

Trust Board Report

Meeting Date:	27 April 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	<p>Appendix 1 Briefing on Current Status of Recruitment, Attraction and Retention</p> <p>Appendix 2 Annual Workforce Planning Round 2015/16</p> <p>Appendix 3 Management and Leadership Report</p> <p>Appendix 4 OH & Wellbeing Summary</p>
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

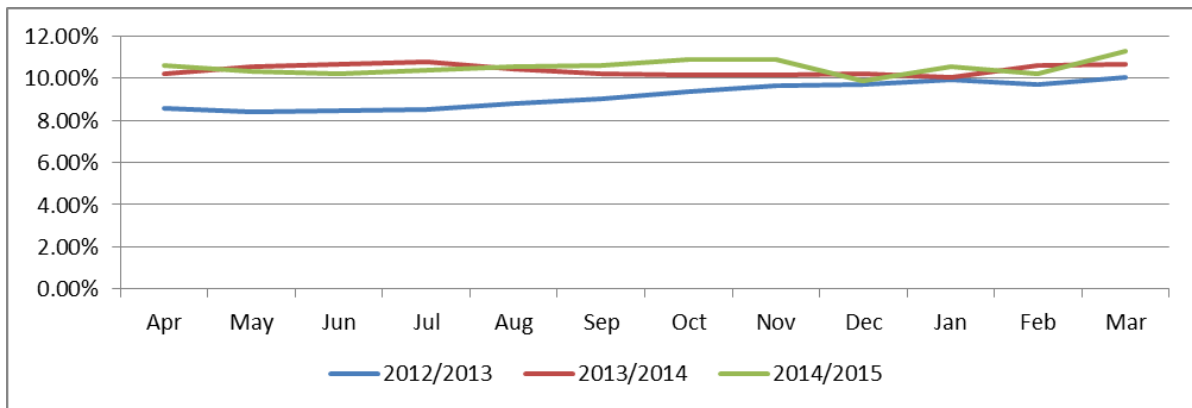
Executive HR Summary Report

1. Headcount

The Trust headcount has continued to increase over the last 12 months by 13%; as at end of March 2015, the Trust employed 7972 employees compared to 6916 in March 2014. The most recent increase is mainly due to further transfers from Cannock through the second stage service integrations.

2. Staff Turnover

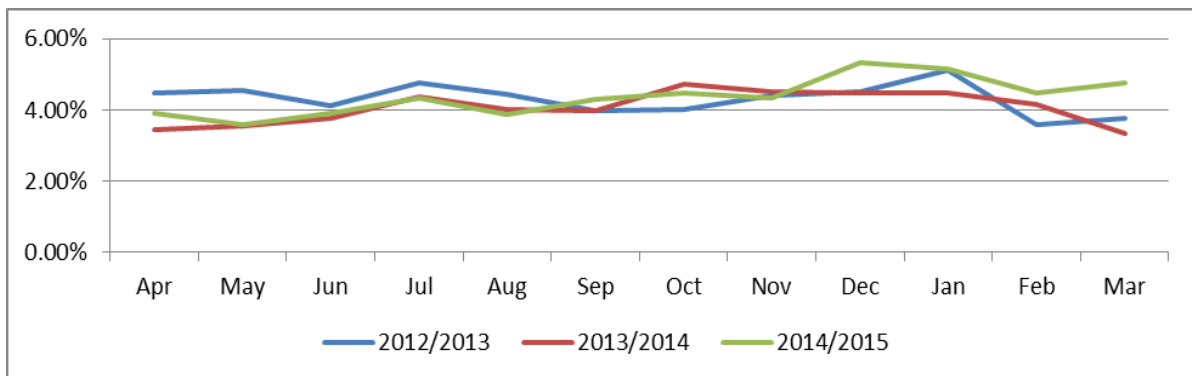
The Trust staff turnover for March was 11.29%, which is below Trust target and below national benchmarks (Trust target 13.2% which is aligned to national healthcare sector levels).



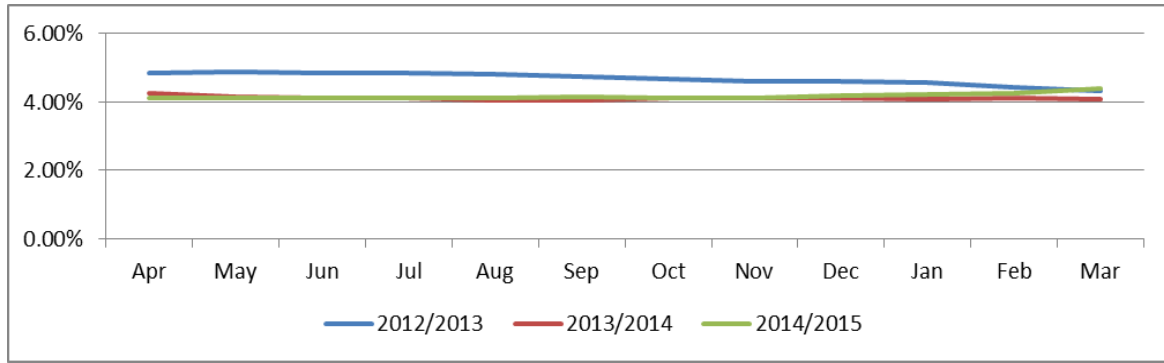
3. Sickness Absence – In Month

The Trust sickness absence rate has risen in March 2015 to 4.74% (rolling average 4.37%), which is 1.5% above the Trust's target of 3.24%. The pattern of absence for March is atypical in that in previous years there has tended to be a reduction in absence levels in March. However this year the Trust has experienced sustained increased pressure on the service in the early part of the year, which may have impacted on staff's wellbeing, and also continued incidence of Norovirus; there has been an increase this month in absence due to gastroenterological conditions.

The Board in 2013 signed up to a Health and Wellbeing Strategy to support a decrease in sickness absence which included 'call back' early intervention stress management, physiotherapy, counselling etc. A review of this approach is currently underway.

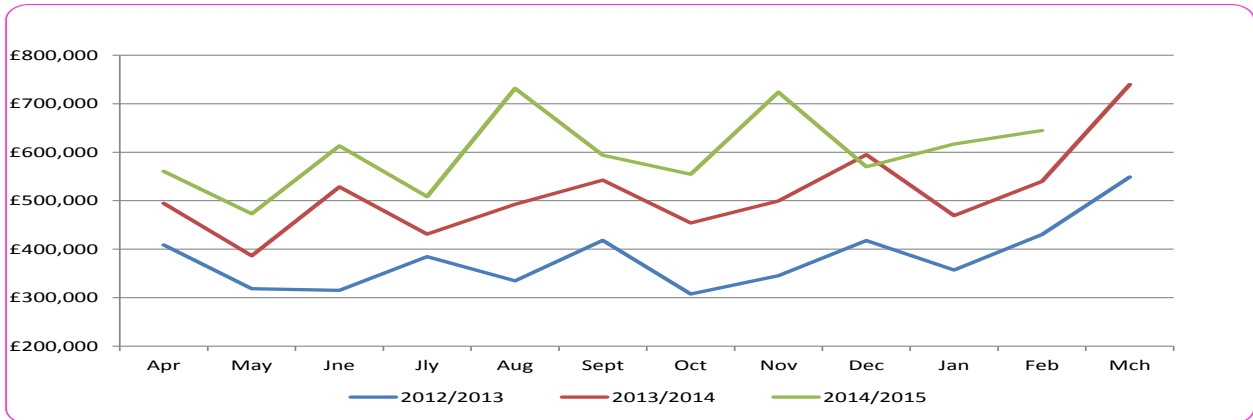


Sickness Absence Rolling 12 Months



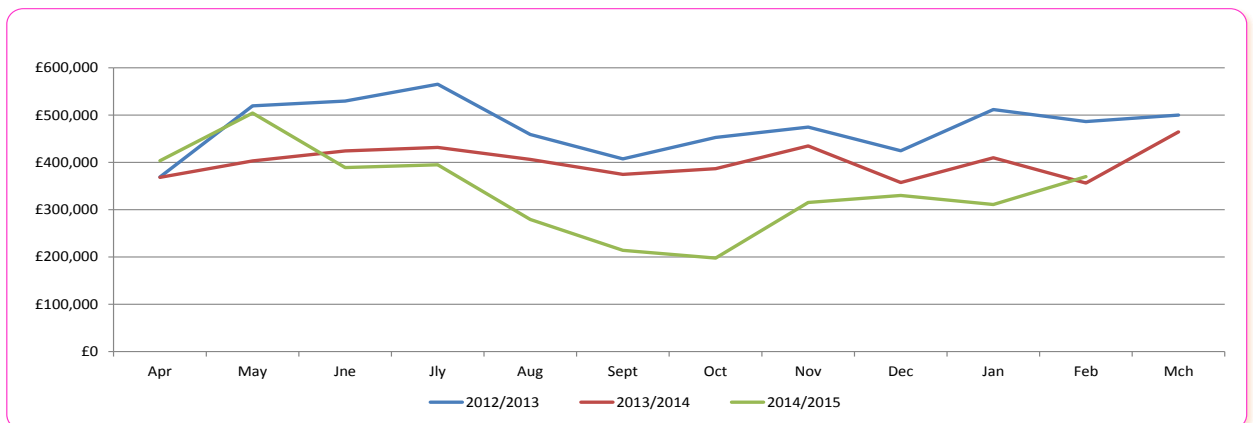
4. Temporary Staffing Bank Costs

Temporary Staffing Bank costs have increased over the last 12 months compared to the previous 12 months (19.5%). There was an in-month increase of 4.6%. The main increase in use of temporary staffing is due to additional capacity, one-to-one care requirements, and to cover vacancies.



5. Agency

There has been an increase of 18.9% in agency costs compared to the previous month reported and is 3.9% higher than the same time in 2013/14. The main reason for the in-month increase is related to one patient who required on the 2nd February and required 24 hours one-to one MAPA care over a period of just over four weeks.



6. Nursing Workforce Recruitment as at 31st March 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	-8.72	-3.39	-12.11	0.90	-11.21
Div-2	35.13	-2.50	32.63	5.31	37.94
Midwives	-1.89	-4.29	-6.18	0.54	-5.64
Community	10.98	4.12	15.10	-0.71	14.39
Totals	35.50	-6.06	29.44	6.04	35.48

Filled Vacancies - Pending Starters Not Yet In Post					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	13.00	7.00	20.00	1.68	21.68
Div-2	14.00	3.22	17.22	0.00	17.22
Midwives	0.00	0.00	0.00	0.00	0.00
Community	7.40	6.73	14.13	0.00	14.13
Totals	34.40	16.95	51.35	1.68	53.03

Total - All Unfilled Posts (Open Vacancies + Pending Starters)					
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	Total - Qual + HCA + Others
Div-1	4.28	3.61	7.89	2.58	10.47
Div-2	49.13	0.72	49.85	5.31	55.16
Midwives	-1.89	-4.29	-6.18	0.54	-5.64
Community	18.38	10.85	29.23	-0.71	28.52
Totals	69.90	10.89	80.79	7.72	88.51

There are currently 35.50wte qualified nursing vacancies (previous month 72.41wte). The reduction in month of 36.91wte was helped with 15.40wte (Band 7 x 1wte, Band 6 x 2wte and Band 5 x 12.40wte) qualified nurses being released due to the closure of Ward A10 and those staff being deployed into vacant posts across the organisation.

During March 2015 there were 17 qualified nurse starters, totalling 542 qualified nurses joining the Trust since January 2014. In addition we have recruited an additional three temporary staff onto our internal Bank in the last month (totalling 90 over the last 15 months).

A Recruitment day is planned to take place on 25th April between 10.00 and 15.00 hours. Recruitment for the following specialties: Trauma & Orthopaedics, Cardiology, General Surgery, Acute Medicine, Care of the Elderly & Rehabilitation, Theatres and Community Midwifery will take place on the day.

Overseas (European) Nurse Recruitment

NMC Registration status:

- June Cohort - 1 nurse still awaiting PIN number – this nurse currently suspended now at assessment stage 3 admitted with the NMC. The other nurse who raised the official complaint has now gained NMC registration with effect from 7th April 2015.
- July Cohort – all are registered

- September Cohort - 1 nurse awaiting PIN number - Pin to be issued before 30th April 2015.
- January 2015 Cohort - 19 nurses are already registered and a further 4 at 'Admitted' stage, i.e. close to receiving their PIN numbers.

Regional Overseas Recruitment

A regional overseas recruitment event that took place in Lisbon on the 13th March 2015 ensured that two highly qualified Trauma & Orthopaedics nurses from Portugal were placed at the Trust.

The next event is taking place in Turin, Italy from 5th to 8th May 2015. The number of candidates for this event is in excess of 80 with 60% of the candidates being newly qualified.

A further event is planned for Helsinki, Finland week commencing 8th June 2015; the nurses for this event are all highly experienced from a multiple skills base in a variety of clinical areas.

7. Medical Workforce Vacancies

The tables below provide a high level overview of establishment vs. vacancies across the Trust:

Division 1				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	192	13	6.77%	6.32%
SAS Grades	50	6	12.00%	12.24%
Training Grades	143	10	6.99%	7.80%
Non-Training Grades	55	15	27.27%	28.07%
Totals	437	44	10.07%	10.30%

Division 2				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	132.2	12.6	9.53%	8.84%
SAS Grades	24.7	4	16.19%	16.19%
Training Grades	176	13	7.39%	6.90%
Non-Training Grades	19	4	21.05%	21.05%
Totals	351.9	33.6	9.55%	9.06%

(Figures as at 8th April 2015)

Vacancy rates in both clinical divisions for each level have remained relatively constant; figures include staff transferred from UHNM on 1st April 2015.

8. Workforce Planning

The Trust is required each year to refresh and submit its 5 year workforce plan and requirements for education commissioning. The need for detailed workforce planning is recognised and further work is being undertaken within the Trust in order to ensure full integration with the Trust's Business Planning process.

The following table shows the timelines of workforce plan submission to the TDA, the CCG and HEWM and stages completed to date:

Workforce Planning Cycle 2015/16

Task	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-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					17th	
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

9. ChatBack Staff Survey

The 2015 Chat Back staff survey will launch on 22 April 2015 and will run until the 7th May 2015. We have taken time this year to change the way the survey questions are phrased so they can be answered by all levels of staff and we feel this is important because we want to encourage participation in completing the survey and gaining feedback from as many staff members as possible. The survey is anonymous and to support this, for the first time we will not include any social statistic questions.

10. Management and Leadership Development

There is currently a review of the National Leadership Academy, the National Core Leadership programme and the Local Delivery Partners; results are expected in April. The regionally based arm of the Leadership Academy is hosted at Health Education West Midlands (HEWM) and the team there is jointly funded by the National Leadership Academy and the LETB and the outcomes of the national review and resultant funding will affect regional delivery and priorities.

The Trust has been successful in a bid for £332k for the 'Sign up to Safety' campaign against the NHSLA premium. The bid focuses on the roll out of conscious awareness of the Process Communication Model (PCM) across the Trust with a five year rolling programme.

A programme of coaching sessions for managers and coaching conversations approaches is included in this year's delivery plan.

11. OH & Wellbeing Strategy

A clarification meeting has been held in respect of the joint tender bid for the provision of services to Cannock and Stafford Borough Councils and the decision is expected imminently.

The Trust has agreed the implementation of Schwartz Rounds as a priority this year. Schwartz Rounds provide a structured monthly one-hour forum for staff from all disciplines to discuss difficult emotional and social issues that arise in caring for patients. The purpose of the Rounds is to explore the human and emotional aspects of the experience of delivering care and the challenges that staff face from day to day. Rounds can help staff feel more supported in their jobs, to give them the time and space to reflect on their roles which they might not otherwise have in their everyday routines on busy hospital wards. We have made contact with other Trusts in order to visit and observe their activities and a small number of lead clinicians have already shown an interest and piloting test cases.

APPENDIX 1 - Briefing on Current Status of Recruitment, Attraction and Retention

1. Vacancies advertised

The table below shows the number of vacancies, by staff group, that have been advertised on NHS Jobs over 12 months (April '14 to March '15):

Staff Group	Apr 14	May 14	Jun 14	Jul14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15
Additional Clinical Services	8	13	16	8	10	24	13	9	11	10	15	10
Additional Professional Scientific & Technical	1	3	5	3	3	6	5	2	3	1	6	6
Administrative & Clerical	26	30	35	38	29	25	28	18	20	20	20	31
Allied Health Professionals	13	9	5	10	2	6	9	5	5	9	10	10
Estates & Ancillary	0	2	3	1	2	4	4	3	9	3	8	2
Healthcare Scientists	1	0	0	0	1	0	0	3	0	2	1	0
Medical & Dental	11	13	22	14	15	15	16	11	6	9	12	7
Nursing & Midwifery Registered	32	28	32	28	15	32	25	24	29	32	27	22
Students	0	1	0	0	0	0	0	0	0	0	0	0

In total 1126 jobs were advertised via NHS Jobs over the last 12 months. This is a reduction of 14 advertisements on the same month last year March 2014. The reduction of vacancies advertised is in line with the Trust's on-going financial controls via the corporate vacancy control panel.

1.1 Nursing Vacancy Position (as at 31st March 2015)

There are currently 35.50wte qualified nursing vacancies (previous month 72.41wte). The reduction in month of 36.91wte was helped with 15.40wte (band 7 x 1wte, band 6 x 2wte and band 5 x 12.40wte) qualified nurses being released due to the closure of Ward A10 and those staff being deployed into vacant posts across the organisation.

The tables below provide a breakdown of open vacancies and vacancies pending starters. (NB any minus figure indicates an over-establishment)

	Vacancies - Open + Advertised				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	
Div-1	-8.72	-3.39	-12.11	0.90	
Div-2	35.13	-2.50	32.63	5.31	
Midwives	-1.89	-4.29	-6.18	0.54	
Community	10.98	4.12	15.10	-0.71	
Totals	35.50	-6.06	29.44	6.04	
	Filled Vacancies - Pending Starters Not Yet In Post				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	
Div-1	13.00	7.00	20.00	1.68	
Div-2	14.00	3.22	17.22	0.00	
Midwives	0.00	0.00	0.00	0.00	
Community	7.40	6.73	14.13	0.00	
Totals	34.40	16.95	51.35	1.68	
	Total - All Unfilled Posts (Open Vacancies + Pending Starters)				
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	
Div-1	4.28	3.61	7.89	2.58	
Div-2	49.13	0.72	49.85	5.31	
Midwives	-1.89	-4.29	-6.18	0.54	
Community	18.38	10.85	29.23	-0.71	
Totals	69.90	10.89	80.79	7.72	
	Filled Vacancies - Pending Starters Not Yet In Post				Total - Qual + HCA + Others
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	
Div-1	13.00	11.81	24.81	1.68	26.49
Div-2	18.01	6.77	24.78	1.60	26.38
Midwives	0.00	1.00	1.00	0.00	1.00
Community	2.00	7.33	9.33	0.00	9.33
Totals	33.01	26.91	59.92	3.28	63.20
	Total - All Unfilled Posts (Open Vacancies + Pending Starters)				Total - Qual + HCA + Others
	Qualified Nurses	Unqualified / HCA	Total - Qual + HCA	Others	
Div-1	37.97	11.00	48.97	1.48	50.45
Div-2	54.80	6.50	61.30	8.67	69.97
Midwives	-1.26	-4.22	-5.48	0.54	-4.94
Community	14.31	13.67	27.98	-0.09	27.89
Totals	105.82	26.95	132.77	10.60	143.37

During March 2015 there were 17 qualified nurse starters, totalling 542 qualified nurses joining the Trust since January 2014. In addition we have recruited an additional 3 temporary staff onto our internal Bank in the last month (totalling 90 over the last 15 months).

2. Overseas (European) Nurse Recruitment

2.1 NMC Registration status:

- June Cohort - 1 nurse still awaiting PIN number – this nurse currently suspended now at assessment stage 3 admitted with the NMC. The other nurse who raised the official complaint has now gained NMC registration with effect from 7th April 2015.
- July Cohort – all are registered
- September Cohort - 1 nurse awaiting PIN number - Pin to be issued before 30th April 2015.
- January 2015 Cohort - 19 nurses are already registered and a further 4 at 'Admitted' stage, i.e. close to receiving their PIN numbers.

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

The event that took place in Lisbon on the 13th March 2015 ensured two highly qualified nurses from Portugal were placed at the Trust. These nurses will be placed within Trauma & Orthopaedics, once they have satisfied requirements of the follow up Skype interview with the Matron for the service. The recruitment process is currently underway with no confirmed start date.

The next event is planned to take place in Turin, Italy from 5th to 8th May 2015. The number of candidates for this event is in excess of 80 with 60% of the candidates being newly qualified. Only four other Trusts will take part in this event (University Hospitals of North Midlands, University Hospital Birmingham, Dudley Hospitals and Walsall Community Health).

A further event is planned for Helsinki, Finland week commencing 8th June 2015; the nurses for this event are all highly experienced from a multiple skills base in a variety of clinical areas.

3. Local Recruitment

A Recruitment day is planned to take place on 25th April between 10.00 and 15.00 hours. Recruitment for the following specialties: Trauma & Orthopaedics, Cardiology, General Surgery, Acute Medicine, Care of the Elderly & Rehabilitation, Theatres and Community Midwifery will take place on the day.

Radio adverts on both Capital and Heart FM for the event have commenced from Saturday 11th April until Saturday 25th April 2015, with 30 plus enquires via the text messaging service as at 14th April.

Daily adverts from 15th April with online digital streaming placed in the Metro Newspaper this will run until Friday 24th April. The Express & Star, will run a quarter page spread on the open day on Thursday 16th April, with adverts being included in all the local free paper; Telford Journal, Shrewsbury Chronicle, Wolverhampton Chronicle, Dudley Chronicle, Walsall Chronicle, Sandwell Chronicle and Cannock Chronicle.

The event is also being advertised on the Trust Facebook and Twitter page also on the internal screen page.

Communications Department have been contacted by Midlands Today on Monday 13th April and are hoping to run a press release on the recruitment open day.

Site tours will take place during the day and all areas recruiting will be showcasing their departments.

4. Promoting Health Careers

On the 7th May 2014 at the Walsall Campus the nursing recruitment team will be promoting the Trust; the main focus of this Recruitment Event will be 3rd year nursing students from the University of Wolverhampton both Midwifery and Adult Nurses. These nurses are due to qualify August/September 2015 and will be looking for full-time positions on completion of their nursing degree.

5. Nurse Bank/Agency Requests and Fill Rates

The data below shows the number of shifts (duties) requested over the last 15 months (January 2014 to March 2015) and demonstrates a steady increase in requests since summer 2014. During March 2015, there were 5446 shifts requested (an increase of 893 requests from the previous month) but an increase of 1086 for the same period last year. The internal bank fill rate dropped in March to 79.07% this was due to the number of shifts requested during the month 4306 shifts were filled.

Total Bank Nurse Fill Trust		Filled Hours				Overall Fill Rate	Unfilled Duties	
Duties Requested	Bank Filled Duties	%	Agency Filled Duties	%	Duties		%	
January	3597	3262	90.69%	0	0.00%	335	9.31%	
February	3773	3568	94.57%	0	0.00%	205	5.43%	
March	4360	3934	90.23%	0	0.00%	426	9.77%	
April	3349	3080	91.97%	0	0.00%	269	8.03%	
May	3537	3208	90.70%	0	0.00%	329	9.30%	
June	3937	3359	85.32%	0	0.00%	578	14.68%	
July	4561	3775	82.77%	0	0.00%	786	17.23%	
August	5162	4245	82.24%	0	0.00%	917	17.76%	
September	4474	3807	85.09%	0	0.00%	667	14.91%	
October	4822	4120	85.44%	5	0.10%	697	14.45%	
November	4594	3917	85.26%	3	0.07%	674	14.67%	
December	4287	3448	80.43%	5	12.00%	834	19.45%	
January	4476	3847	85.95%	8	18.00%	621	13.87%	
February	4553	3702	81.31%	47	1.03%	804	17.66%	
March	5446	4306	79.07%	6	0.11%	1134	20.82%	

Qualified		Filled Hours				Overall Fill Rate	Unfilled Duties	
Duties Requested	Bank Filled Duties	%	Agency Filled Duties	%	Duties		%	
January	1272	1085	85.30%	0	0.00%	187	14.70%	
February	1293	1168	90.33%	0	0.00%	125	9.67%	
March	1670	1430	85.63%	0	0.00%	240	14.37%	
April	1152	1003	87.07%	0	0.00%	149	12.93%	
May	1316	1086	82.52%	0	0.00%	230	17.48%	
June	1439	1100	76.44%	0	0.00%	339	23.56%	
July	1752	1282	73.17%	0	0.00%	470	26.83%	
August	1929	1406	72.89%	0	0.00%	523	27.11%	
September	1680	1308	77.86%	0	0.00%	372	22.14%	
October	1879	1539	81.91%	0	0.00%	340	18.09%	
November	1921	1541	80.22%	1	0.05%	379	19.73%	
December	2167	1663	76.74%	0	0.00%	504	23.26%	
January	2131	1754	82.31%	0	0.00%	377	17.69%	
February	2292	1826	79.66%	0	0.00%	466	20.33%	
March	2751	2124	77.21%	0	0.00%	628	22.79%	

Unqualified		Filled Hours				Overall Fill Rate	Unfilled Duties	
Duties Requested	Bank Filled Duties	%	Agency Filled Duties	%	Duties		%	
January	2324	2117	93.63%	0	0.00%	148	6.37%	
February	2480	2400	96.77%	0	0.00%	80	3.23%	
March	2690	2504	96.09%	0	0.00%	186	6.91%	
April	2197	2077	94.54%	0	0.00%	120	5.46%	
May	2221	2122	95.44%	0	0.00%	99	4.46%	
June	2498	2259	95.54%	0	0.00%	239	9.57%	
July	2809	2493	90.43%	0	0.00%	316	11.25%	
August	3233	2839	88.75%	0	0.00%	394	12.19%	
September	2794	2499	87.81%	0	0.00%	295	10.56%	
October	2943	2581	87.70%	5	0.17%	357	12.13%	
November	2673	2376	88.89%	2	0.07%	295	11.04%	
December	2120	1785	84.20%	5	0.23%	330	15.57%	
January	2345	2093	89.25%	8	0.34%	244	10.41%	
February	2261	1876	82.97%	47	2.08%	338	14.95%	
March	2694	2182	80.99%	6	0.22%	506	18.78%	

The agency filled shifts for February are all in relation to one patient on the Cardiology Ward who was admitted on the 2nd February and required 24 hours 1-2-1 MAPA care. The patient was discharged on the 3rd March 2015.

6. Medical Workforce Summary

6.1 The tables below provide a high level overview of establishment vs. vacancies across the Trust:

Division 1				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	192	13	6.77%	6.32%
SAS Grades	50	6	12.00%	12.24%
Training Grades	143	10	6.99%	7.80%
Non-Training Grades	55	15	27.27%	28.07%
Totals	437	44	10.07%	10.30%

Division 2				
Grade	Establishment	Vacancies	%	Previous Month
Consultant	132.2	12.6	9.53%	8.84%
SAS Grades	24.7	4	16.19%	16.19%
Training Grades	176	13	7.39%	6.90%
Non-Training Grades	19	4	21.05%	21.05%
Totals	351.9	33.6	9.55%	9.06%

(Figures as at 8th April 2015)

6.2 **Division 1** – vacancy rates for each level have remained relatively constant; figures include staff transferred from UHNM on 1 Apr 15.

6.3 **Division 2** – as per Division 1.

7. Medical Recruitment Update

7.1 **Consultants** – recruitment continues in the following specialties:

Specialty	WTE	Comments
Breast Surgery	1	JD approved by College, awaiting VCP
Urology	1	Interviews scheduled for 20 Apr 15
Respiratory	1	Interviews scheduled for 28 Apr 15
T&O	1	Retirement replacement, awaiting JD from Department
Cellular Pathology	2	Interviews scheduled for 21 May 15
Anaesthetics (ICM)	2	Awaiting College approval
Cardiology	1	Interviews scheduled for 6 May 15
Rehab Medicine	1	Interviews scheduled for 8 May 15
Stroke	1	Draft JD produced, awaiting further update from Department
Acute Medicine	1	JD returned from College with comments, with Department

We have appointed two Consultants in Community Paediatrics who are now undergoing pre-employment checks.

7.2 **SAS Grades** – recruitment in Anaesthetics to staff the required rota at Cannock Chase Hospital (CCH) continues, with gaps mitigated by temporary locum cover. Out of the 8 posts required, we have now appointed to 6, with 2 having commenced, 1 to start on 21st April 2015 and 3 undergoing pre-employment checks with start dates to be confirmed.

7.3 We have appointed to the Specialty Doctor (SD) post in Contraception & Sexual Health (CASH), the successful candidate is currently undergoing pre-employment checks. We are in the process of recruiting a SD in Haematology, with the job description at the College for approval.

- 7.4 **Training Grades** – we continue to have a relatively healthy fill rate across all grades and specialties and are recruiting to fill gaps as required although these posts are less attractive to candidates as they can only be filled until August. We have received information from HEWM for our Foundation Year 1 intake for August and have commenced the pre-employment check process.
- 7.5 **Non-Training Grades** – we have appointed to 3 of the 4 vacant Senior Fellow posts in T&O, all appointees are at various stages of pre-employment checks. We have appointed to one Junior Trust Grade in T&O; however, this is offset by one departing at the end of April (end of contract). This will leave us with 3 vacancies out of 7, so recruitment is on-going.
- 7.6 We have appointed to all 4 Senior Fellow vacant posts in Cardiothoracic Anaesthetics with start dates to be confirmed following successful pre-employment checks.

APPENDIX 2 - Annual Workforce Planning Round 2015/16

1. Introduction

The Trust is required each year to refresh and submit its 5 year workforce plan and requirements for education commissioning. The need for detailed workforce planning is recognised and further work is being undertaken within the Trust in order to ensure full integration with the Trust's Business Planning process.

The HR department is working closely with Service leads, Education leads and Finance in planning and outlining plans for current and future workforce demand in line with service provision and future development of services. This intelligence feeds into regional education commission plans for years 1 to 2 and 3 to 5.

The HR and Finance departments are working closely in ensuring that the finance and workforce predictions are aligned and in providing explanation for any variances in the numbers presented. This is required for both the annual submission of financial and workforce plan to the TDA and for the workforce planning submission to CCG and HEWM.

A Trust Workforce Planning Steering Group was established in late November 2014 and is chaired by the Head of Workforce. Membership includes senior representation from the Divisions as well as professional and education leads and finance representation. The purpose of the group was agreed and is stated in its terms of reference:

The key purpose of the Workforce Planning Steering Group is to further develop a robust and integrated workforce plan that is clearly aligned to the Trust's Strategy and Annual Plan; and in line with regional and national requirements including informing education commissioning plans. The group will provide challenge and assurance of the plan prior to final Board level sign off for external submission.

The group will also focus on recruitment, retention, skill mix and role development strategies and regularly monitor agreed actions in addition to providing expert advice and support to individual services.

Information from the 2014/15 workforce planning submission and the finance/workforce plan submission to the TDA has been shared with the group and the workforce planning process has been outlined. The April meeting of the group is focussing on review of the workforce planning strategy narrative in order to shape the submission to CCG and HEWM in May and June 2015; this will be followed by a series of specific discussions with service and professional leads in order to agree the submission prior to Board level sign off.

2. Background on regional/national review of the workforce planning process

Following the 2014/15 workforce planning round, a detailed After Action Review (AAR) took place which included feedback from Trusts, CCGs, LETCs and HEWM teams. The outcomes of this have informed the process for this year which has been co-designed with key stakeholders and communicated with the Regional Workforce Planners Network. There have also been a number of national developments leading to changes in this year's process. Some of the key differences for this year are:

- CCGs have been asked to provide details of commissioning intentions for Trusts on a lead commissioner basis for the next 2 years. This approach was piloted last year by Shropshire, Staffordshire and Herefordshire CCGs/Trusts and proved very successful with positive feedback and so is being rolled out across the West Midlands this year.
- The submission of the Commissioning Intentions and System View Template from CCGs has been brought forward to April to enable the sharing of this information with Trusts. It is anticipated that there will be greater alignment of plans with commissioning intentions.
- Health Education England have implemented an eWorkforce Tool across all LETBs through which Trusts will submit their narrative and data templates.

3. 2015/16 Workforce Planning Timetable

The following table shows the timelines of workforce plan submission to the TDA, the CCG and HEWM and stages completed to date.

Workforce Planning Cycle 2015/16

Task	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-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					17th	
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

4. Future priorities

The next priority for the Workforce Planning Steering Group is to agree the Workforce Planning Strategy which will be presented to Trust Board for sign off. The next step will be to put the plan into action through reviewing and identifying plans for Attraction, Recruitment and Retention, regular review of Resourcing plan, retirement analysis, role developments and training needs analysis. The group will also consider and advise on alternatives to temporary/locum staffing. This will aid a smoother method of workforce planning over the coming years, together with full integration with the Annual Business planning process.

APPENDIX 3 - Management and Leadership Report

The National Leadership Academy

The National Leadership Academy, the National Core Leadership programmes and the Local Delivery Partners for the Leadership Academy are under review. Results of this review are expected in April.

Likely changes will be a shared funding model with organisations for the cost of the core programmes, and a reduction in the amount of funding devolved to the Local Delivery Partners in order to develop and deliver regional/local programmes to meet local requirements.

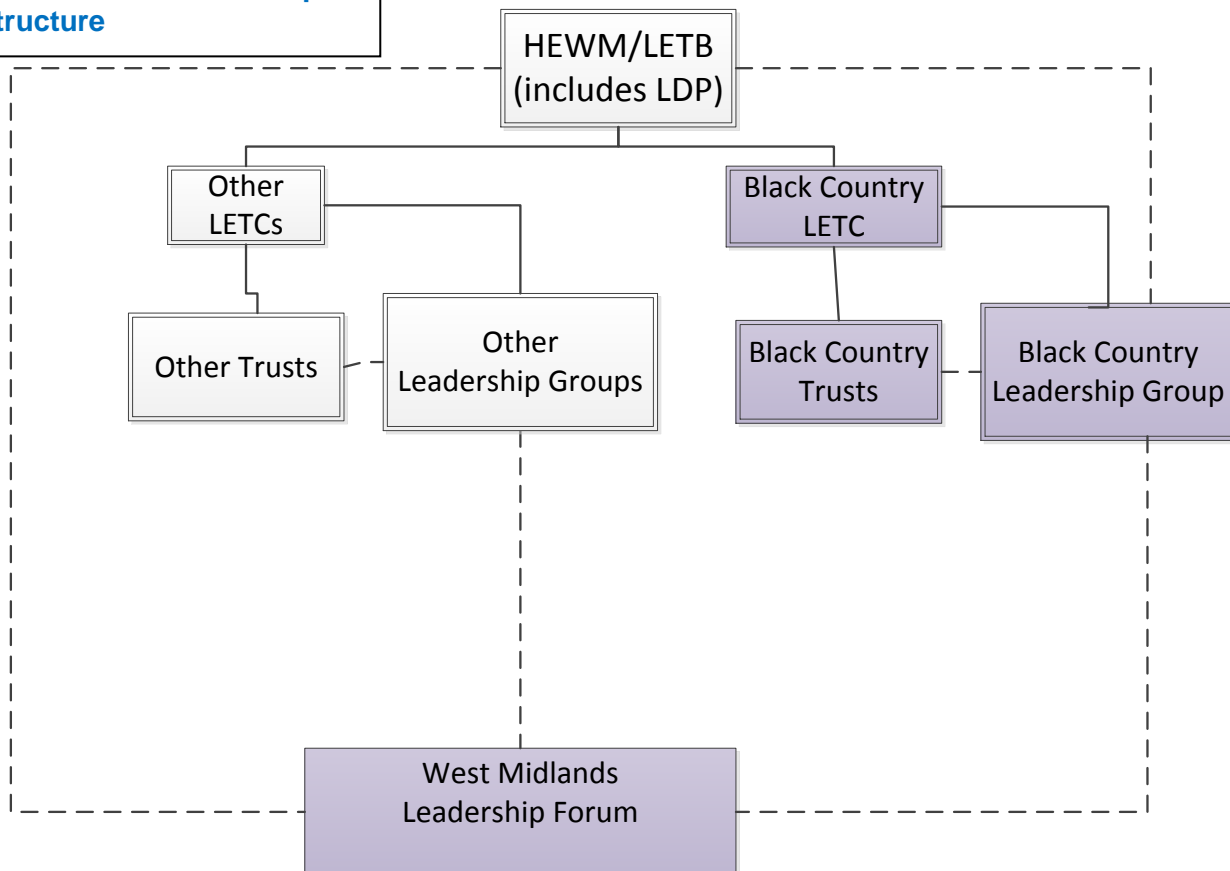
The Black Country and West Midlands-wide Leadership work

The regionally based arm of the Leadership Academy is hosted at Health Education West Midlands (HEWM) and the team there (often referred to as the Local Delivery Partner [LDP]) which is led by Sue Harris is jointly funded by the National Leadership Academy and the LETB. Thus the reason why the national review and resultant funding decisions will also affect regional delivery and priorities.

The following diagram demonstrates the relationships between the key stakeholders, and whilst I sit on the LETC as the RWT representative, I also hold the Leadership Portfolio responsibility for the Black Country. In order to ensure representation across the Black Country I thus Chair the Black Country Leadership Group. This groups aim is to share best practice, maximise opportunities of skills and funding for the good of Black Country Trusts.

During 2014/15 the group was awarded £50K, which was utilized to develop sustainability models of leadership development across the Black Country- each model was pertinent to each organisations available provision and subsequent gaps.

LETC/HEWM/Leadership structure



Process Communication Model – NHSLA bid:

The Trust has been successful in a bid for £332k for the 'Sign up to Safety' campaign against the NHSLA premium.

The bid focuses on the roll out of conscious awareness of the Process Communication Model (PCM) across the organisation from Board to support staff.

The project objectives are:

- To improve staff self-awareness on an individual and team level.
- To evaluate the impact of this aspect of human factors training on staff behaviours and patient outcomes.
- To determine if a combination of control barriers (e.g. training, policy/practice monitoring and an audit of feedback) together with a more deliberate awareness of individual and team attributes and influences positively impacts/reduces incidents identified within the claims history.
- To undertake a focused piece of work to deeply interrogate and analysis incidents, complaints and claims findings to better define contributory and causative factors.

Based on a model of prioritisation, determined through a TNA (to confirm staff group priority and level of training), delivery of the project will be a 5 year rolling programme of PCM

The organisation has also been asked to be part of a Global impact study around PCM

Coaching & Mentoring:

A programme of coaching sessions for managers and coaching conversations approaches is also in the delivery plan for the year.

The approach will be one of a series of skills labs, such as:

- Coaching skills for HRMs
- Dealing with challenging conversations
- Effective developmental conversations in a clinical setting
- What is coaching- Taster session for managers and leaders

The Medical Mentoring programme has now been completed. A further peer supervision day is being planned for October.

Prospective Medical Mentees are made aware of the programme through new Consultant appointments and through the job description contents. Existing prospective mentees have been informed by e-mail.

APPENDIX 4: Occupational Health & Wellbeing Summary

1. Introduction

The report for this period provides a summary update on key occupational health and wellbeing activities for the reporting period of March 1st to 31st 2015.

2. Stress Related Referrals

70% of new cases related to personal stressors and the remaining **30%** were attributed to work related issues continuing the trend in an increase in personal stress cases as opposed to work related issues.

3. Health & Wellbeing Strategy

- A business case has been submitted for consideration at the March Capital Review Meeting scheduled for 4th March in respect of refurbishment to the office allocated at Cannock Chase Hospital for use by the Occupational Health Department.
- Further deterioration in our premises at West Park has escalated the need for temporary clinic space to be allocated to the service, pending a more permanent solution.
- A clarification meeting has been held in respect of the joint tender bid for the provision of services to Cannock and Stafford Borough Councils and the decision is expected imminently.
- Schwartz Rounds – The Trust has agreed the implementation of Schwartz Rounds as a priority this year. Schwartz Rounds provide a structured monthly one-hour forum for staff from all disciplines to discuss difficult emotional and social issues that arise in caring for patients. The purpose of the Rounds is to explore the human and emotional aspects of the experience of delivering care and the challenges that staff face from day to day. Rounds can help staff feel more supported in their jobs, to give them the time and space to reflect on their roles which they might not otherwise have in their everyday routines on busy hospital wards.

We have made contact with other Trusts in order to visit and observe their activities and a small number of lead clinicians have already shown an interest and piloting test cases.

4. Pre-Employment Health Screening

The table below shows the percentage of new recruits receiving health clearance during in the month of March 2015 within agreed service timescales and the reasons for any delay in health clearance. The COHORT data management system has enabled the team to accurately identify stages of the pre-placement process which could result in barriers to an efficient turnover rate.

The clearance rate with no delay, e.g., clearance within 2 working days, averaged out at **98%** which admirably meets the standard of **80 – 100%** immediate clearance within 2 working days despite the extra pressure on the service by the arrival of 200+ health students by the University of Wolverhampton requiring vaccinations and immunity checks.

Delaying factor where appropriate	Count
Booked in to see doctor/nurse	2
No delay	141
Awaiting results of screening after OH appointment	1
Grand Total	144

Pre-employment Health Screening Key Performance Indicators
March 2015

