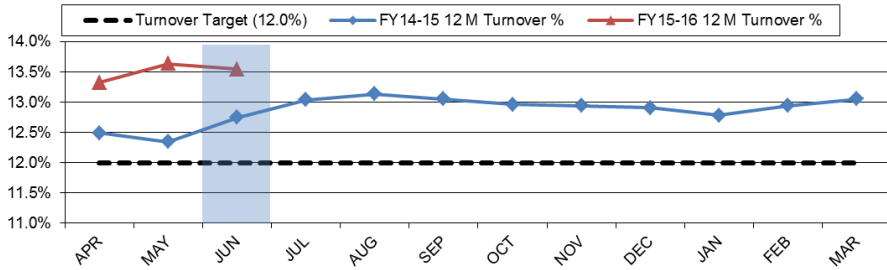


Workforce Performance Report June 2015

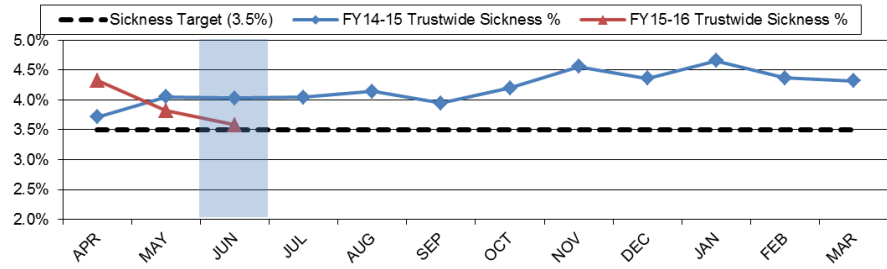
Jayne Halford
Deputy Director of HR

Headline HR KPIs

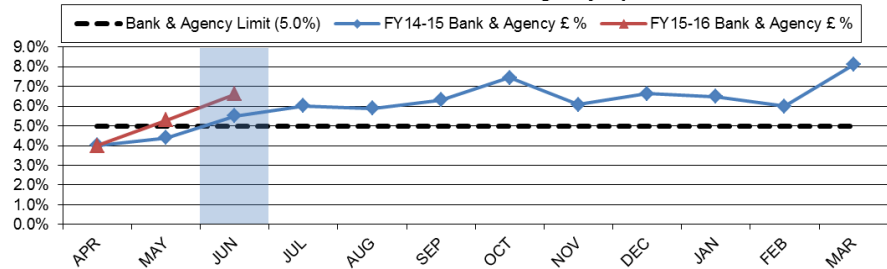
Oxford Health NHS FT - 12 Monthly Turnover %



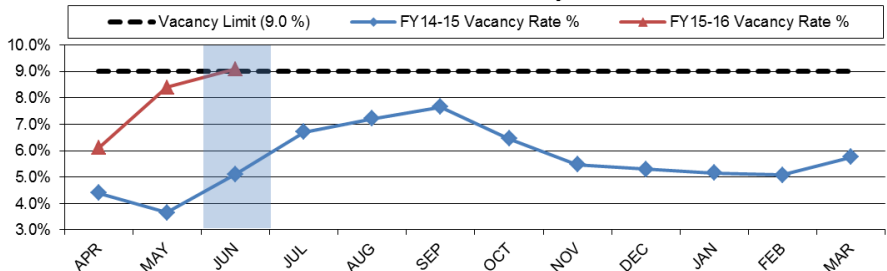
Oxford Health NHS FT - Sickness Rate %



Oxford Health NHS FT - Bank & Agency Spend %



Oxford Health NHS FT - Vacancy Rate %



Figures now reflect internal reorganisations – such as the structuring of Older Peoples community services into Integrated Locality teams and the movement of Estates to Corporate in budget terms.

Turnover – Target 12% - Actual 13.55%

Turnover has dropped a little over last month but over 3 years the trend has been upwards. E-Win reports our turnover at 15.8% (at April 2015) against a reference group of 16.7% (mental health Trusts) and a local health economy of 18.7% (all turnover whereas in these reports we report avoidable turnover only). Southern Health Turnover indicator for April 2015 is 1.5% against our 1.2%.

Sickness – Target 3.5% - Actual 3.58%

This is the lowest rate reported since June 2011. Long term sickness absence has dropped significantly from 2.06% to 1.84%, the lowest since April 2014. A number of long term sickness cases have been brought to conclusion which has had an effect on the figures. Concentrated management of sickness absence is continuing in all areas.

Bank and Agency- Limit 5% Actual 6.61%

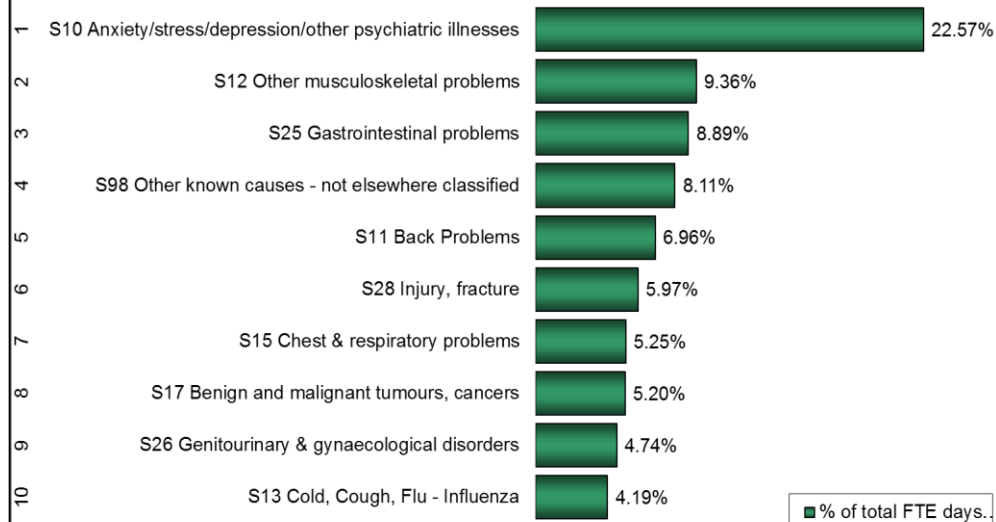
Bank and agency usage continues to rise and is above period figures for last year – this trend mirrors the vacancy rate. Sessional usage is consistent with last month.

Vacancies: Limit 9% - Actual 9.1%

The trend to date this year has been an increase largely in line with last year but significantly above. Some areas have consistently high vacancy rates – Estates, R and D, Strategy and Development for a range of reasons – difficult to fill vacancies, funding that then needs to be staffed, local tendency to fill with agency staff.

Headline HR KPIs - Sickness

Top 10 Reasons for Sickness Absence



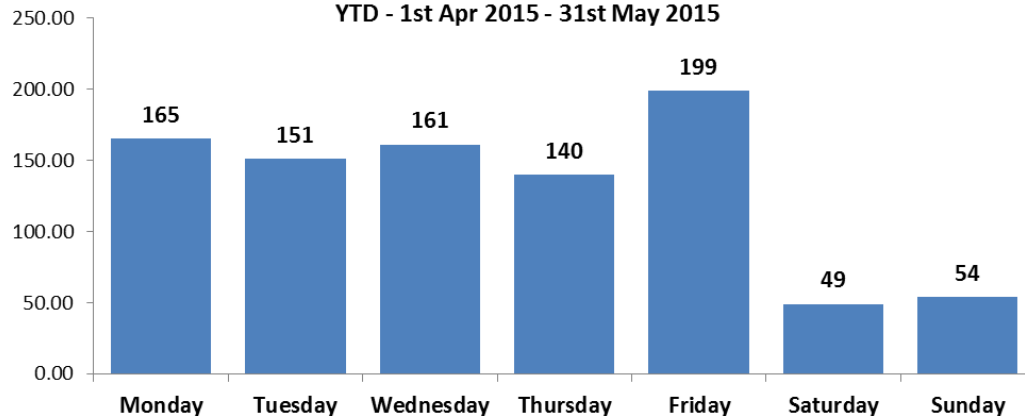
April 15 E-WIN figures show annualised sickness absence rates in a range of 3.5% to 8.2% for Community Health organisations and this Trust is placed favourably with the 5th lowest percentage out of 21 participants. For Mental Health Trusts this Trust has the lowest sickness absence rate at 4% of 18 participants. Southern Health are reporting absence at 4.5%.

Sickness Reasons

Anxiety etc continues to be the highest reason for sickness absence with a slight increase over the prior 2 months but lower than since June 14; despite the fall in sickness absence this month, anxiety is maintaining its share of the reasons for absence. The category of unknown needs further clarification and this will be addressed.

One Day Absences by Day of the Week

YTD - 1st Apr 2015 - 31st May 2015



One Day Absences

The most common reason for short-term sickness is gastro-intestinal issues and this is a typical seasonal trend when this takes over from colds etc as the main reason.

We last reported on the pattern of one day absence in March 2015 for the period 01/04/14 to 28/02/15 when the pattern was that one day absence was most prevalent on a Monday, followed by Friday. Monthly reports are sent to managers to show patterns of absence and to enable managers to intervene early where sickness absence is shown.

Directorate Performance – Headlines

	WTE	TURNOVER			SICKNESS			BANK & AGENCY			VACANCIES		
		Target	May-15	Jun-15	Target	May-15	Jun-15	Limit	May-15	Jun-15	Limit	May-15	Jun-15
Bucks Clinical Pathway	265.24	12.0%	11.5%	12.2%	3.5%	5.69%	3.65%	5.0%	6.35%	8.18%	9.0%	8.05%	9.41%
Oxon Clinical Pathway	403.77	12.0%	15.1%	13.3%	3.5%	3.80%	4.39%	5.0%	9.82%	13.54%	9.0%	12.25%	11.29%
Forensic Pathway	382.27	12.0%	13.5%	14.0%	3.5%	4.80%	5.43%	5.0%	7.15%	9.37%	9.0%	12.09%	12.55%
Psychological Therapies	223.21	12.0%	14.5%	12.6%	3.5%	1.91%	1.83%	5.0%	0.03%	0.21%	9.0%	-10.82%	-8.42%
Service Delivery & Development	34.46	12.0%	11.0%	11.1%	3.5%	0.10%	0.05%	5.0%	0.00%	0.00%	9.0%		
Adult Services Directorate	1308.95	12.0%	13.7%	13.1%	3.5%	4.05%	3.99%	5.0%	6.50%	8.67%	9.0%	5.22%	5.65%
Cyp Specialist Services	360.06	12.0%	12.9%	13.2%	3.5%	4.09%	3.97%	5.0%	9.95%	14.52%	9.0%	7.37%	5.36%
Cyp Complex Care Services	152.23	12.0%	10.4%	11.8%	3.5%	2.01%	1.76%	5.0%	-0.18%	0.84%	9.0%	1.47%	-1.56%
Cyp Swindon Wilts & Banes Serv	197.71	12.0%	17.0%	16.7%	3.5%	2.16%	3.19%	5.0%	4.79%	5.51%	9.0%	6.79%	4.86%
Cyp Public Health Services	254.32	12.0%	10.6%	11.2%	3.5%	1.79%	1.80%	5.0%	0.00%	-0.02%	9.0%	4.33%	5.12%
Dental Services	58.75	12.0%	22.1%	21.7%	3.5%	1.41%	0.64%	5.0%	0.00%	0.00%	9.0%	5.98%	-1.10%
Children & Young People Mgt	30.10	12.0%	6.5%	6.5%	3.5%	0.78%	0.75%	5.0%	0.00%	0.00%	9.0%		
Children & Young People	1053.16	12.0%	13.1%	13.5%	3.5%	2.62%	2.70%	5.0%	4.80%	6.95%	9.0%	3.95%	3.50%
Community Hospitals	362.28	12.0%	13.5%	12.7%	3.5%	5.01%	4.68%	5.0%	8.42%	6.87%	9.0%	9.37%	9.77%
Locality Team (C&NE)	392.27	12.0%	12.5%	12.0%	3.5%	5.14%	5.15%	5.0%	4.33%	2.63%	9.0%	9.85%	8.39%
Locality Team (S)	281.59	12.0%	18.4%	17.7%	3.5%	2.19%	1.85%	5.0%	5.41%	8.65%	9.0%	3.33%	3.24%
Locality Team (N&W)	189.41	12.0%	15.0%	13.0%	3.5%	2.71%	3.71%	5.0%	0.82%	1.42%	9.0%	1.09%	2.14%
MH Inpatient & Bucks	175.71	12.0%	13.3%	13.1%	3.5%	6.18%	5.34%	5.0%	7.51%	8.04%	9.0%	13.63%	15.48%
Urgent Care	129.95	12.0%	13.9%	14.8%	3.5%	4.75%	3.72%	5.0%	1.84%	1.45%	9.0%	20.22%	19.45%
Management	26.12	12.0%	11.7%	11.5%	3.5%	0.00%	3.27%	5.0%	7.10%	-6.70%	9.0%		
Older Peoples	1557.33	12.0%	14.3%	13.7%	3.5%	4.28%	4.14%	5.0%	5.05%	4.74%	9.0%	6.45%	6.37%
Improvement & Innovation	14.60	12.0%	16.5%	23.8%	3.5%	4.02%	0.21%	5.0%	0.00%	0.00%	9.0%	12.35%	23.04%
Total Operations	3934.03	12.0%	13.8%	13.5%	3.5%	3.76%	3.69%	5.0%	5.45%	6.70%	9.0%	5.41%	5.45%
Estates & Facilities	168.95	12.0%	18.5%	21.2%	3.5%	7.48%	5.97%	5.0%	8.44%	17.97%	9.0%	19.80%	24.24%
Finance Performance Contracts	128.81	12.0%	11.2%	12.0%	3.5%	2.46%	2.30%	5.0%	14.14%	11.85%	9.0%	7.83%	16.58%
Human Resources & Occ Health	59.53	12.0%	11.2%	11.3%	3.5%	0.90%	0.13%	5.0%	0.00%	0.00%	9.0%	11.43%	10.11%
Nursing & Clinical Standards	196.24	12.0%	8.5%	8.8%	3.5%	2.58%	1.79%	5.0%	0.00%	0.00%	9.0%	5.56%	4.82%
Medical Director	112.80	12.0%	7.9%	9.0%	3.5%	4.65%	2.73%	5.0%	2.27%	3.02%	9.0%	16.70%	21.74%
Office Of Ceo	23.80	12.0%	20.2%	24.5%	3.5%	1.92%	0.14%	5.0%	-0.26%	-1.19%	9.0%	22.90%	22.90%
Research & Development	48.34	12.0%	28.6%	25.7%	3.5%	3.63%	3.62%	5.0%	0.02%	0.00%	9.0%	61.50%	62.32%
Strategy & Development	16.45	12.0%	5.9%	5.9%	3.5%	13.00%	6.46%	5.0%	26.82%	34.22%	9.0%	39.06%	39.06%
Total Corporate**	754.93	12.0%	13.0%	14.0%	3.5%	4.13%	3.00%	5.0%	4.57%	6.22%	9.0%	21.24%	24.42%
Trustwide	4688.96	12.0%	13.64%	13.55%	3.5%	3.82%	3.58%	5.0%	5.29%	6.61%	9.0%	8.39%	9.10%

Directorate Performance

Older Peoples Directorate

Turnover: 13.7% v 12% Target

- Turnover has decreased since last month's report although remains above target in all services with the exception of Central & North East ILT and Management.
- There were 22 leavers in total across the Directorate: 10 from the 3 ILTs, 5 from Community Hospitals, 5 from Urgent Care services, 2 from OPMH.
- Various plans are being worked on with the aim of improving attraction, recruitment and retention (the Service Director and HR have recently discussed areas of focus for recruitment and the need for operational managers to work on retention of staff). Discussions have also taken place with management teams about improving the shortlisting timescales and the need to advertise vacancies as soon as leavers have given notice..

Sickness: 4.2% v 3.5% Target

- A marginal reduction since last month but remains above target.
- The highest levels of absence are in OPMH, Community Hospitals and Central & North East ILT.
- All long term sickness cases are being managed appropriately in accordance with Trust policy (29 cases in formal stage). The HR team have reviewed Bradford Factor scores and are assisting managers with cases of short term frequent absence as well as those on long term absence. The amount of management time spent on this is considerable.
- The main reasons for absence in the directorate continue to be Back & Other Musculoskeletal (MSK) problems and Anxiety and Stress.

Directorate Performance

Older Peoples Directorate Contd.

Bank and Agency – 4.7% v 5% limit

- A reduction since last month and within target.
- Agency use is restricted to covering absence in Community Hospitals as vacancies are being covered by other means.

Vacancies –6.4% v 9% limit

- Although the Directorate vacancy rate is within the 9% limit, Community Hospitals (6.9% vacancy rate), OPMH (15.5% vacancy rate) and Urgent Care (19.5% vacancy rate) are concerning. Across the Directorate a number of individuals are waiting to start (either going through pre-employment checks or are working their notice period with their current employer).

Directorate Performance

C&YP Directorate

Turnover June 13.45% V 12.0% Trust Target

- We have seen an increase in turnover from last month of 0.38%. Highest turnover is within Dental Services at 21.72% (last month 22.10%), followed by Swindon, Wilts and Banes at 16.73% (last month 17.1%) and Specialist Services at 13.2% (last month 12.89%). Further analysis:
- Children & Young People total – 13.45 % (last month 13.07%)
- CYP Specialist Services (includes 2 Oxford inpatient units) –13.2% (last month 12.89%)
- Complex Care Services –11.77% (last month 10.4%)
- Swindon, Wilts and Banes (includes 2 inpatient units) –16.73% (last month 17.01%)
- Public Health Services (Health visitors and School Health nursing) – 11.18% (last month 10.59 %)
- Dental – 21.72% (last month 22.10%)
- *CYP Management* –6.54% (last month 6.54%).

The uptake of exit questionnaires and interviews is low: local intelligence suggests reasons for leaving are: offers of golden handshakes (particularly in the SWB area) from neighbouring trusts, promotion and relocation.

Sickness 2.7 % V 3.5% Trust Target

Sickness absence has seen an increase from last month of 0.08 % and remains the lowest % across the Trust. Long term absence is currently 1.19% - a decrease from last month of 0.16 %. This equates to WTE 880 days lost.

Directorate Performance

C&YP continued:

All cases are being monitored by HR with assistance from Occupational Health as required and we continue to see a number of successful returns to work. In summary the overall trend has continued to be below trust target.

Anxiety/stress/depression/other psychiatric illness remains high at 29.67%. Further analysis of the staff survey results has been discussed at the Directorate Quality meeting and the reviewed results cascaded to Heads of Service.

Volume and access to mandatory training (particularly in the SWB area) has been raised as an issue by staff; HR, L&D and the Service Manager are taking this forward. HR also attended an SMT workshop to discuss sickness absence with a focus on ensuring strong leadership, training and possible fast track to CBT services.

Bank & Agency April 6.9% V 5.0% Trust Target

Agency accounts for 6.9%. Further analysis:

CYP Specialist Services (includes 2 Oxford inpatient units) - Bank & Agency 14.5% (last month 10%). Agency is 14.3% and Bank 0.2%; HR is working with the Units via regular meetings with the manager and input regarding the agency framework and availability of lower cost agency staff.

Swindon, Wilts and Banes (includes 2 inpatient units) - Bank & Agency 5.5% all of which is agency spend (last month 4.8%); HR input is continuing to try to improve the availability and cost of agency provision.

The agency framework continues to support areas across the Children & Young People's directorate; however some areas are still reliant on incumbent suppliers. Inpatient units now use framework agencies for a high proportion of required shifts.

Directorate Performance

C&YP continued:

Vacancies

- Vacancies – 3.5% V 9% limit
- The Directorate continues to proactively address areas that are challenging to recruit to. A recruitment action group has been formed to assist with recruitment into Cotswold House Oxford. Links are also being forged with local Higher Education establishments in order to attract candidates.
- The Highfield Unit has a recruitment open day taking place on the 1st August aimed at Staff Nurses and Health Care Assistants (HCAs). HCA turnover continues to be high at the Highfield but most is a result of staff moving on in to further education within a health care setting.

Directorate Performance

Adult Services Directorate

Turnover 13.1% vs 12% target

- Turnover has reduced each month this financial year.
- Psychological Therapies in particular has reduced their turnover rate from 18% in July 2014 to 12.5% in June 2015.
- Forensic services and Oxon Clinical pathway are slightly over target and we are currently developing a Band 5/6 development programme and nurse rotation to assist with the retention of staff in these difficult to recruit services.

Sickness 3.99% vs 3.5% limit

- Sickness has reduced each month this financial year. Bucks Clinical pathway has reduced the sickness percentage in their services from 7% in April to 3.6% in June 2015 and this has had a very positive impact on the overall Trust performance.
- Much of the reduction is through improved reporting and more robust management of short term frequent sickness.
- Forensic services and the Oxford Clinical pathway sickness levels have increased slightly from the previous month. They are currently managing through a period of staff shortages while candidates who have been made offers are completing employment checks.
- Sickness monitoring is taking place and conversations held and once the units are fully staffed we expect to see the sickness levels decrease.

Agency & Bank 8.67% vs 5% limit

- The use of agency staff has increased in Oxford & Bucks clinical pathways to support safer staffing numbers on inpatient wards and fully staffed assessment functions in the AMHTs.
- NHSP does not provide nursing or unqualified staff for the Forensic services so long lines of work have been negotiated to support them during an intensive period of recruitment. In addition, staff from other Forensic wards have been temporarily redeployed to Thames House to ensure save staffing levels .
- The use of agency staff is high in the Oxford Clinical pathway due to NHSP not being able to provide appropriate staff and the number of vacancies particularly in the City AMHT and Ashurst PICU. Staff have been recruited and are going through employment checks in the AMHT and student nurses employed for Ashurst have start dates in late August early September when they become qualified.

Directorate Performance

Adult Services Directorate ctd

Vacancies 5.65% v 9% limit

- Reduced from 7.2% in April. Recruitment is given the highest priority in the Directorate and a number of initiatives are taking place. A successful open day was held at the Warneford hospital on a Saturday in July with 65 attendees which resulted in offers being made to Nurses, O/Ts, Social Workers and HCAs. An Open day is planned for Bucks in September and they will be run quarterly.
- Central recruitment has now been implemented for Forensic services as well as Adults inpatient wards and the aim is to interview suitable candidates within one week of the application being received.
- A presentation was delivered to newly qualified Social Workers and Bucks Universities and we have good contacts with all local Universities.
- The development of nursing rotation between Forensic services with Ashurst and Inpatient wards, AMHT's and specialist services to assist with retention. Currently the Directorate has 271 vacancies of which 182 have had offers accepted.

Directorate Performance

Corporate Directorates :

The inclusion of Estates and Facilities in the Corporate finance structure impacts on overall figures.

Turnover 13.98 % v 12.0% Target

Turnover has increased overall. Turnover is still high in the CEO Office, Estates and Facilities and R and D.

Sickness 3.58 % v 3.5% Target

Sickness absence overall has decreased. Formal cases relating to both long term absence and regular short term absence have been resolved and impact on the improvement of sickness. Sickness remains high in Strategy and Development this month however a formal case has been resolved and therefore an improvement in this area is expected next month. This is a small team and so figures are skewed by this formal long term absence case.

Bank & Agency 6.2% v 5.0% limit

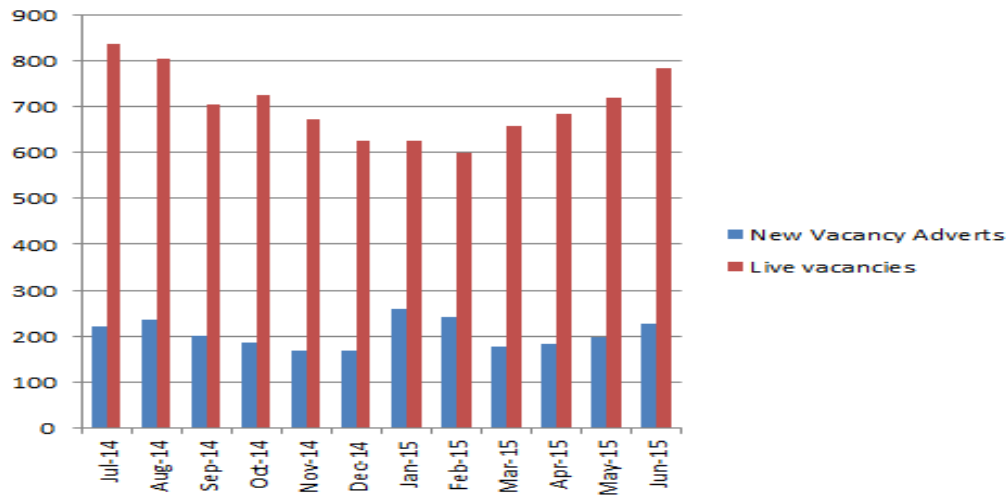
Bank and agency has increased overall. The audit of business requirements of Strategy and Development will complete this month and the recommendations from this will be reviewed. Bank and agency is being used to cover vacancies and sickness absence. The active recruitment and management of sickness within the Corporate Directorate will improve the use of bank and agency.

Vacancies 9.1% v 9% limit

There is an increase in recruitment activity in Estates and Facilities following the completion of the restructure on 1st July 2015. Finance are holding vacancies. Pharmacy is actively recruiting to fill vacancies. Research and Development figures will be amended next month as Oxford University staff are funded from the R and D budget and do not show on Trust HC/WTE.

Recruitment

Recruitment Data



Collaborative working has taken place with L&D to embed values into the new PDR process being launched in the Autumn. Work continues on developing recruitment materials for training.

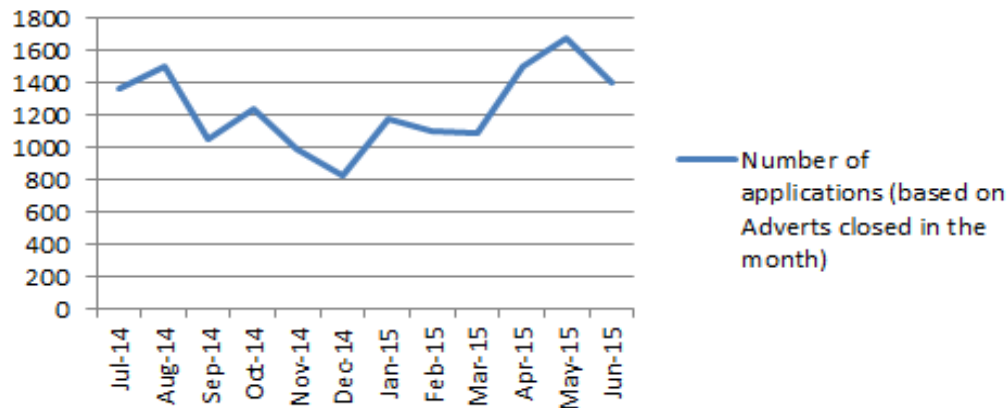
Improvements have been made to the 'Working for Us' section of the website and work continues with the refreshing of staff profiles. We are looking to develop an 'employer brand' with the development of key attraction messages. Work is complete on the identification and promotion of key worker housing and the NHS Jobs 'header' section. Work continues on the development of open days, job rotations etc. Further work will take place on improving links with Universities and in looking at staff retention strategies.

The number of live vacancies continues on an upward trend since February 2015. This reflects a seasonal trend. In addition some restructures within the Trust are adding to these vacancies.

We are holding various recruitment drives to combat these vacancies including targeting Oxford Acute wards, Highfields Unit, Reablement and for sessional staff.

As in June last year there was a seasonal reduction in applications.

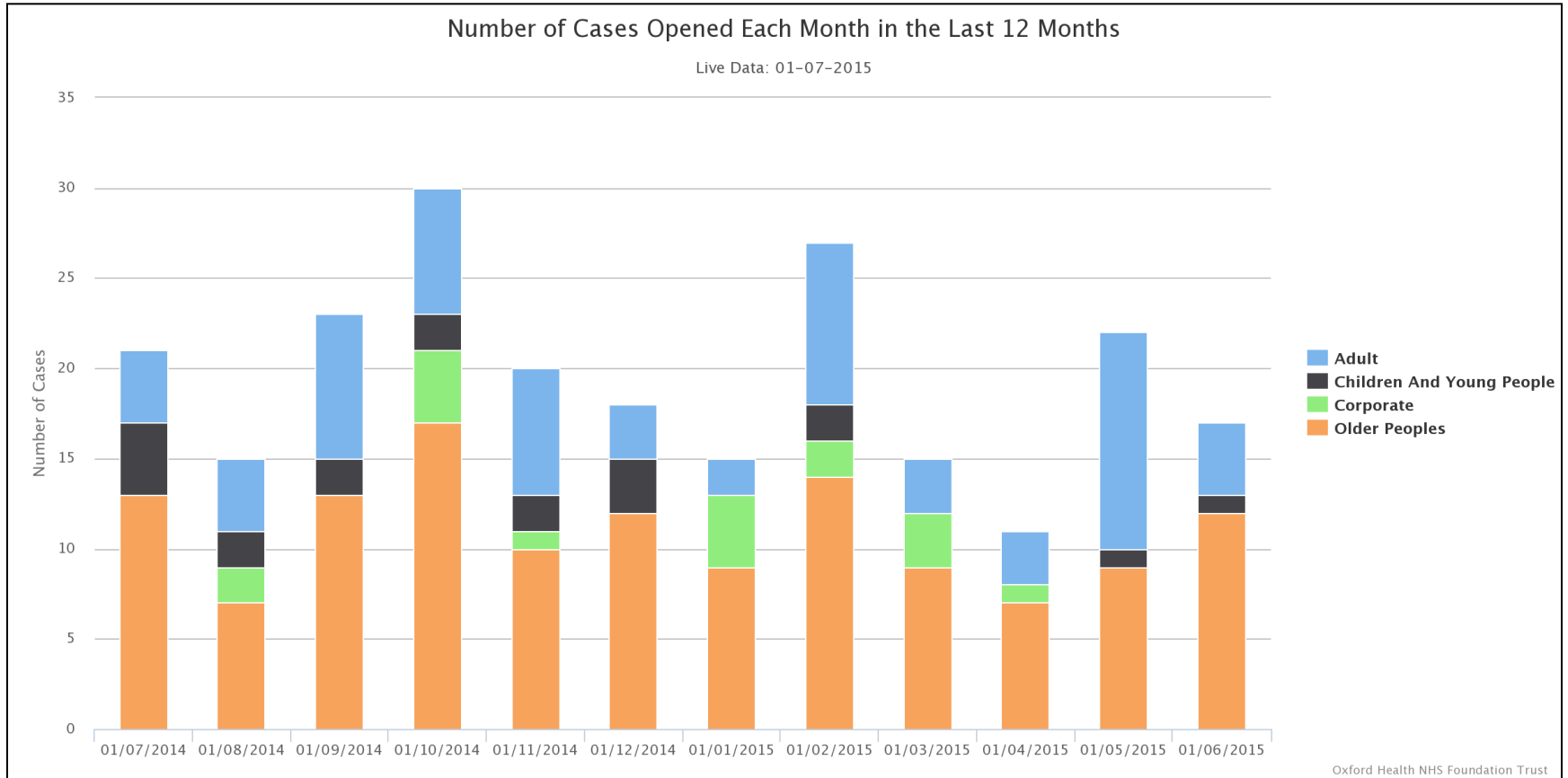
Number of applications (based on Adverts closed in the month)



Casework

- Whistleblowing cases are considerably down over this time last year – from 6 to 2; this may in part be due to better or more appropriate signposting of issues to the most appropriate process.
- There have been a number of cases around relationships at work which has resulted in the writing of a new personal and professional boundaries policy in response to requests for more guidance and clarity than provided by its inclusion in the Code of Conduct. The new policy is now going through the approval process.
- The occurrence of a number of cases involving misuse of social media has also prompted the need for a Social Media Policy ; this policy is in draft and is currently going through consultation mechanisms.
- There have been no new cases in the Corporate Directorate for 2 months.
- Three months into the year the duration of cases is still favourable in comparison with previous years due to more streamlined processes.

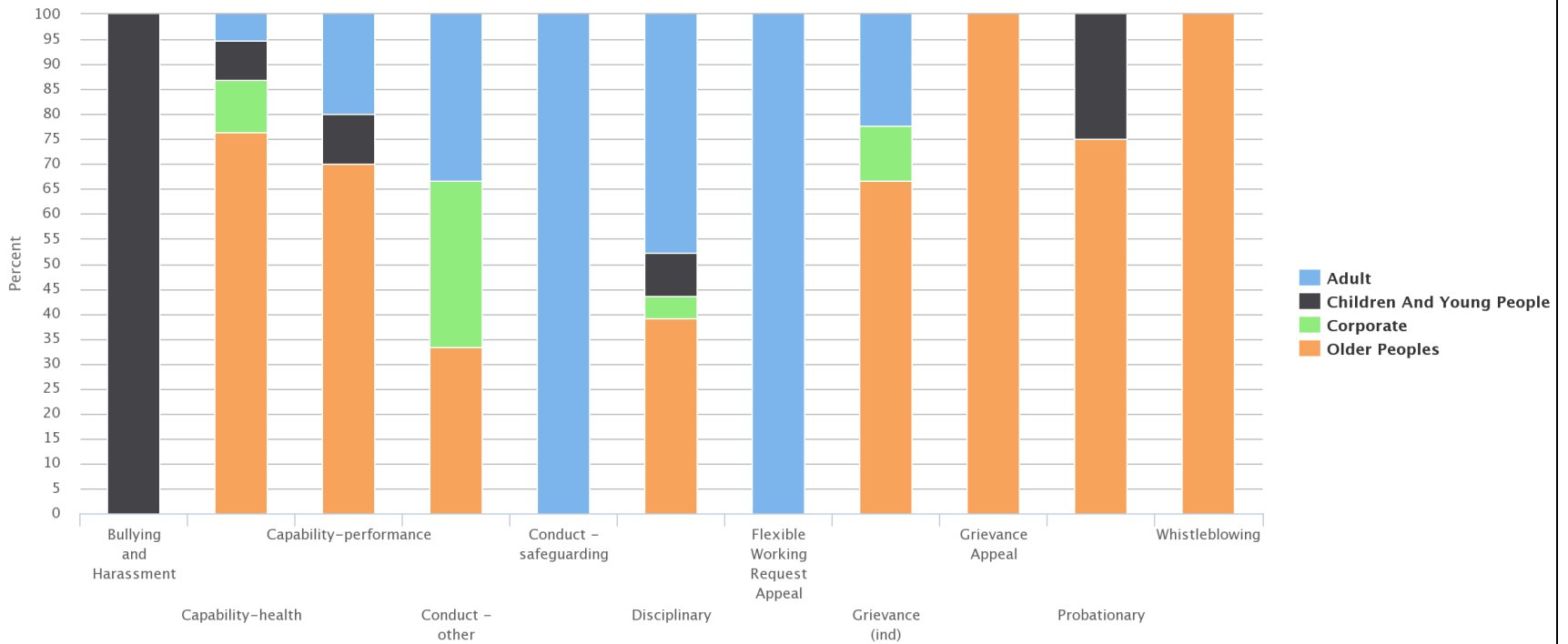
Casework



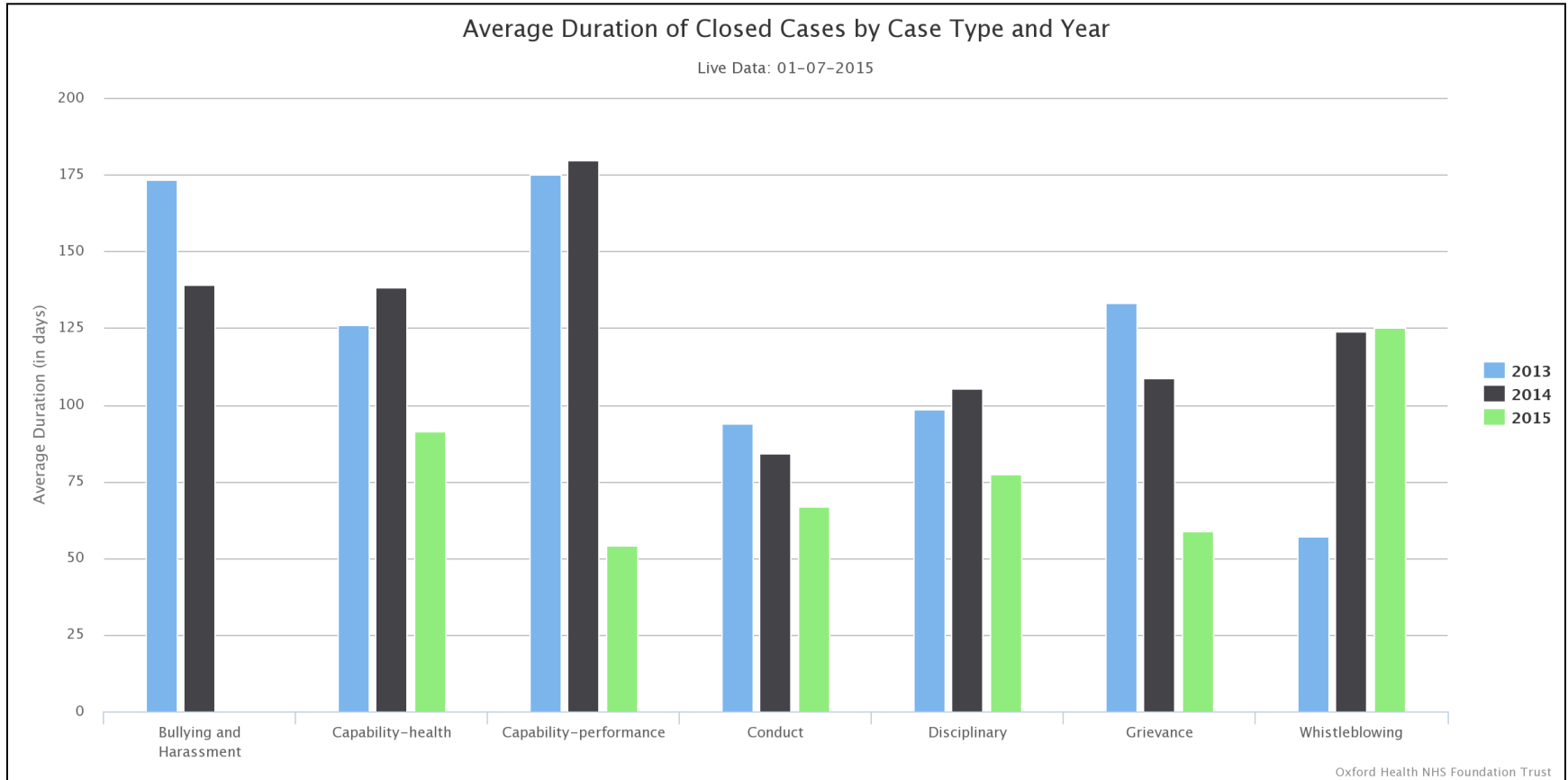
Casework

Open Casework by Case Type and Directorate

Live Data: 01-07-2015



Casework



Staff Health and Wellbeing

Staff Recognition Awards 2014/15

Nominations are now open for the Staff Recognitions Awards 2014/2015 (and close 31 July 2015)

The aim of the annual staff awards is to recognise and to celebrate the achievements and commitment of individuals and teams who work at Oxford Health NHS Foundation Trust, at all levels and across all professions.

There are seven award categories:

- Delivering Care Award
- Safe Award
- Recognising Excellence and Innovation Award
- Teamwork Award (split in to clinical and non-clinical)
- Wellbeing Award
- Living the Values Award
- Improving Patient Experience Award (voted for by service users, carers and families)

The award ceremony will take place following on from the AGM on Thursday 10th September 2015 at the Kassam stadium.

Nomination forms can be downloaded from the Intranet. Further information can also be found on the dedicated intranet pages or requested from Hannah Musson on annual.awards@oxfordhealth.nhs.uk

Occupational Health

Activity	
Referral by Manager	119
IHR	2
Reviews	71
Self Referrals	11
WHA	159 received
WHA Appointments	36
Immunisations/blood test	156
BBV/NSI	5
Physiotherapy	29
Work Station assessments	2
Case Conferences	4
Triage	1755 appointments
Total activities	2349

KPIs for June 2015: Of the 125 referrals, 100% were offered appointments within the 10 day target (average of 6.55 days). The average of days between date attended and date the report was dispatched was 0.56 days within the 2 day target.

During June a considerable amount of clinical time was wasted due to late cancellations (108 giving no time to refill and DNA (did not attend) 60.

Of the 119 referrals received 27 were MSK related and 15 stress related. Of the 27 MSK related referrals 7 were referred on for physiotherapy, and of the 15 stress related referrals (11 perceived work stress and 4 perceived non work stress) 2 were then referred on for additional support.

MSK pilot is currently due to end in July 2015.

A review of on-going funding regarding Physiotherapy and Counselling services will take place.