

Trust Board Report

Meeting Date:	29 th June 2015
Title:	Executive HR Summary Report
Executive Summary:	<p>The report provides an Executive summary on:</p> <ul style="list-style-type: none"> • Headcount • Sickness Absence • Locum and Bank Costs • Agency • Nursing Recruitment • Medical Recruitment • Workforce Planning • ChatBack Staff Survey • Management and Leadership Development • Occupational Health & Wellbeing
Action Requested:	The Board is asked to note the report.
Report of:	Director of HR and Organisational Development
Author: Contact Details:	<p>Daniela Locke, Head of Workforce</p> <p>d.locke@nhs.net</p>
Resource Implications:	-
Public or Private: (with reasons if private)	Public
References: (eg from/to other committees)	-
Appendices/ References/ Background Reading	
NHS Constitution: (How it impacts on any decision-making)	<p>In determining this matter, the Board should have regard to the Core principles contained in the Constitution of:</p> <ul style="list-style-type: none"> ✚ Equality of treatment and access to services ✚ High standards of excellence and professionalism ✚ Service user preferences ✚ Cross community working ✚ Best Value ✚ Accountability through local influence and scrutiny

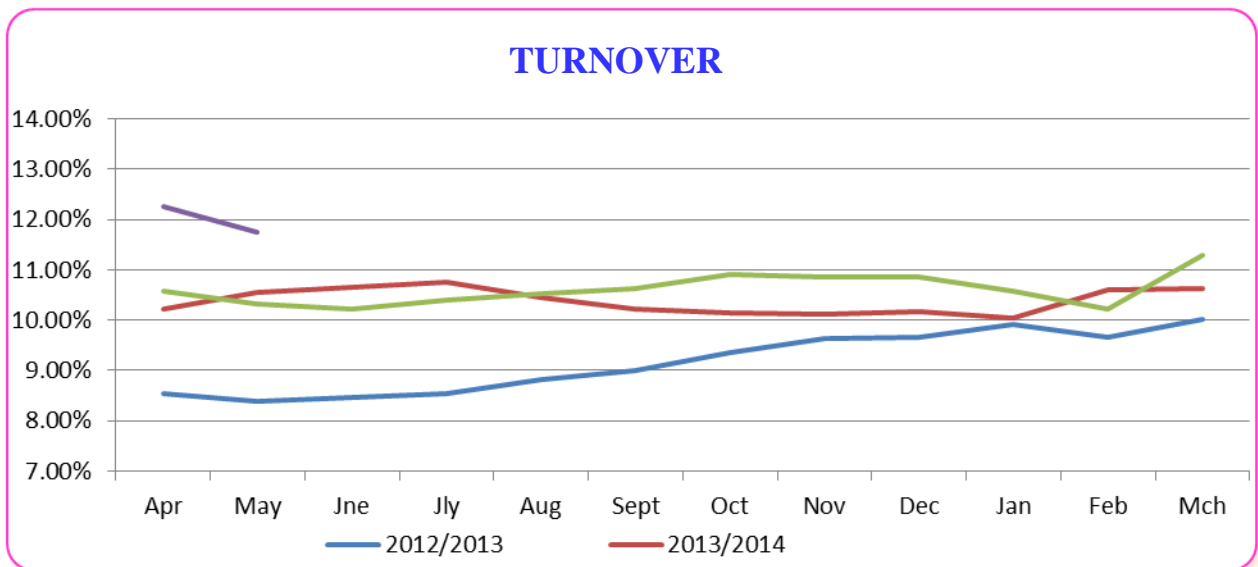
Executive HR Summary Report

1. Headcount

The Trust employee headcount has continued to increase over the last rolling 12 months by 15%; as at end of May 2015, the Trust employed 7994 employees (6859.79 wte) compared to 6993 employees (5992.44 wte) in May 2014. The current wte breakdown includes 2933.31 wte Nursing/HCA workforce, 714.41 wte Medical.

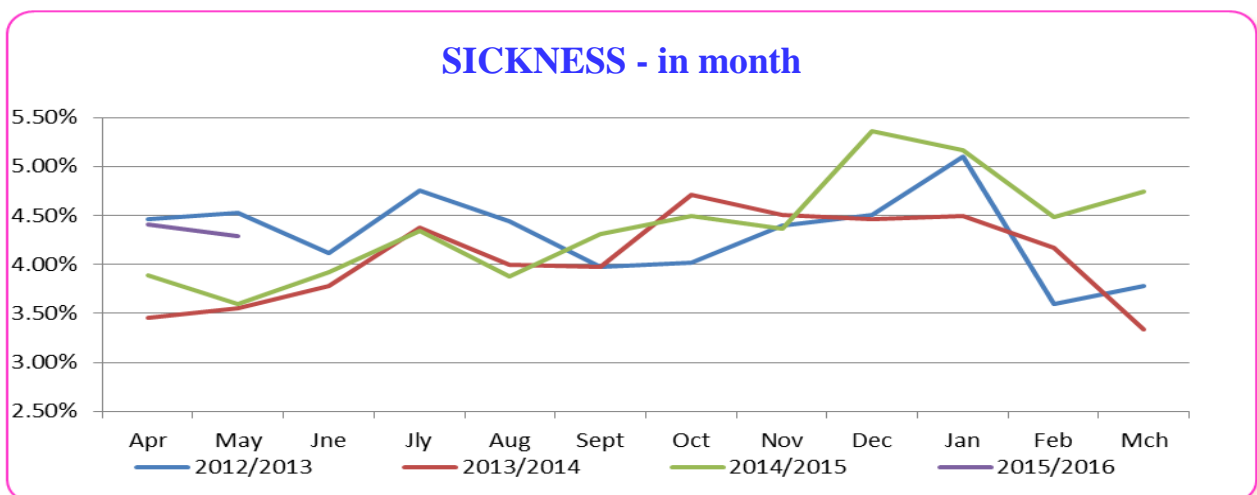
2. Employee Turnover

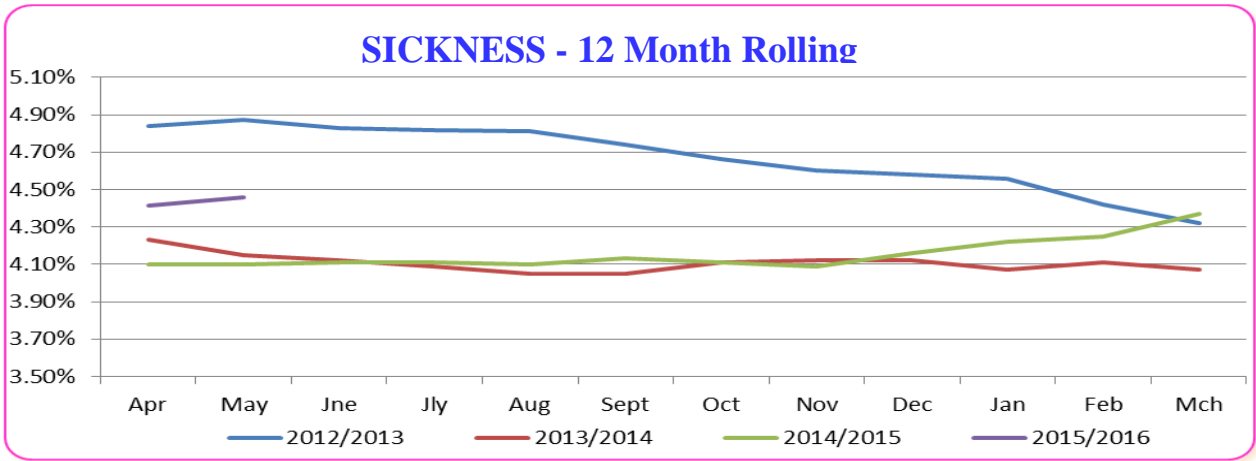
The Trust rolling year employee turnover decreased in May compared to last month, from 12.25% to 11.74%, but remains below the current Trust target of 13.2%.



3. Sickness Absence

The monthly Trust sickness absence rate decreased from 4.41% in April to 4.29% in May 2015. (Annual rolling average 4.46%), which is 1.52% above the Trust's current target of 3.24%. The top reasons for absence were anxiety/stress, musculo-skeletal, gastrointestinal and cough/cold/flu. The May 2015 absence rate is 0.36% higher than the sickness absence rate for May 2014.

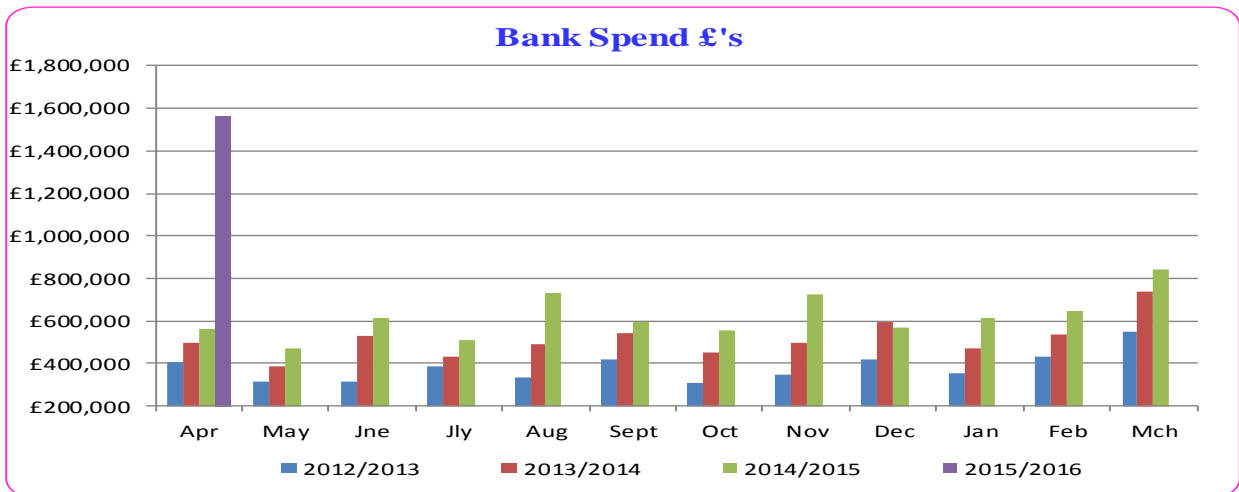




4. Temporary Staffing Bank Costs

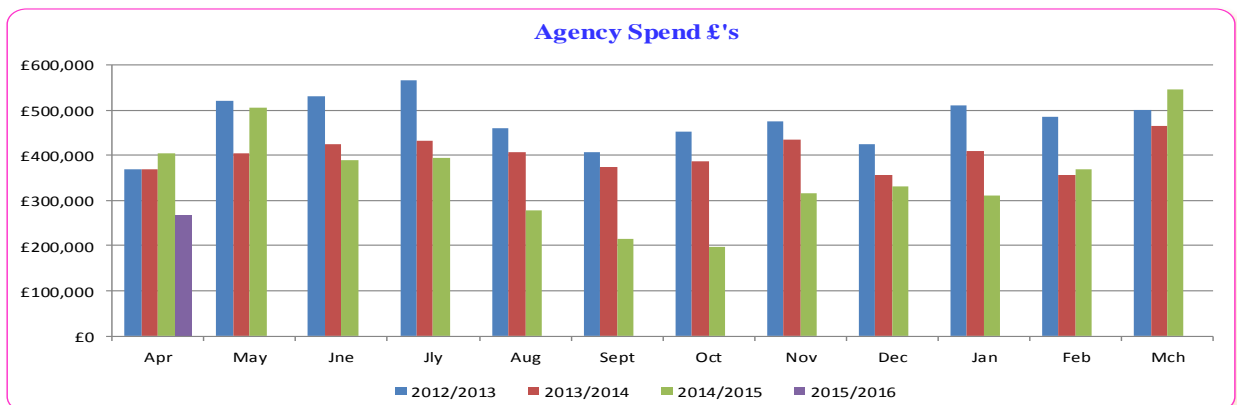
Temporary Staffing Bank costs have increased over the last 12 months compared to the previous 12 months. The main increase in use of temporary staffing in year ending 2014/15 was due to additional capacity, one-to-one care requirements, and to cover vacancies.

Please note that since last month's report the Bank spend shows a higher than normal increase; this is due to finance now having incorporated the 247 Time bookings into the Bank spend line.



5. Agency Spend

There has been a decrease of 51% in agency costs compared to the previous month reported and is 33% less than the same time in 2013/14.



6. Nursing Workforce Recruitment as at 31st May 2015

(NB any minus figure indicates an over-establishment)

Vacancies - Open + Advertised					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	10.66	-1.48	9.18	2.01	11.19
Div-2	44.05	5.65	49.70	6.52	56.22
Midwives	6.41	-4.38	2.03	-0.99	1.04
Community	9.83	2.15	11.98	-0.71	11.27
Totals	70.95	1.94	72.89	6.83	79.72
Filled Vacancies - Pending Starters Not Yet In Post					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	21.60	5.10	26.70	0.40	27.10
Div-2	15.41	0.00	15.41	1.00	16.41
Midwives	1.60	1.32	2.92	0.00	2.92
Community	1.85	1.00	2.85	0.00	2.85
Totals	40.46	7.42	47.88	1.40	49.28
Total - All Unfilled Posts (Open Vacancies + Pending Starters)					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	32.26	3.62	35.88	2.41	38.29
Div-2	59.46	5.65	65.11	7.52	72.63
Midwives	8.01	-3.06	4.95	-0.99	3.96
Community	11.68	3.15	14.83	-0.71	14.12
Totals	111.41	9.36	120.77	8.23	129.00

There are currently 70.95wte qualified nursing vacancies within the Trust (previous month 65.43wte); this is an increase in month of 5.52wte which is due to the increase number of leavers.

During May 2015, there were 3 qualified nurse starters totalling 557 qualified nurses joining the Trust since January 2014. In addition we have recruited an additional 2 temporary staff onto our internal Bank in the last month (totalling 94 over the last 16 months).

6.1 Overseas (European) Nurse Recruitment

5 of the overseas nurse will be leaving the Trust during June/July with three relocating to London to work in either private hospital or NHS Trusts and a further two being offered positions at University Hospital Birmingham NHS Foundation Trust. This brings the total to eight leavers from the four international cohorts.

NMC Registration status:

- June Cohort - 1 nurse currently at admitted stage
- January 2015 Cohort - 25 nurses are already registered and a further 3 at 'Admitted' stage, i.e. close to receiving their PIN numbers. 6 still at assessment stage.

6.2 Local Recruitment

Bank recruitment events have taken place during May for both qualified staff – 4 additional bank only staff recruited and 25 additional HCA staff being recruited.

Newspaper adverts have been placed for Endoscopy Nurses which will be interviewed on 8th June 2015, 16 applications have been sent for shortlisting.

Following an open advert for nursing posts in Trauma & Orthopaedics, the department have appointed five candidates this month.

6.3 Promoting Health Careers

We have requested a stall at the Birmingham RCN Event which is to be held on 2-3 July; we are currently on the reserve list for a place.

6.3 Health Education West Midlands (HEWM) Pilot - EURES Programme

The last event took place in Helsinki on the 10th June 2015, 5 candidates were successful with 2 being placed at The Royal Wolverhampton NHS Trust, the other two Trusts who took part in this event were University Hospital Birmingham NHS Foundation Trust and Heart of England NHS Foundation Trust.

7. **Medical Workforce Recruitment**

The tables below provide a high level overview of establishment vs. vacancies across the Trust (as at 3rd June 2015):

Division 1				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	192	12	6.25%	6.77%
SAS Grades	50	5	10.00%	10.00%
Training Grades	142	11	7.75%	7.75%
Non-Training Grades	55	13	23.64%	29.10%
Totals	439	41	9.34%	10.25%

Division 2				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	135.2	13.6	10.06%	10.29%
SAS Grades	24	5	20.83%	21.74%
Training Grades	177	15	8.47%	7.91%
Non-Training Grades	19	4	21.05%	21.05%
Totals	355.2	37.6	10.59%	10.42%

Division 1 – a marked decrease in non-training grade vacancies due to successful recruitment in CT Anaesthetics (1) and T&O (2), adjusted figures showing just under a 1% decrease in the overall Divisional vacancy rate; these figures include the Paediatric transfers from County Hospital.

Division 2 – slight variation in all bar non-training grades, increase in training grade vacancy figure due to one Higher Level Trainee in Oncology leaving at the end of contract.

Continuing active recruitment for Consultant posts across Medicine and Surgery divisions is on-going.

8. Workforce Planning

The signed off final workforce plan was submitted on time on the 5th June to Health Education England, West Midlands and to the CCG.

The next stage following final submission will be the Trust engaging in a confirm and check process both at a meeting of workforce planners in the Black Country Region followed by a meeting with the regional LETC (Local Education and Training Committee) at the end of July 2015.

Workforce Planning Cycle 2015/16							
Task	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15
Draft submission of financial/workforce plan to TDA	√						
Second draft submission of financial/workforce plan to TDA				√ 7th			
Final draft submission of financial/workforce plan to TDA					√ 14th		
HEWM issue pre-populated workforce demand templates, narrative template and guidance to Providers and Commissioners			x	√ Received			
Regional Workforce Planning Workshop			31st				
Submission of templates to CCGs for assurance of years 1-2 for education commissioning purposes only					√ 15th		
Trusts engage with CCG to seek assurance of the two year workforce plan.				√	√	√	
Submit to HEWM completed workforce plan templates to include assurance of plan from CCG and appropriate sign off at Trust Board level						√ 5th	
Regional Workforce Planners Confirm and Check							27th
Regional LETC Workforce Plans Review							30th

9. ChatBack Staff Survey 2015

The results of the local staff survey have been communicated across the organisation and have been placed on the Intranet site. Divisional and Directorate reports have now been received and are being disseminated across the divisions; the next stage is for directorates and divisions to agree and produce their one page action plans / pledges and progress will be reviewed periodically.

10. Management and Leadership Development

The Trust has recently been awarded in excess of £3.3k for the NHSLA Sign up to Safety Programme. This money will be used for a targeted roll out of the Process Communication Model (PCM) programme in key areas. Planning and scoping meetings are taking place; additional PCM trainers are being identified and dates have now been set to enable them to be PCM qualified by the end of September. Short introductory sessions explaining the project & benefits of PCM are

being planned for Senior Managers in late autumn to engender support and buy-in to the programme, with PCM training for teams aiming to start in February 2016.

The Leadership and Management Team are currently leading a Black Country Wide Career and Leadership Development Project. The day-long events are currently fully booked for the career centres and limited spaces are available for the leadership centres. Further dates to suit demand and budget are currently being looked into alongside post-course master classes to suit the needs of the delegate.

A bespoke Difficult Conversations course has been delivered to the Corporate Division with the assistance of the HR Department. Further delivery of key skills training such as Recruitment and Selection and KSF PDR/Appraisal courses are continuing to be popular among staff members.

Management and Leadership Development and Emotional Intelligence courses are being delivered as per the training programme and continue to be over-subscribed. The key learning points of more effective relationship management through greater self-awareness continues to have a significant impact on the vast majority of the delegates.

11. Occupational Health & Wellbeing Service

A meeting took place with the HR leads at Cannock and Stafford Borough Councils on 1st June to confirm arrangements for the new contract work and agree KPI's. The lead Occupational Health nurse responsible for day to day delivery of services will be Priyanka Dhandra with support from Craig Yeats, Occupational Health Technician. We have recently contracted the services of Dr Eddie Suveidis, OH Diploma Physician, who will also be providing back-up sessions at New Cross.

West Park Hospital Occupational Health department - Refurbishment has now begun and this should greatly improve the working environment and allow a move back into the designated rooms instead of the need to occupy temporary clinic space in the Outpatients facility.
