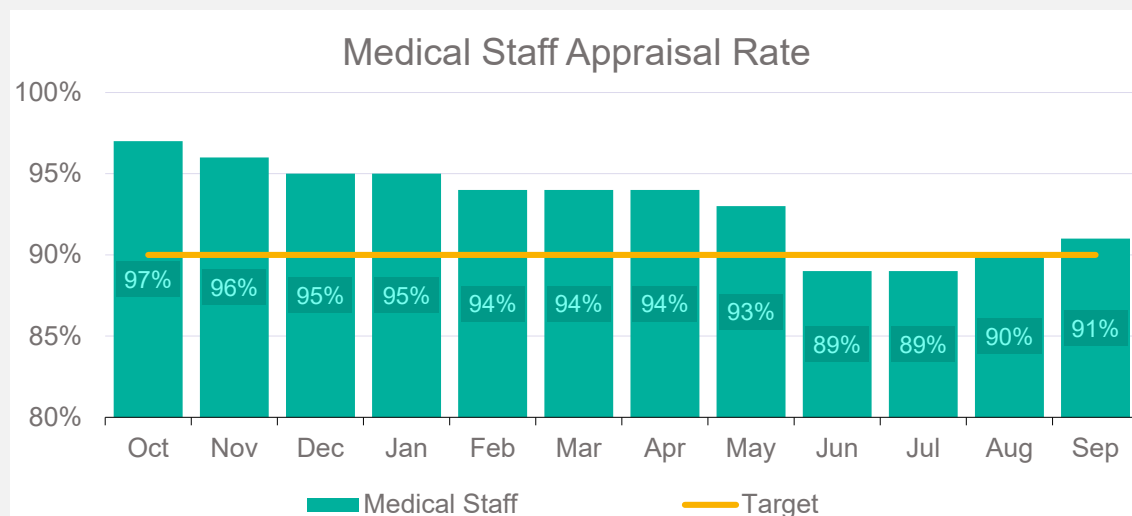
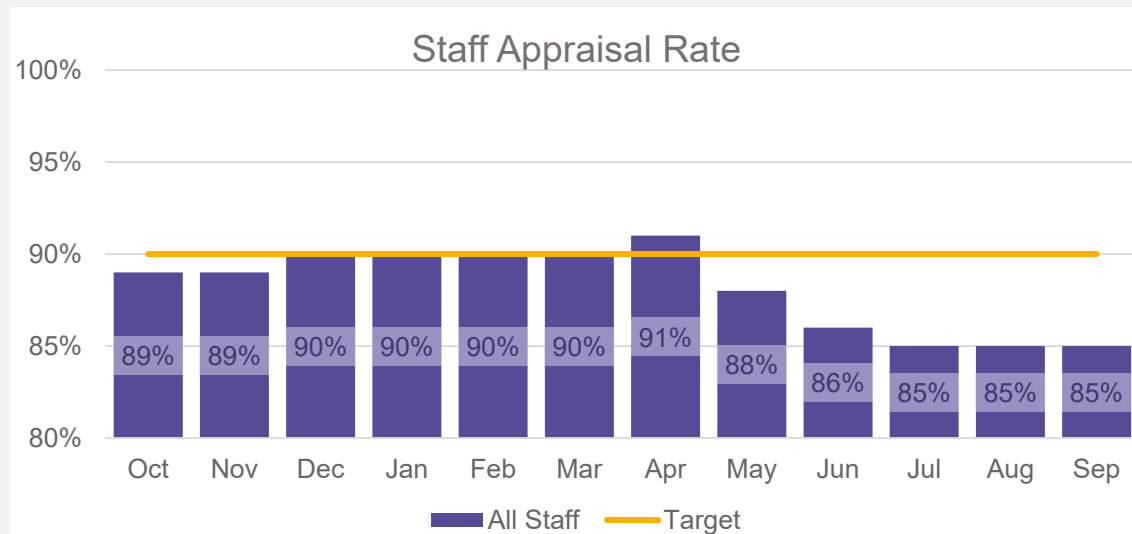


Key Points, Actions and Progress

- The trend for Statutory and Mandatory compliance is rapidly changing as new subjects continue to be identified, changed and added, although it is steadily rising again towards pre-covid rates. For example, the recent change of frequency for hand hygiene assessments (from 3-yearly to annually) reduced compliance by 4% in one month.
- As a result of additional focus on e-learning, if all staff were enabled to complete the subjects now available via e-learning, compliance would return to around 89-90% again. Trajectories to compliance have been requested from Care Groups for the Quality Improvement Plan.
- Face to face training remains challenging during Covid (eg Resuscitation and Patient Moving and Handling training)
- Apprenticeships reduced to almost zero during the height of Covid (first wave) and revised HEE targets are expected but have not yet been received
- Work is ongoing to publish performance against Safeguarding training requirements in an additional single monthly report
- Focused support is being provided to the managers of any Ward that is below target
- Improving the way staff and managers are informed of what is required
- Getting all Directorates, Care Groups and Ward compliant on subjects that can be completed by e-learning
- Wards managing their staff training planning across the year

People Development and Leadership

Staff Appraisals



Key Points, Actions and Progress

- First wave Covid severely impacted appraisal completion rates across all staff groups. Recovery is slow
- E-mail reminders due or outstanding are sent to all staff
- Focused support is being provided to the managers of any Ward that is below target
- Appraisal form has had an interim revision to include the new Trust Values and health and well-being and flexible working discussions
- A substantial review of appraisal will be undertaken once the behaviours and values work is complete to ensure alignment with overall Trust objectives

People Development and Leadership

Statutory Training

SSU Training	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
SSU Completed	87%	88%	88%	88%	88%	89%	90%	88%	86%	82%	84%	86%
SSU Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

IG Training	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
IG Completed	87%	87%	88%	88%	87%	85%	88%	84%	82%	77%	82%	82%
IG Target	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%

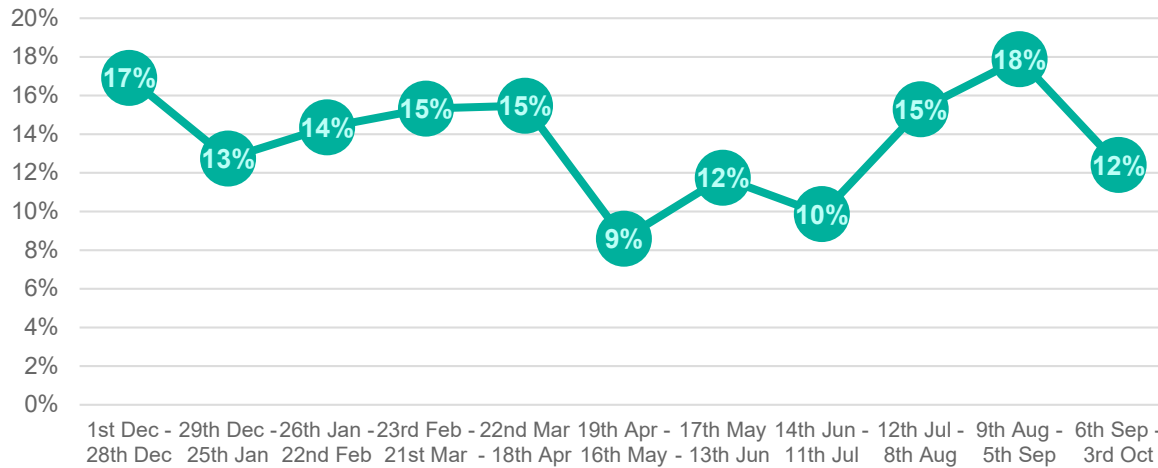
Key Points, Actions and Progress

- One to one advisory support for Ward Managers with lowest compliance
- Care Groups to develop their own improvement trajectories
- Issue of special communication to all staff about Statutory and Mandatory training requirements to ensure clarity
- Close working with Corporate Nursing Safeguarding lead to deliver improvement in the way all Safeguarding training and CPD requirements are presented to staff and managers.
- Focus on completion of Getting to Good Quality Improvement Plan actions including Sepsis training and resolution of outstanding decision on Medical staff e-learning

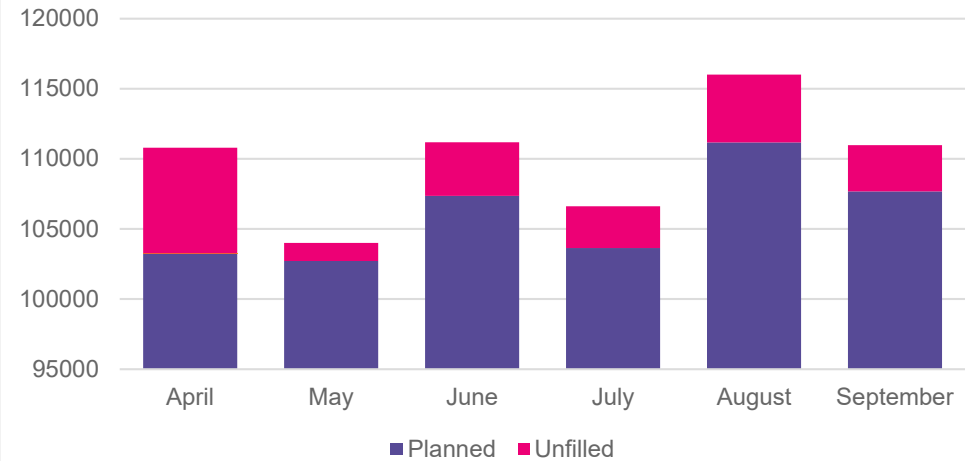
Attracting and Keeping Great People

E-Rostering

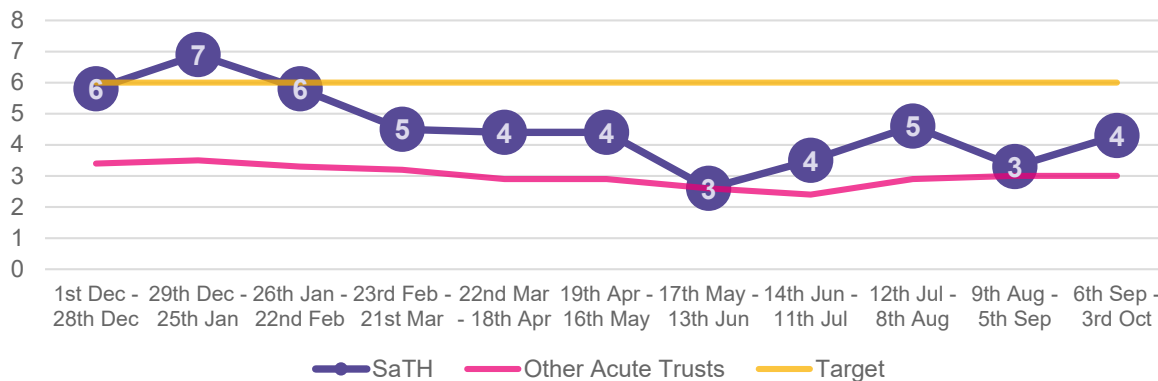
Annual Leave % recorded by Roster Period



Planned and Unfilled RN Hours



Roster Approval Lead Time in Weeks



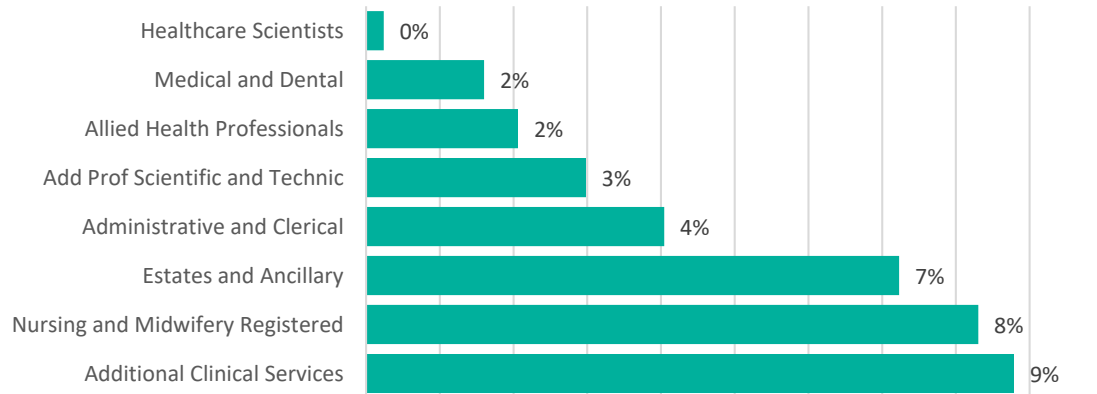
Key Points, Actions and Progress

- There are approximately 260 non-medical departments that do not use HealthRoster to roster their staff working hours
- By 1st April the goal is to have annual leave managed for all non-medical substantive staff using HealthRoster; five pilot departments have been identified to work with managers to start the project.
- Work to improve against the 6 week approval lead time will continue.
- Medic on Duty (Medical rostering system) is currently being rolled out across the Trust. It is expected the project will be delivered by 31 March 2021.

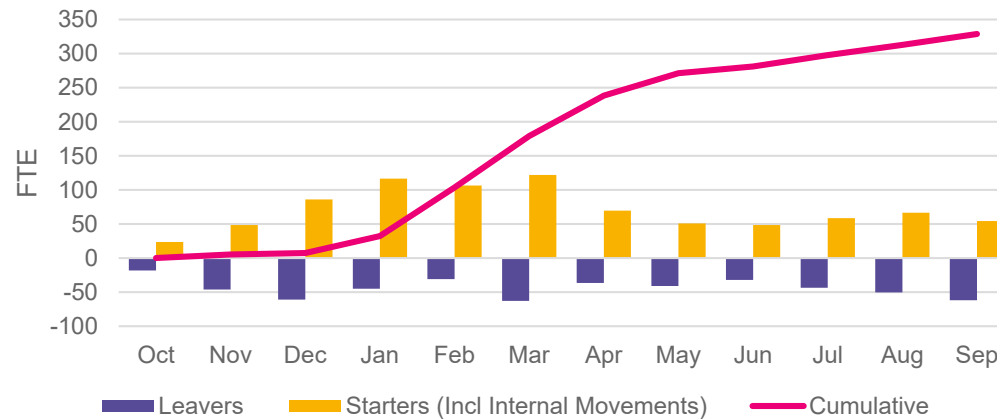
Attracting and Keeping Great People

Staff Starters and Leavers

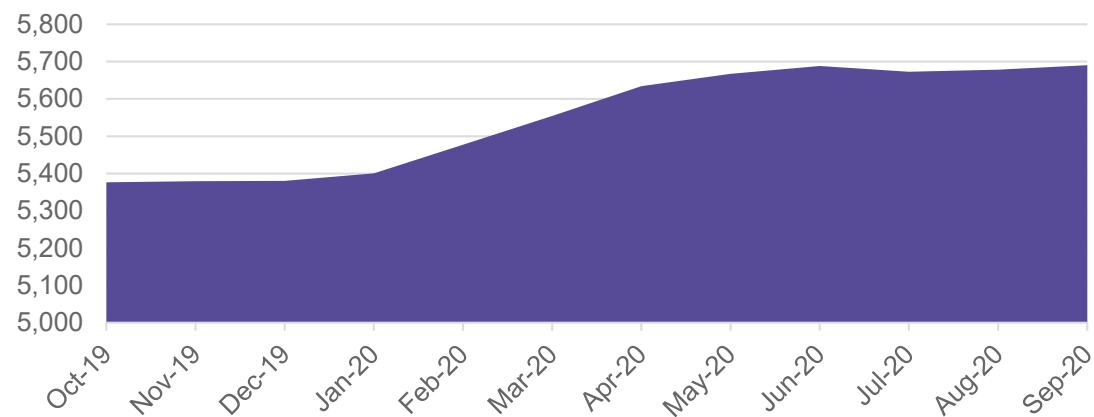
% Increase in Overall FTE over the Last 12 Months



Cumulative Staff In Post - FTE



Monthly FTE Staff in Post



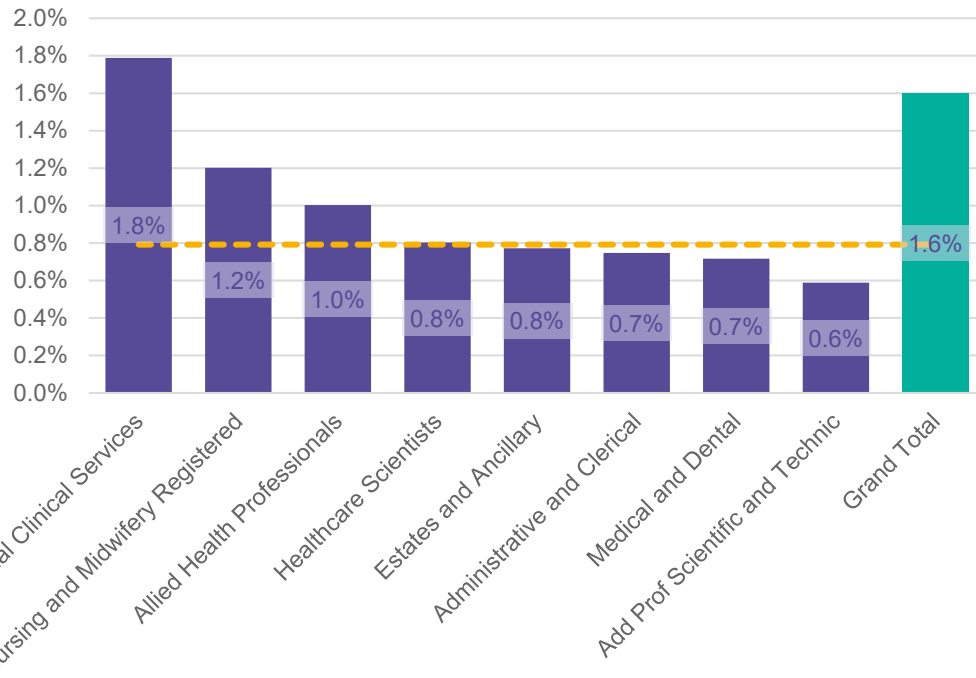
Key Points, Actions and Progress

- Overall staffing numbers remain consistent; staffing levels demonstrate growth over the last 12 months
- There has been an increase in FTE across all staff groups with Additional Clinical Services increasing by 9% equating to 89 FTE; Nursing and Midwifery increasing by 8% equating to 124 FTE; Estates and Ancillary increasing by 7% equating to 33 FTE; Admin and Clerical increasing by 4% equating to 47 FTE
- Further work is needed to publicise the exit questionnaire and improve response rates.

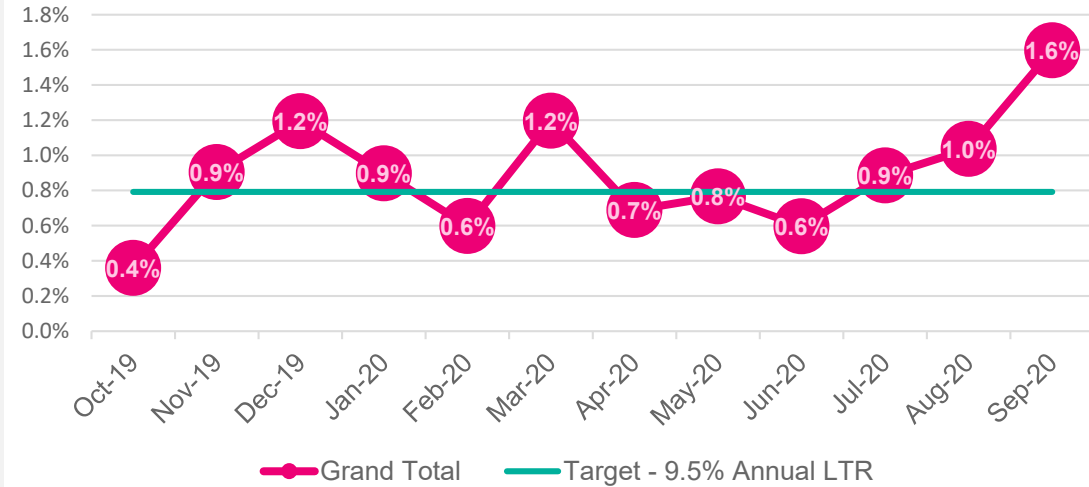
Attracting and Keeping Great People

Staff Turnover

FTE Turnover % by Staff Group Sep-20



Trust Monthly Turnover %

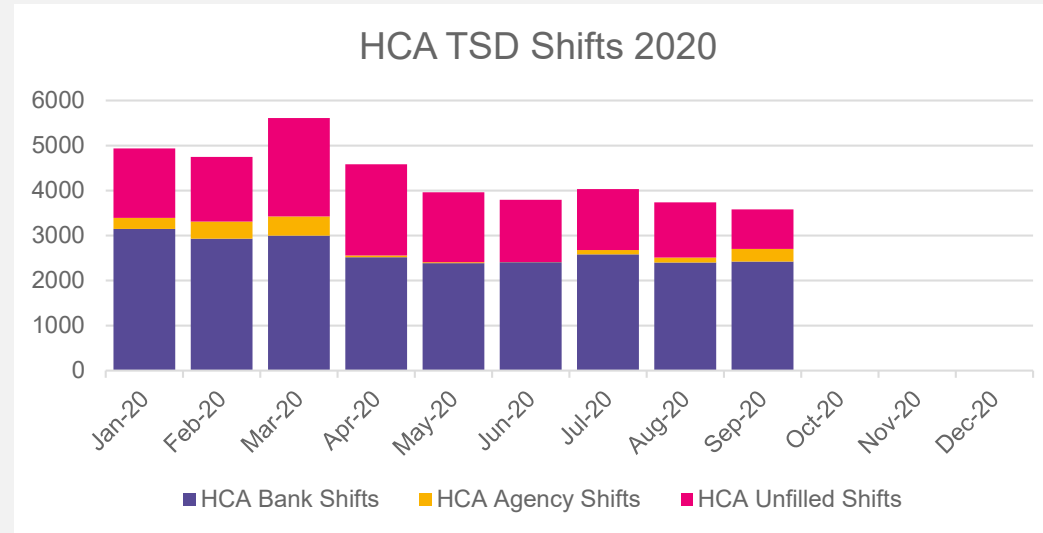
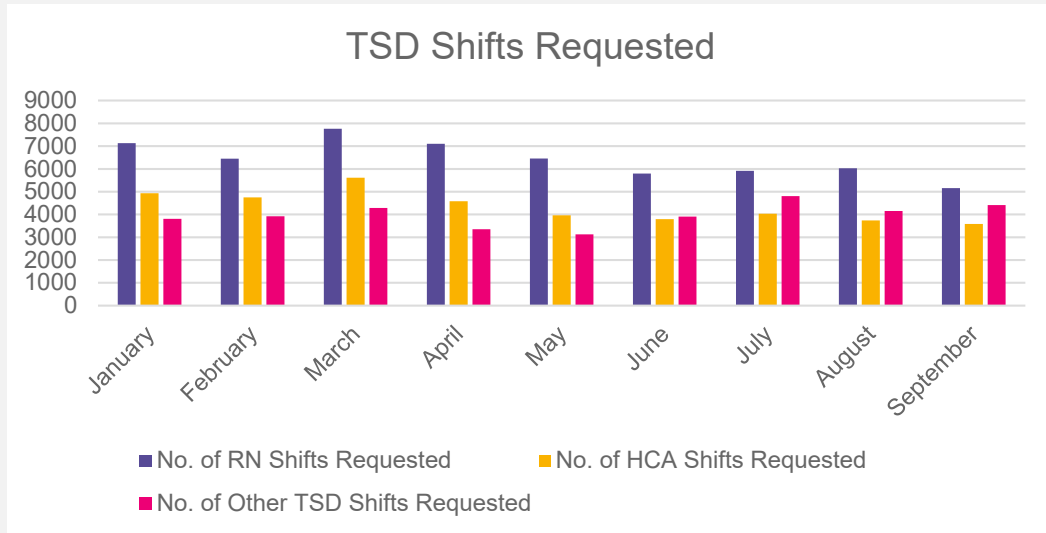
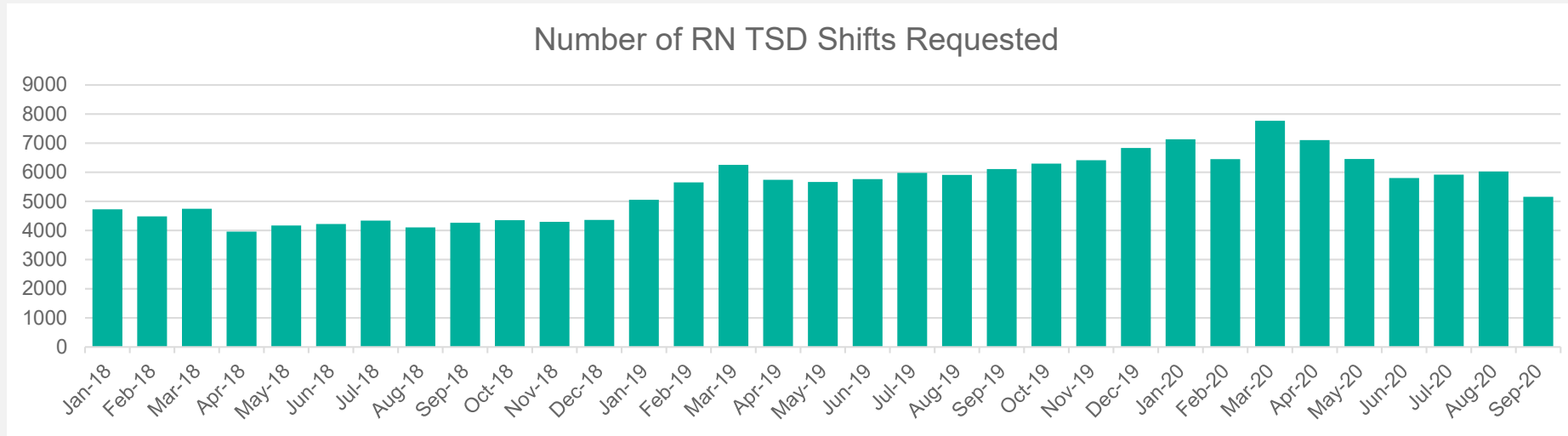


Key Points, Actions and Progress

- Trust 12 month turnover figure is 10.7% which equates to 564 FTE
- Turnover for September was 1.6% equating to 86 FTE however 26 FTE of these were students
- Nursing continues to be the staff group with the highest number of leavers: 172 in the last 12 month of which 46 have less than 12 months service

Attracting and Keeping Great People

Temporary Staffing Activity



Attracting and Keeping Great People

Medical Temporary Staffing

	May	June	July	August	September
No. of locum shifts requested in month	2030	2088	2893	3052	3044
Filled by Bank	769	650	784	919	771
Filled by Agency	1241	1356	1441	1521	1741
Total Filled shifts	2010	2006	2225	2440	2512
Unfilled shifts	20	82	668	612	532

Key Points, Actions and Progress

- Implemented new medical temporary staffing system (Locums Nest)
This improves the process for staff booking bank shifts using an application via Smart Phone/Devise.

Appendix 1 Workforce Vacancies and Expected Growth (Medical and Nursing as at 30 Sep 20)

Consultants	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Budget	291	291	291	291	291	291
Substantive	238	239	234	238	238	244
Bank	23	23	27	23	26	29
Agency	18	16	18	18	22	22
Vacancies	53	52	57	53	53	47

Medical (Senior /Junior)	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20
Budget	432	432	432	432	430	430
Substantive	397	419	422	410	399	372
Bank	17	16	19	17	25	34
Agency	29	24	25	28	30	44
Vacancies	35	13	10	22	31	57

Nursing Sep-20	Budget WTE	Contracted WTE	Vacancies
Nurse Managers (B7)	272	265	7
Senior Nurse (B8a+)	87	84	3
Trained Nurse (B5-6)	1510	1293	216

Key Points, Actions and Progress

Expected growth throughout 20/21 is driven by a number of investments including:

- Same Day Emergency Care
- Priority Admission Unit
- Independent Maternity Review
- Emergency Medicine
- Roles required to address impact of COVID 19
- Virtual recruitment events are now being put in place for the remainder of 2020 which are being held each month.

20/21 Forecast Workforce Growth WTE

