

EAST KENT HOSPITALS UNIVERSITY NHS FOUNDATION TRUST**REPORT TO: BOARD OF DIRECTORS****DATE: 7 AUGUST 2015****SUBJECT: WORKFORCE KEY PERFORMANCE INDICATORS****REPORT FROM: DIRECTOR OF HUMAN RESOURCES****PURPOSE: Discussion****CONTEXT / REVIEW HISTORY / STAKEHOLDER ENGAGEMENT**

The independent review of Governance arrangements undertaken by Deloitte recommended that a workforce report is presented regularly to the Board or a relevant committee.

This is first workforce report to be presented to the Board, in a format that was approved by the Strategic Workforce Committee.

In future, this will be included in the Trust's integrated performance report.

SUMMARY:

The Board are asked to review and discuss the workforce data within this report.

The key points to note are:

- Compared to other Trusts in the South East we sit broadly in the middle for sickness absence, turnover and stability rates.
- The current rate of Trust sickness absence (May 2015) is 3.9%
- Sickness absence has been slowly increasing since 2013 and is starting to plateau.
- A HR Advisor has been engaged on a fixed term contract to focus solely on reducing sickness absence (particularly in the wards) working with Managers with support from Occupational Health.
- At the Strategic Workforce Committee it was agreed that the Trust sets the target for sickness absence at 3.5%.
- The current rate of Trust turnover (June 2015) is 12.2%
- At the Strategic Workforce Committee it was agreed that the Trust sets the target for turnover at 7.5%.
- The Trust appraisal rate has increased from 74% for May to 77% in June.
- The Statutory Training Compliance Rate has also increased, from 78% in May to 80% in June. This is due to the launch of the e-Learning Direct App and e-Learning Clinics that have been running for staff.
- An Agency Spend Reduction Project has been launched supported by a dedicated programme manager. The project reports to the Finance Recovery Group and Management Board.

RECOMMENDATIONS:

To note and discuss the content of this report.

NEXT STEPS:

n/a

IMPACT ON TRUST'S STRATEGIC OBJECTIVES:

SO1: Deliver excellence in the quality of care and experience of every person, every time they access our services

SO4: Identify and exploit opportunities to optimise capacity and, where appropriate, extend the scope and range of service provision

SO6: Deliver efficiency in service provision that generates funding to sustain future investment in the Trust

LINKS TO BOARD ASSURANCE FRAMEWORK:

AO1: Delivering the improvements identified in the Quality Strategy in relation to patient safety, patient experience and clinical effectiveness

AO2: Embedding the improvements in the High Level Improvement Plan to ensure the Trust provides care to its patients that exceeds the fundamental standards expected

AO3: Delivering Improvements in patient access performance to meet the standards expected by patients as outlined in the NHS Constitution and our Provider Licence with Monitor.

AO4: Improving the Trust's financial performance through delivery of the 2015/16 Cost Improvement Programme and effective cost control

AO6: Delivering the cultural change programme to increase staff engagement and satisfaction

IDENTIFIED RISKS AND RISK MANAGEMENT ACTIONS:

N/A

FINANCIAL AND RESOURCE IMPLICATIONS:

Key workforce decisions and actions may be taken on the basis of this report.

LEGAL IMPLICATIONS / IMPACT ON THE PUBLIC SECTOR EQUALITY DUTY:

Relevant to compliance with Foundation Trust licence.

PROFESSIONAL ADVICE TAKEN ON ANY NOVEL OR CONTENTIOUS ISSUES

N/a

ACTION REQUIRED:

(a) Discuss

(b) To note

CONSEQUENCES OF NOT TAKING ACTION:

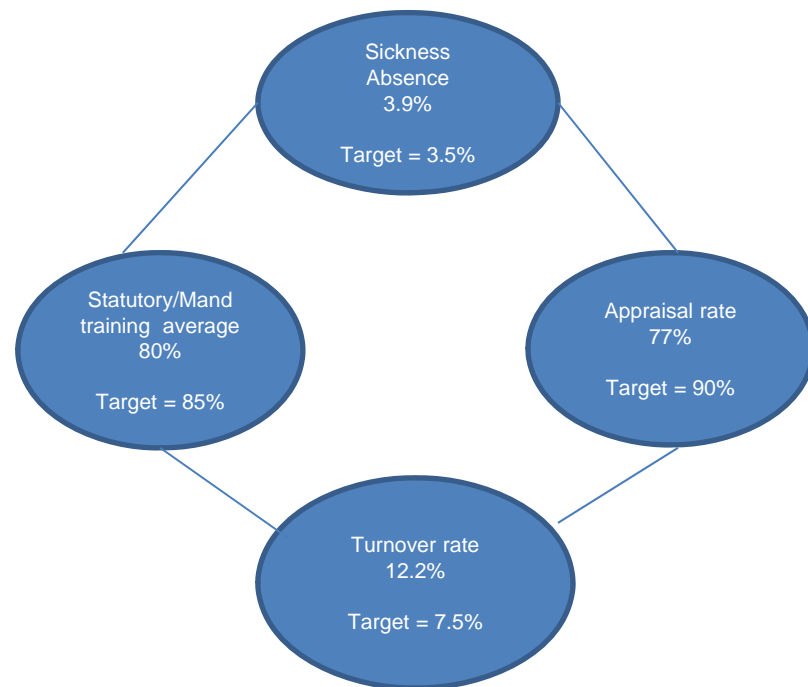
Insufficient scrutiny of the workforce position and overall workforce performance indicators. Insufficient awareness at Board level of risks to achievement of objectives and remedial/mitigating actions to be taken in relation to workforce.

Strategic Workforce Report – July 2015

Rob Eames

Head of HR

High Level Summary



Introduction

The workforce information is reported by 7 areas within this report and a narrative explanation is provided where significant risks or changes are identified.

The 7 workforce areas are:

Sickness Absence

Staff Turnover and Stability

Employed vs. Temporary Staffing Inc. Vacancies

Recruitment

NHSP Usage

Learning and Development

Appraisals

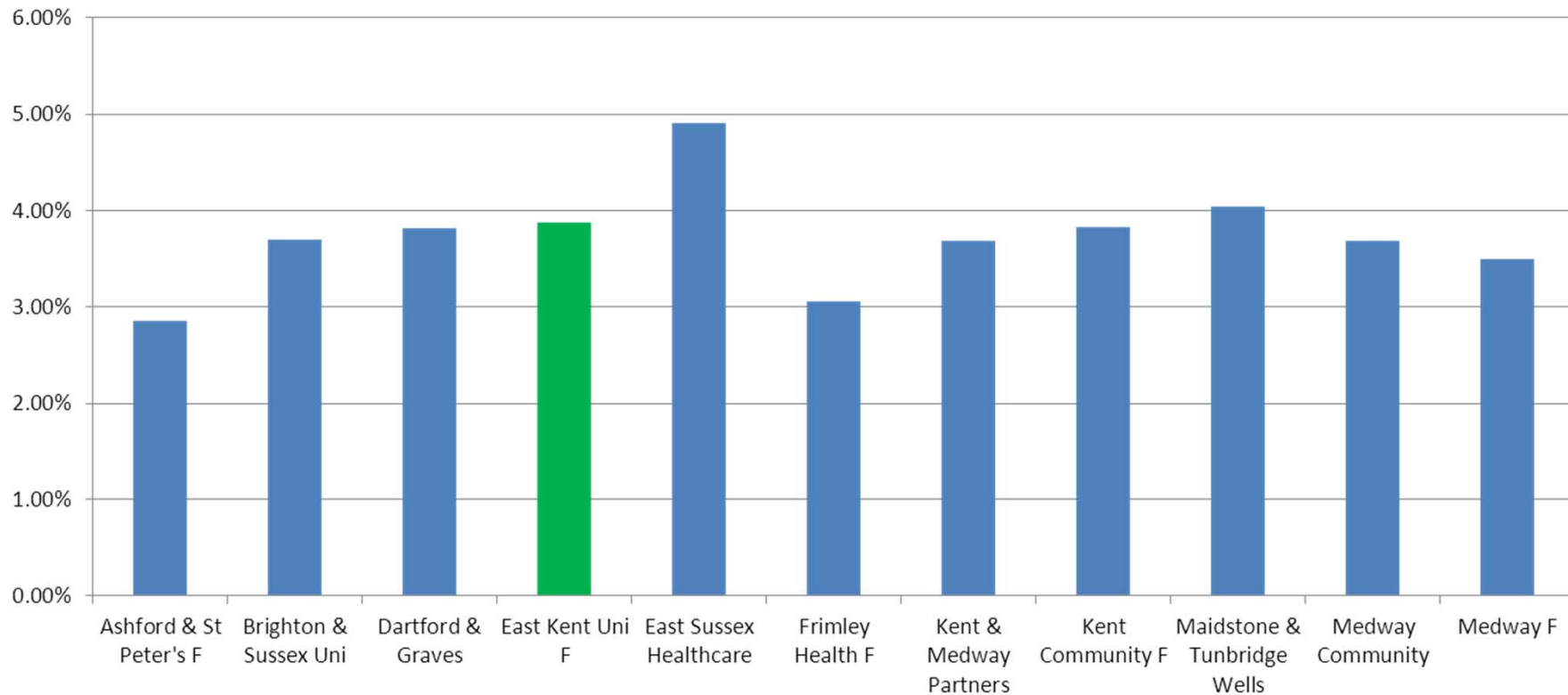
Please note that the sickness absence data is for May 2015 as this is always an extra month behind and the rest of the data in this report is for June 2015.

Where data has been pulled from iView using the Health and Social Care Information Centre to benchmark us against comparator Trusts this is only available as at May 2015.

Executive Summary:

- Compared to other Trusts in the South East we sit broadly in the middle for our sickness absence, turnover and stability rates
- Sickness absence has been slowly increasing since 2013 and is starting to plateau
- A HR Advisor has now started at the Trust on a fixed term contract to focus on sickness absence (particularly in the wards) as part of a focussed sickness absence reduction project working with Managers and Occupational Health
- At the Strategic Workforce Committee it was agreed that the Trust sets the target for sickness absence at 3.5%
- At the Strategic Workforce Committee it was agreed that the Trust sets the target for turnover at 7.5%
- The Trust appraisal rate has increased from 74% for May to 77% in June
- The Statutory Training Compliance Rate has also increased, from 78% in May to 80% in June. This is due to the e-Learning Direct App and e-Learning Clinics that have been running for staff.
- The current rate of Trust sickness absence (May 2015) is 3.9%
- The current rate of Trust turnover (June 2015) is 12.2%
- Work is underway to increase the size of the Trust Bank with NHSP and reduce the use of agency staff

Trust Benchmarking : Sickness % - May 2015

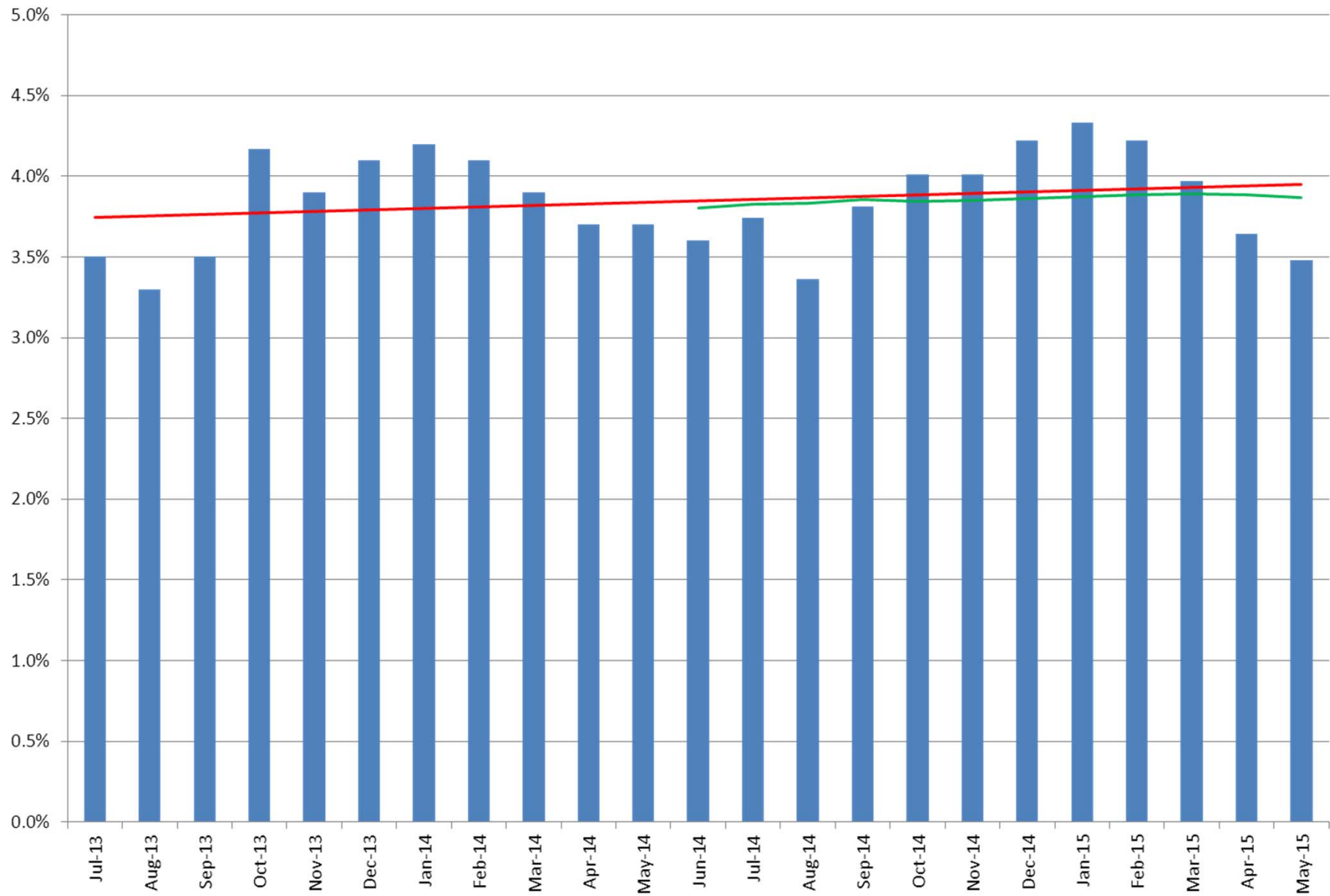


The graph above shows the Trust sickness rate for May 2015 as compared to other Trust's in the South East (using iView).

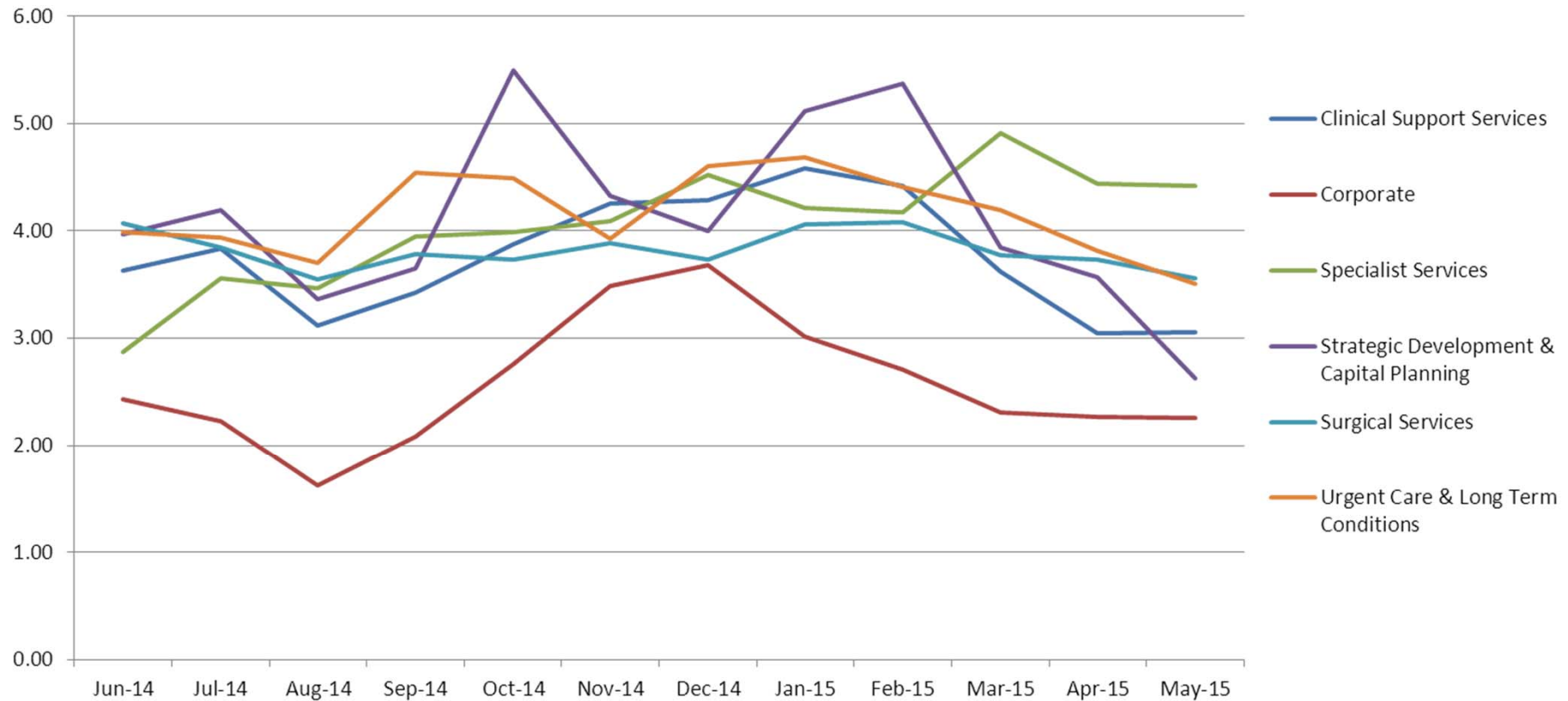
The sickness absence rate for EKHUFT in May 2015 was 3.9%. This is higher than our proposed new target rate of 3.5% and puts us in the middle of the comparator group.

Sickness

with Linear Trendline and 12 Month Moving Average

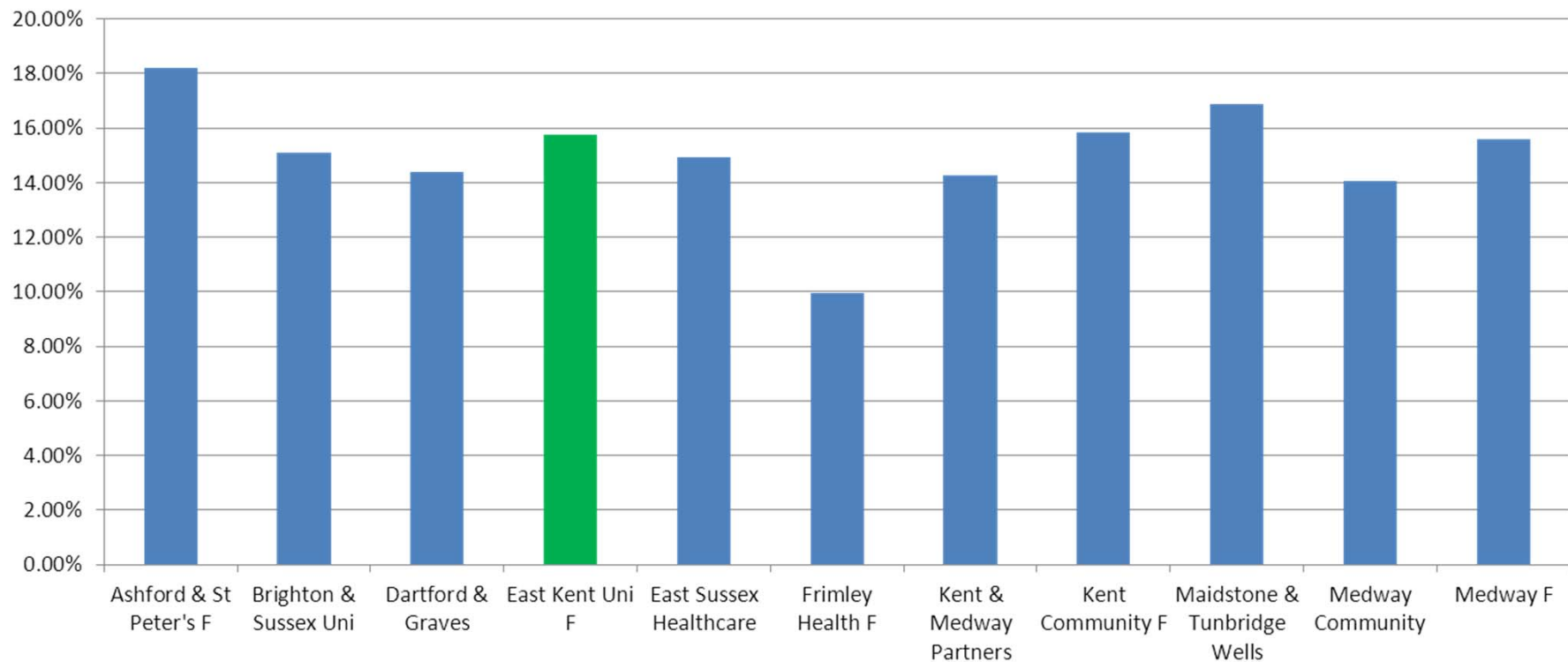


Sickness % by Division - 2014/15



The Trust sickness absence rate for May is 3.9%. This is similar to the value for the same period in 2013/14 of 3.7%. The HRBPs are working with those Divisions whose rates are higher than the Trust average and with the Sickness Absence HR Advisor.

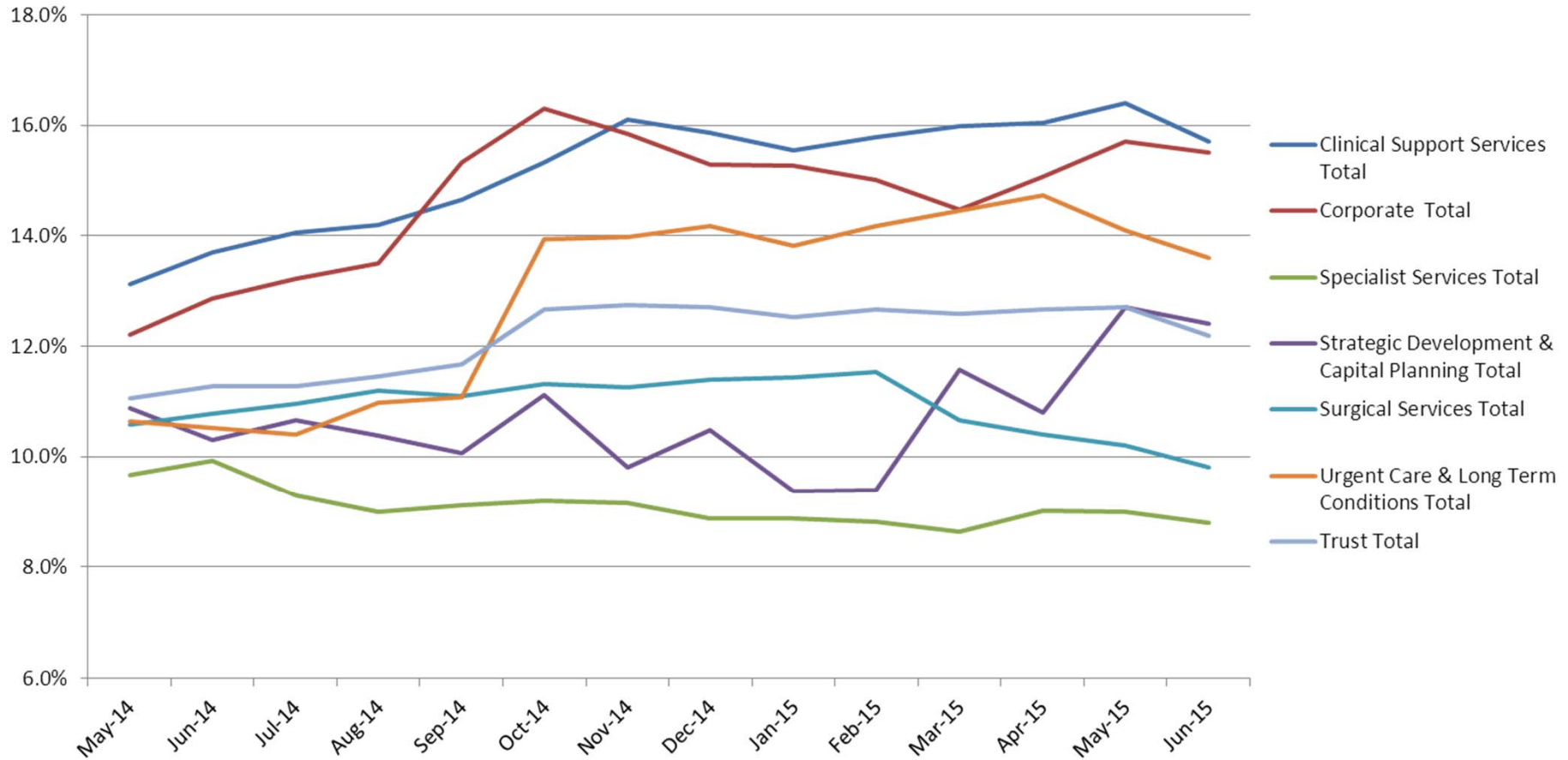
Trust Benchmarking : Turnover Rate - 12 Month



The graph above shows the Trust turnover rate for the last 12 months as compared to other Trusts in the South East.

The Trust turnover in May was 15.74% (for the last 12 months) which is comparable to the Trusts benchmarked against – most fall within the range of 14 to 16%. Please note this is May data on Iview and the Trust turnover rate for June is 12.2%

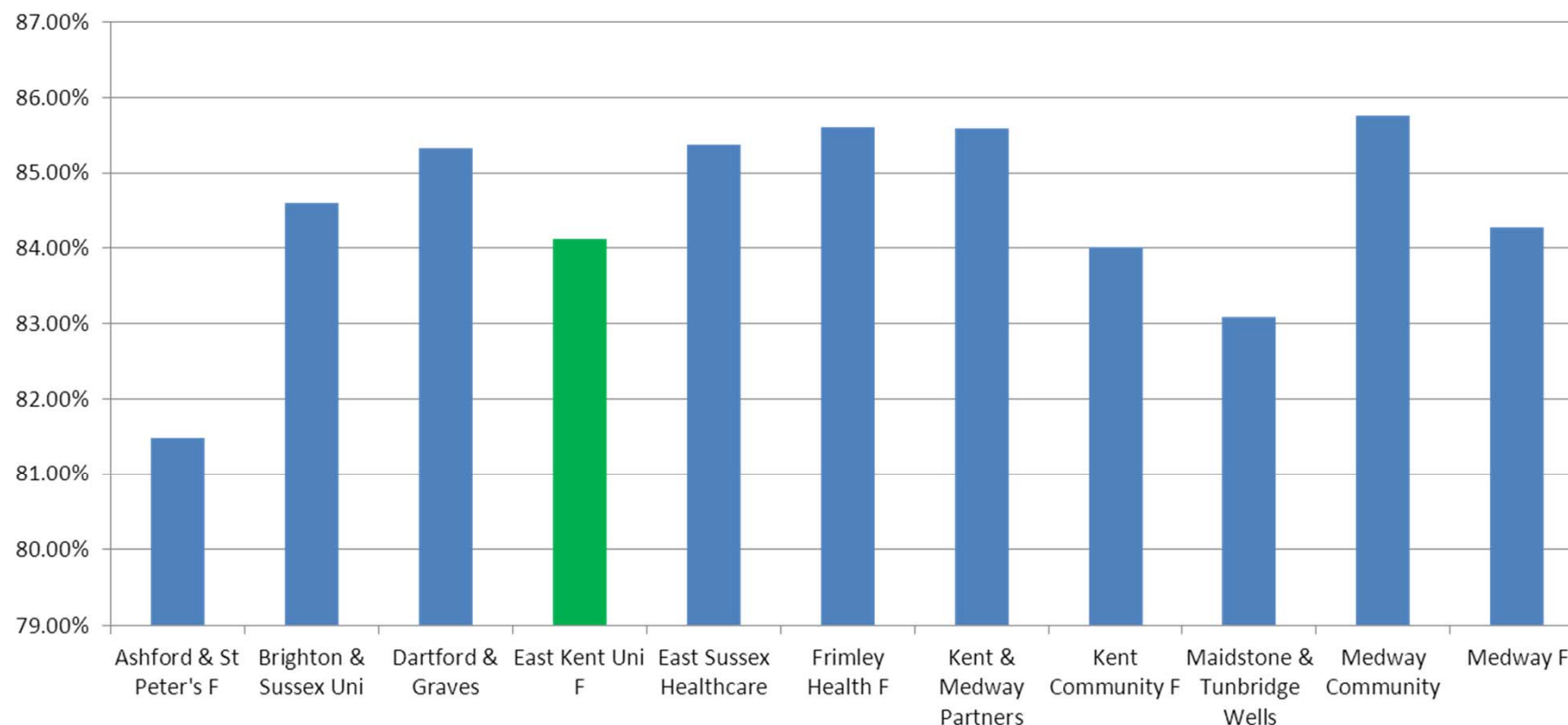
Turnover % by Division (excl. TUPE and Doctors in Training) - 2014/15



The graph shows the turnover rates by Division and month. This is higher than our new target rate of 7.5%

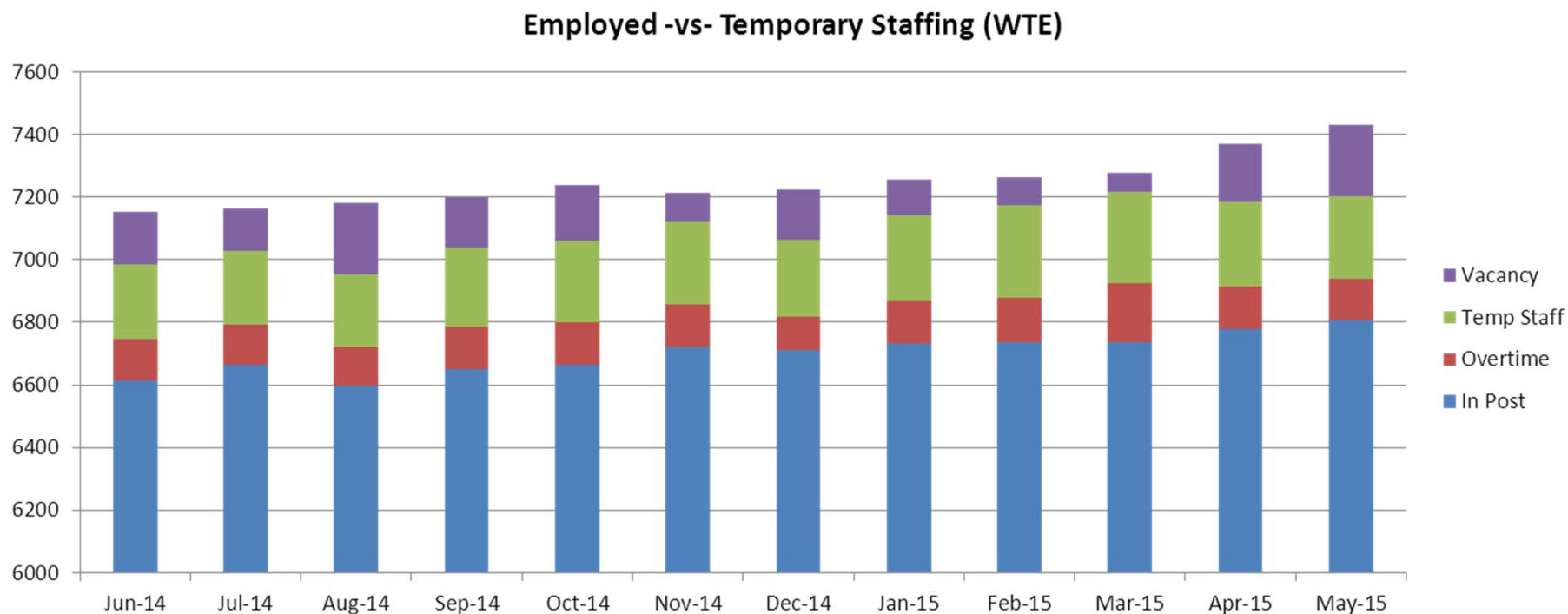
(Please note, the benchmarked data on the previous slide from iView does include staff TUPEing out of the Organisation or Doctors in Training)

Trust Benchmarking : Stability Index - 12 Month



The graph above shows the Trust stability index (for the last 12 months) as compared to a number of other Trusts in the South East in May.

The stability index over the last 12 months for EKHT is 84.12%, which is comparable to the other Trusts benchmarked against – most fall within 1-2% of this.



The graph above shows the total finance funded establishment for the Trust, broken down into; substantive staff in-post, overtime, temporary staff (NHSP Usage) with the remaining WTE shown as vacancy.

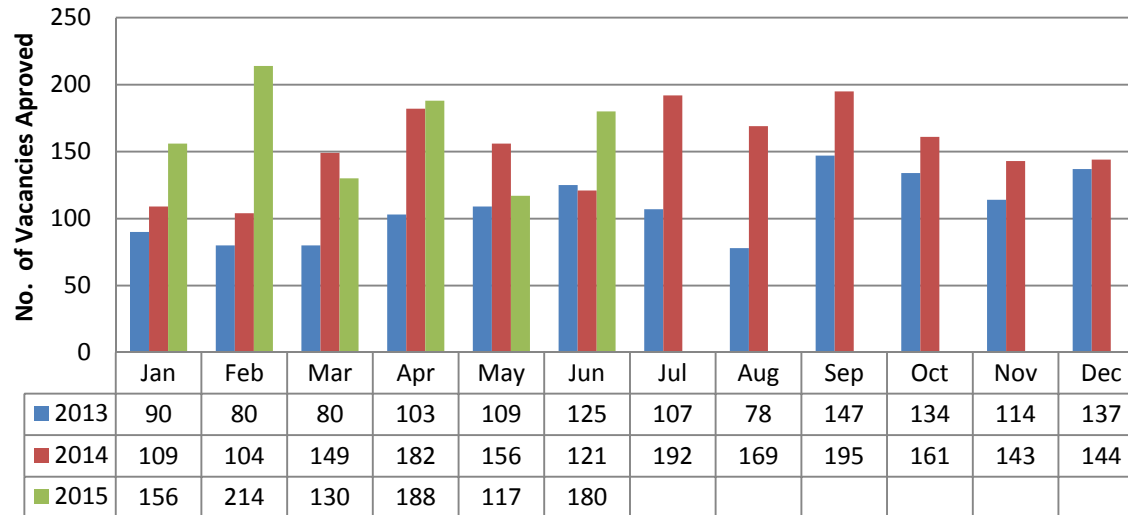
For May 2015, the total funded establishment was 7429.01 WTE.

Of this:

- 6806.68 WTE Staff in Post
- 132.01 WTE worth of Overtime/Excess Part Time Hours
- 2663.42 WTE worth of NHSP staff booked
- Which leaves 226.9 WTE vacancy.

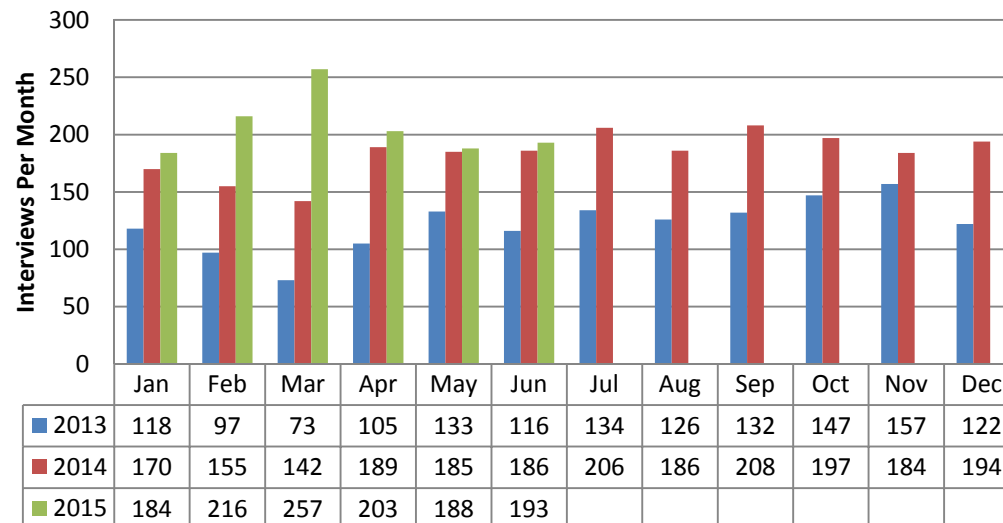
Resourcing

Number of Vacancies Approved Per Month



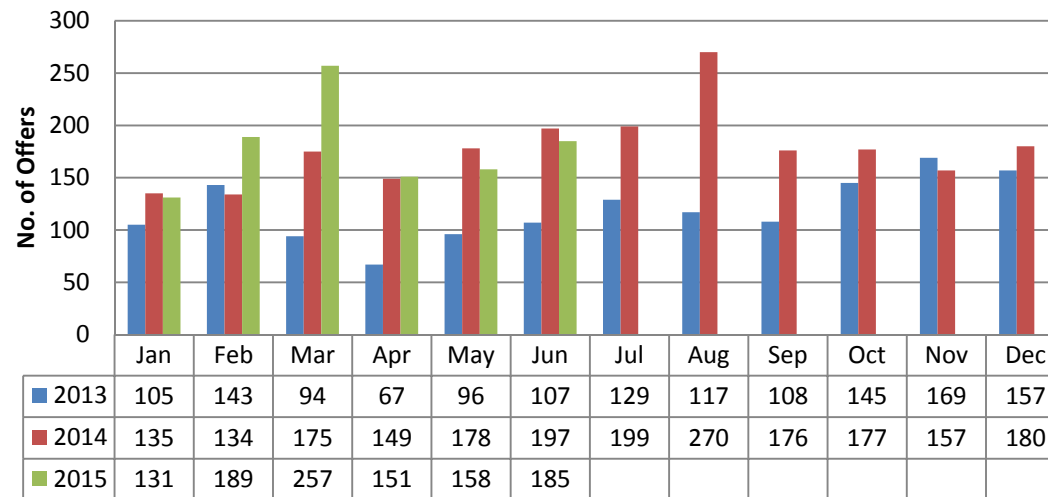
The number of vacancies approved for advertising in the month of June has increased since May. This is mainly due to a concerted effort by the Trust to actively recruit to all its vacancies and reduce the overall temporary staffing costs including agency spend.

Interviews Per Month



The number of interviews per vacancy has remained relatively at a consistent level within 2015, with a peak in February and March. This demonstrates that recruitment activity continues to be high and above the 2014 rates.

Offers of Employment Per Month



The number of offers has increased in June 2015 and includes the annual intake of Trainee Associate Practitioners. Please note the number of offers stated does not include the (bulk) junior doctor recruited via the Deanery for the forthcoming August intake..

As of 15th July 2015, there are 247 candidates going through the recruitment pipeline. This includes:

UCLTC = 64

Corporate Functions = 49

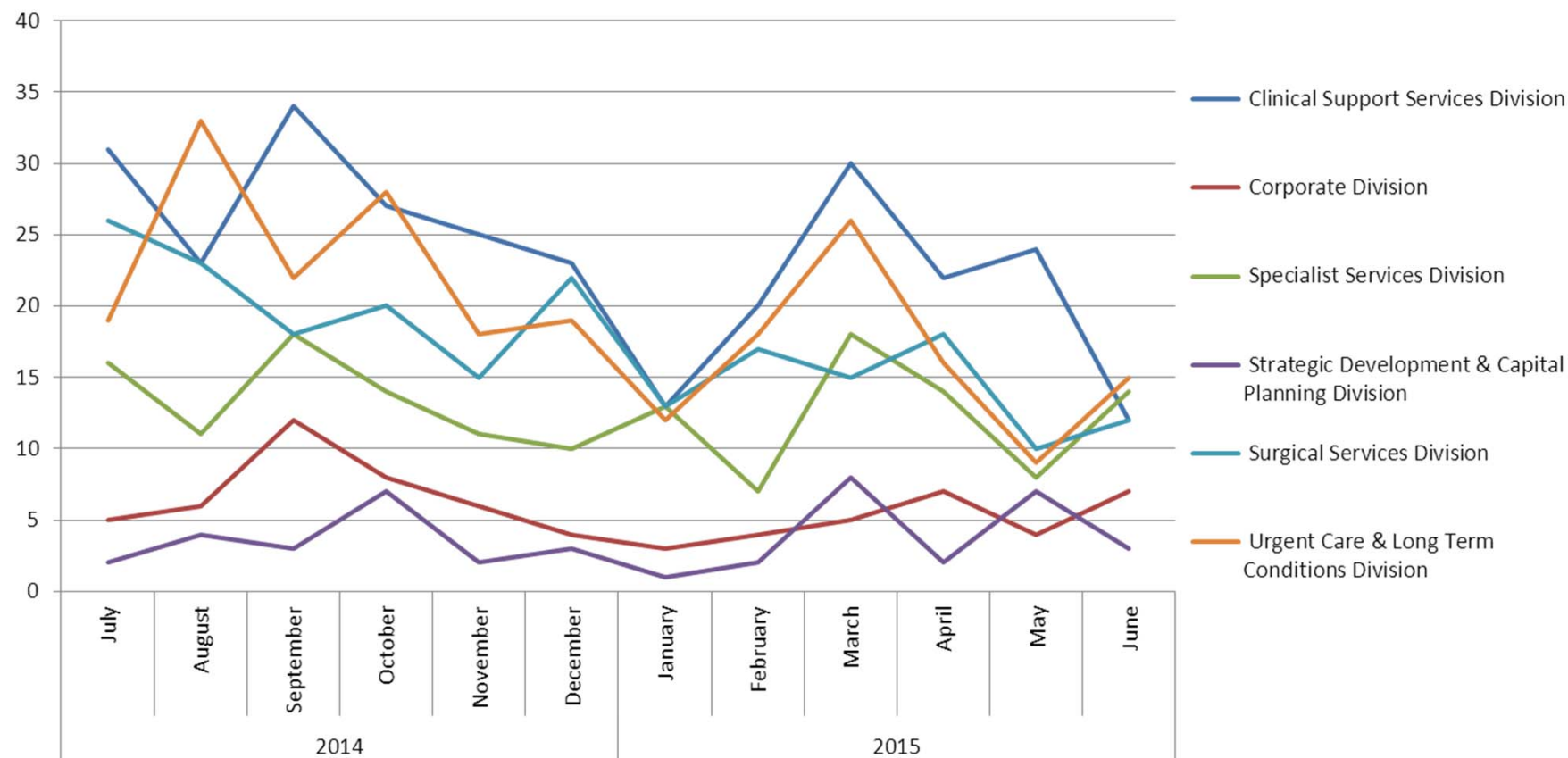
Surgical = 50

Specialist = 26

Clinical Support Services = 58

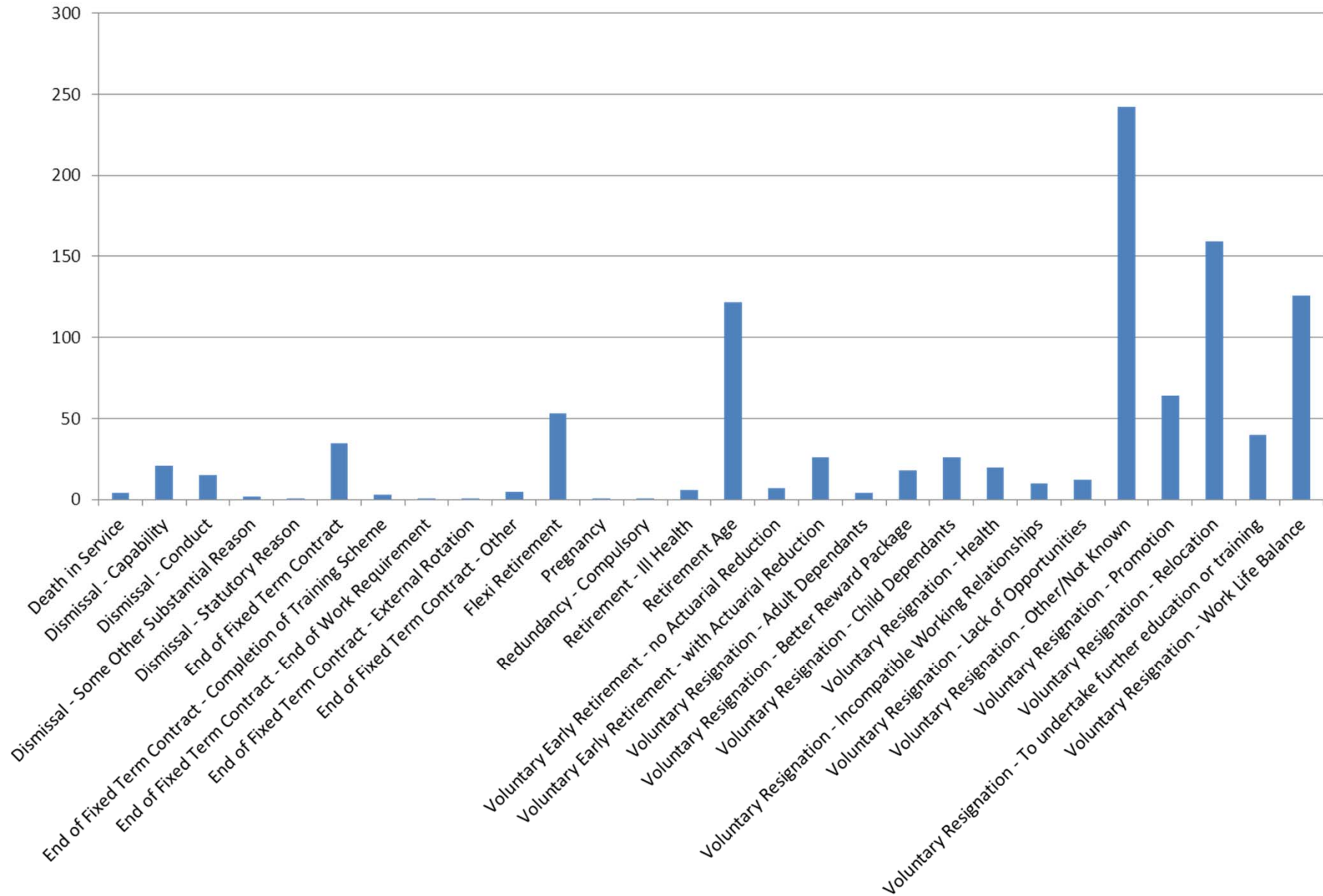
*Please note, that the numbers quoted above are a snapshot in time as this is a constant moving target.

Leavers by Division (Headcount)

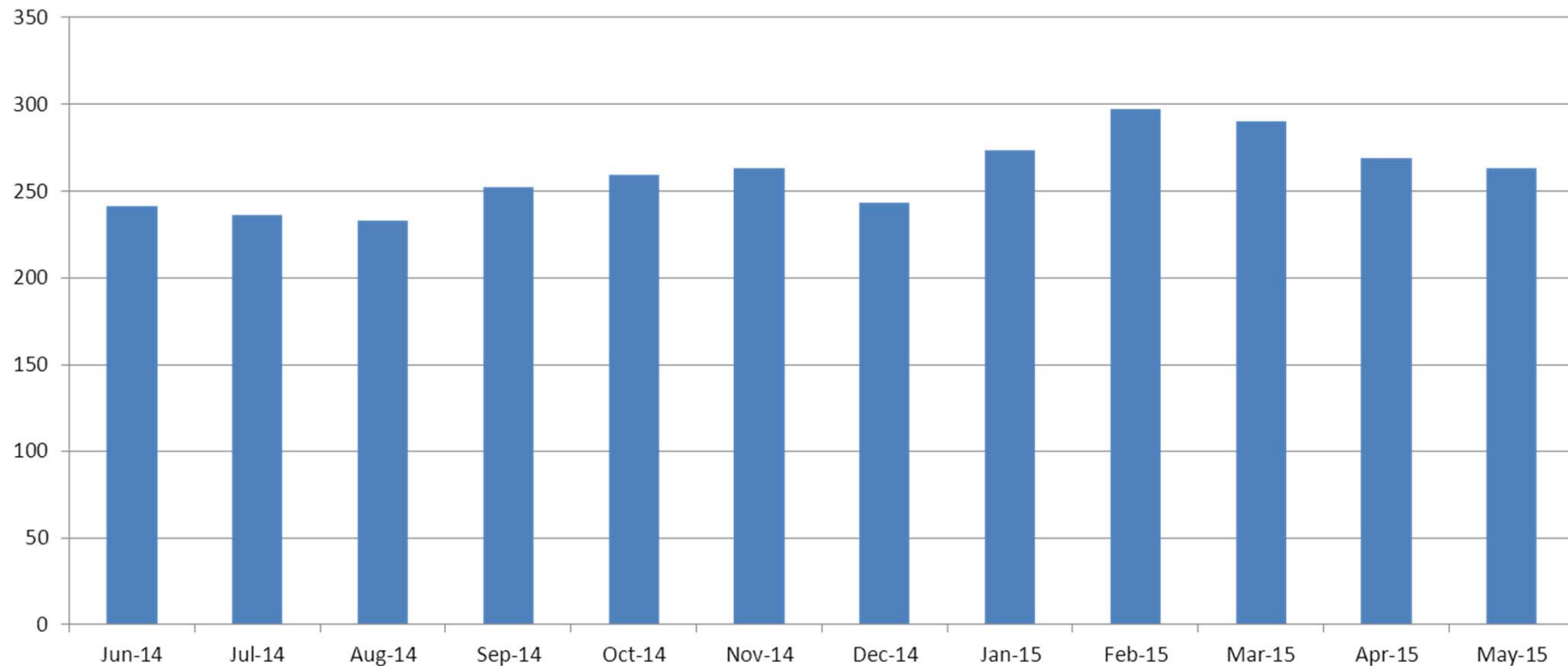


The graph above shows the number of leavers each month, by Division for a rolling 12 Month period. Leaving rates in CSSD continue to decline and divisional rates are slowly declining overall.

Reasons for Leaving (Headcount) - 2014/15



Trust NHSP Usage (WTE)

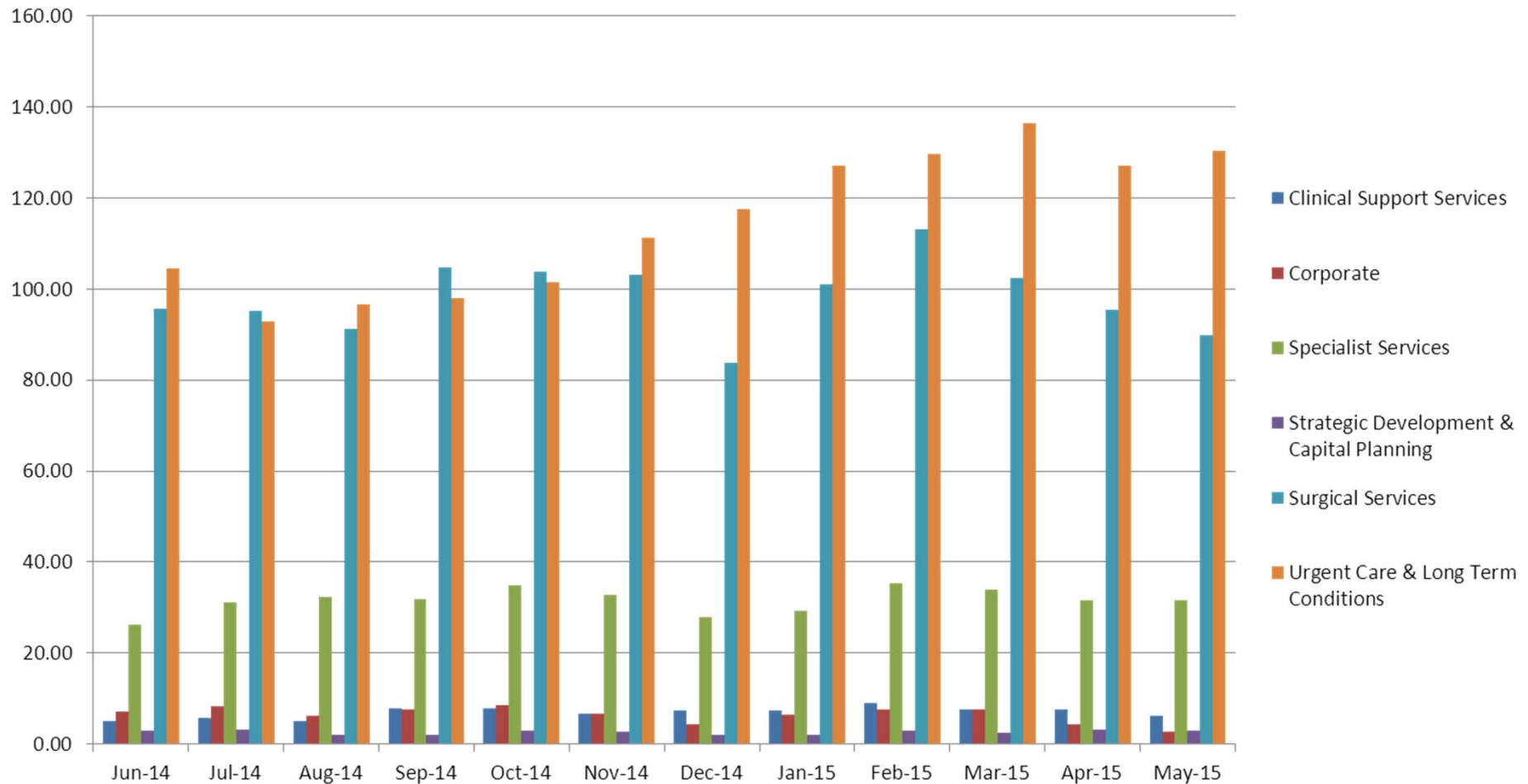


The graph above shows the Trust NHS Professionals (NHSP) usage, in working time equivalent (WTE) for the last 12 months.

The number of NHSP staff booked does not vary greatly month on month and appears to remain consistent throughout the year. Work is underway to increase the Trust Bank with NHSP and reduce the use of Agency.

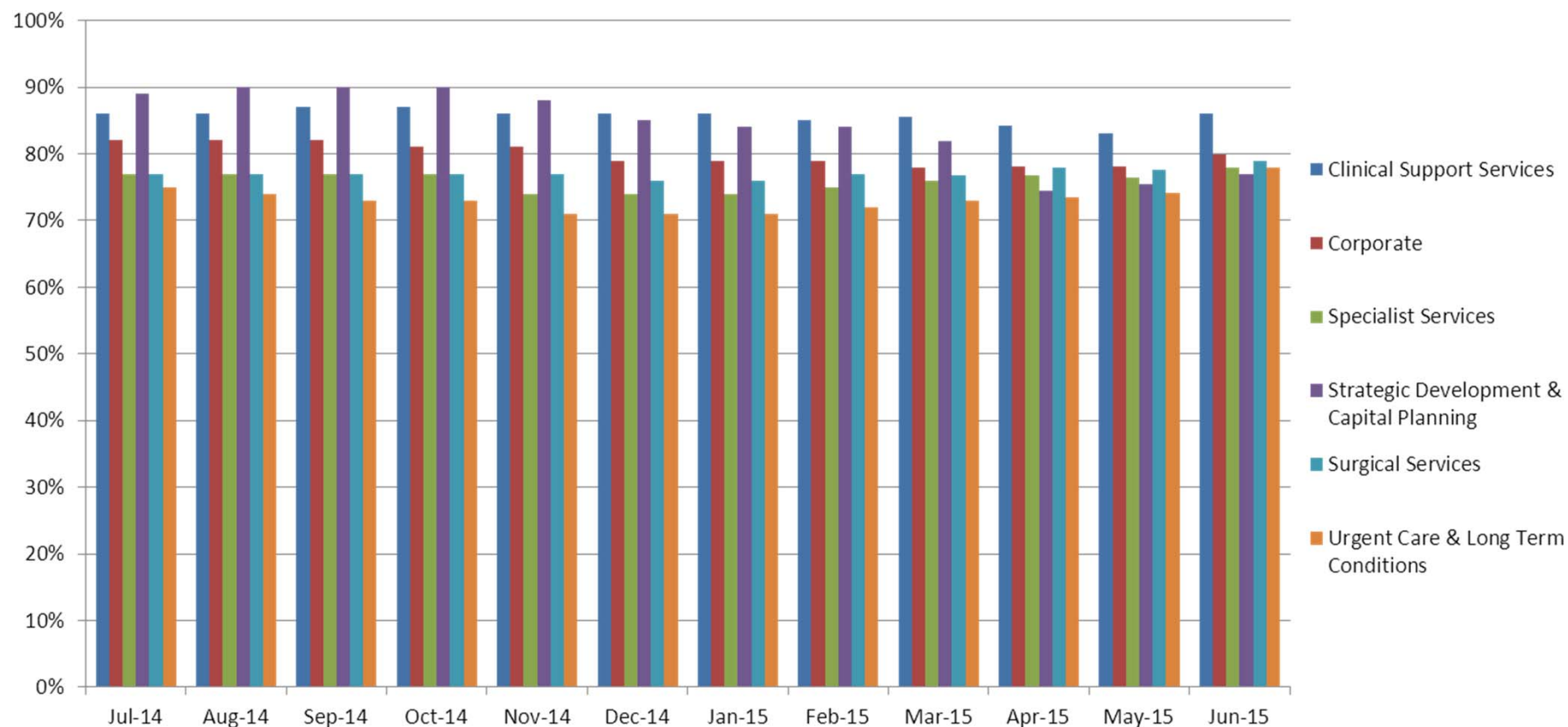
Source: NHS Professionals MI Reporting

NHSP Usage (WTE) by Division



This graph shows the Trust NHSP usage, broken down into the various Divisions. For most of the Divisions, the NHSP usage has been relatively stable throughout the year, the exceptions being UCLTC and Surgical Services who have higher rates during the winter pressures periods .

Statutory Training Compliance % by Division

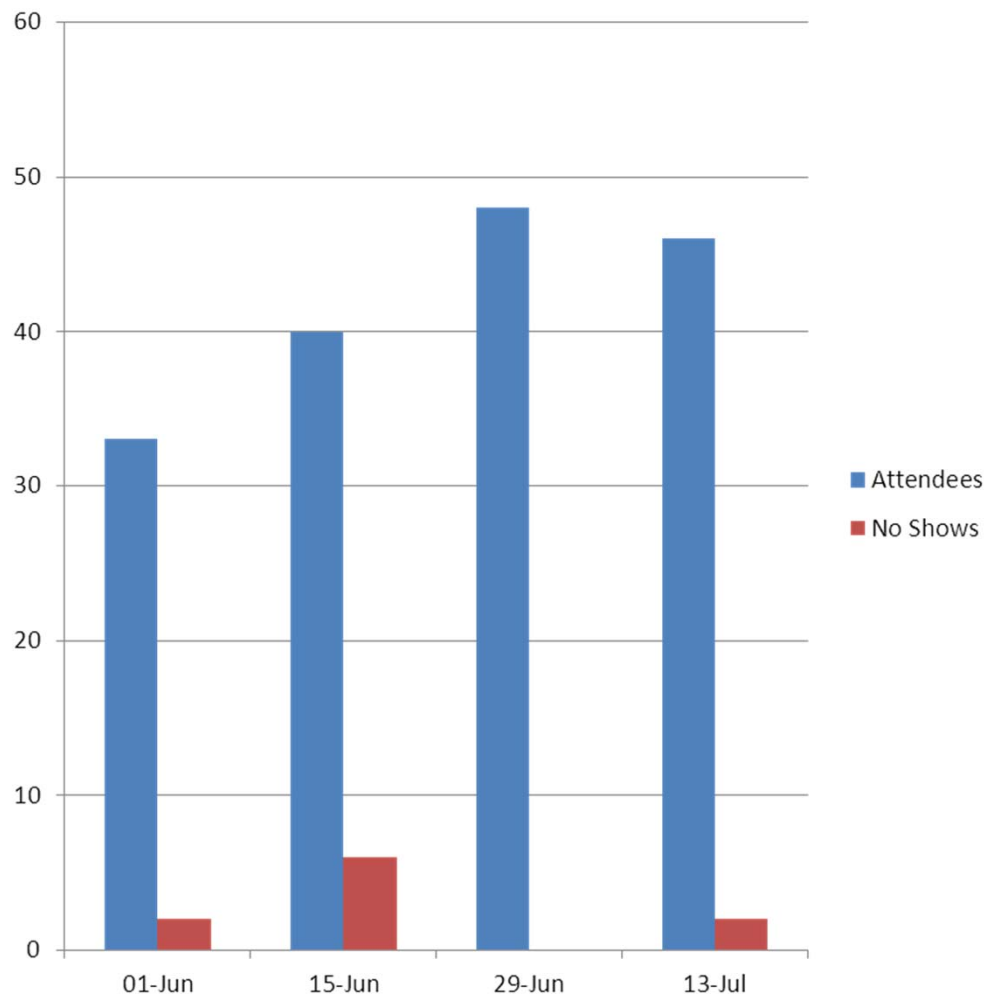


The graph above shows the Trust statutory training compliance by Division, for a rolling 12 month period starting June 2014. The Trust compliance rate in June 2015 was 80%.

(These figures are an average of the compliance rates for all of the Statutory Training courses and do not include staff on Maternity Leave, Adoption Leave and Career Breaks)

Trust Welcome Day

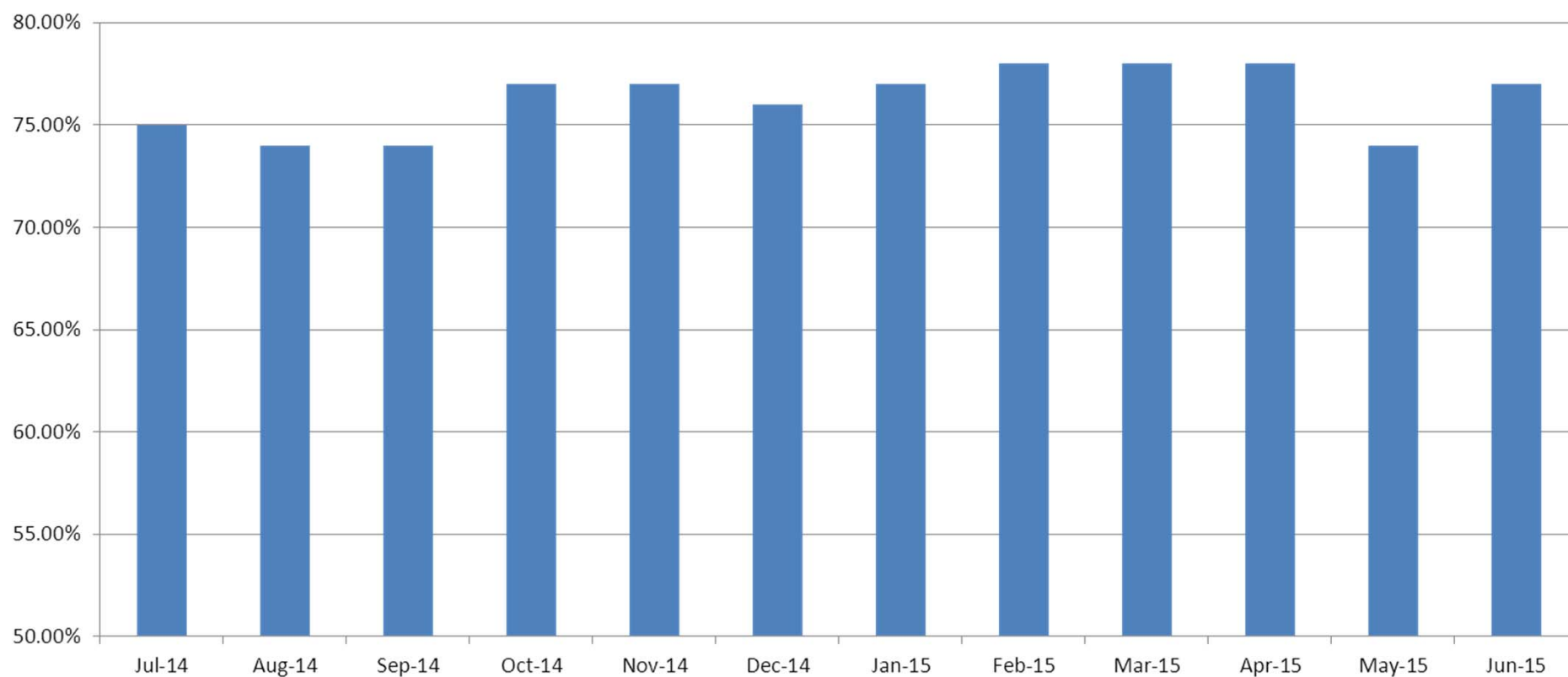
Welcome Day Attendance - Headcount



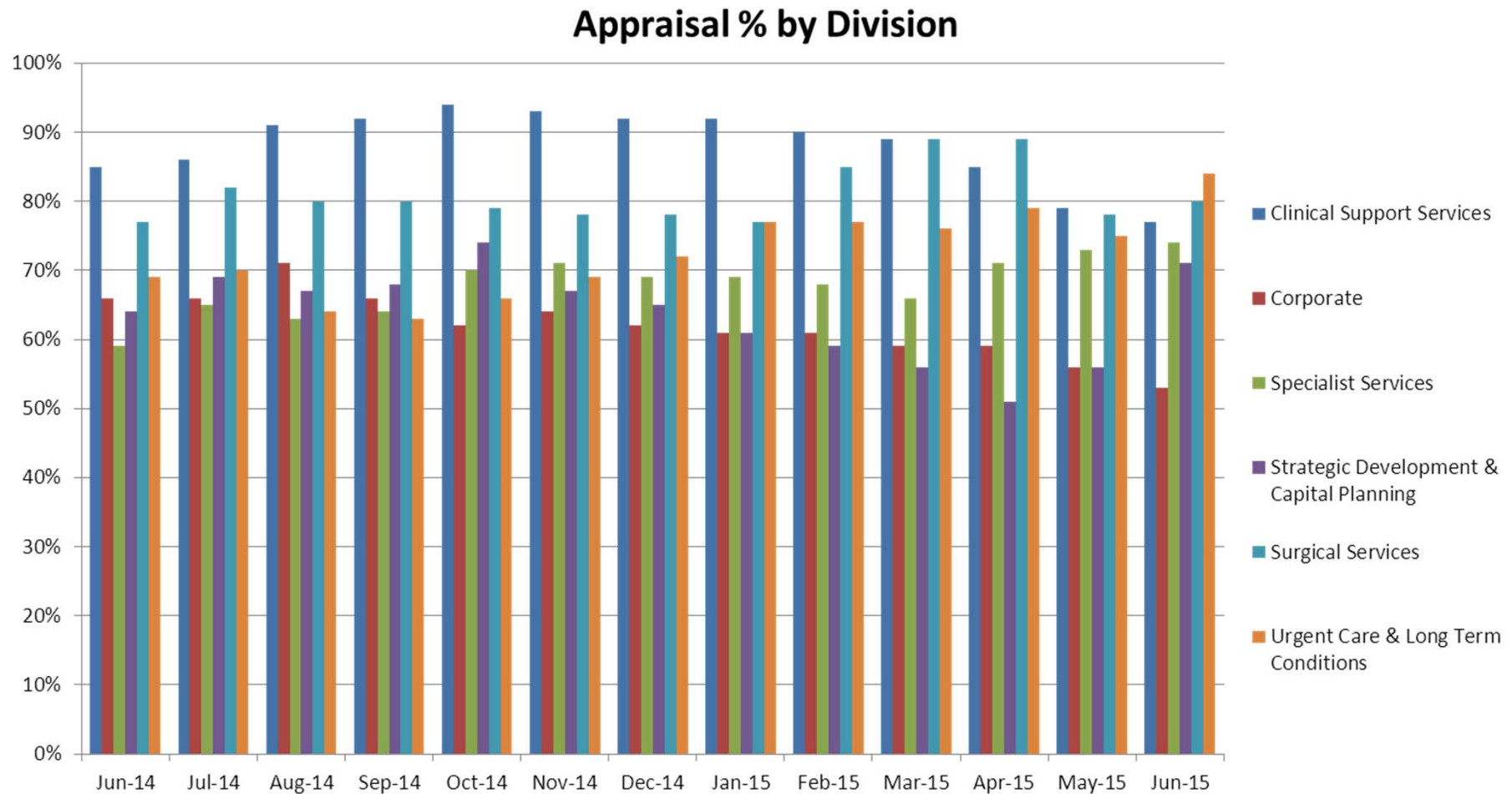
The Trust Welcome Day's started on 1st June 2015 and occur every fortnight with four held so far. Feedback from the new starters has been excellent and a more formal evaluation of the Welcome Days is planned to assess the impact these days are having on both the individual new starters experience and areas they are joining.

To do this, both the new starter and their line manager will be asked to complete a short questionnaire after the new starter has been within the Trust for 8 weeks. Data from the questionnaires will be used to measure the overall effectiveness of these sessions and drive improvements to how they are conducted.

Trust Appraisal %



The Trust appraisal rate has increased by 3% since May to 77% in June 15.



There has been a decrease in the number of appraisals completed in the Clinical Support Services Division, along with a notable increase in the number of appraisals undertaken in UCLTC.

(The Appraisal % figures do not currently include Doctors appraisals, as these are not held on ESR. We will be working to include these in the next report)