

**BOD 141/2015**

(Agenda item: 12)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**23 October 2015**

**Workforce Performance Report – October 2015**

**For: Information**

The attached report shows the position on the workforce performance indicators as at the end of September 2015, except for sickness absence which is a month in arrears.

**Trust Turnover % Rate**

Turnover % rate decreased from 14.25% in August to 13.70% in September a decrease of 0.55% points in month. Turnover is higher than the 2014/2015 trend of 13.05% in September 2014.

Children & Young People Directorate continue to increase and has the highest reported turnover % rate which has increased from 14.73% in August to 14.92% in September, Cyp Swindon Wilts & Banes Services has the highest level of turnover at 16.51% in September.

**Exit Interview Process**

Work is in progress comparing exit questionnaires across the Trust to establish a more robust working model and looking to make exit questionnaires a more mandatory process.

**Sickness Absence % Rate**

The Trust sickness absence % rate remains above Trust target and has remained almost the same as August 3.95% to 3.96% in September. The sickness absence rate is also the same as the 2014/2015 trend (3.95% September 2014). Children & Young People Directorate has the highest sickness absence (4.76%) followed by Adult Services Directorate (4.02%). Anxiety/Stress/Depression/Other Psychiatric illnesses continues to be the highest reported reason for sickness absence (24.85%) amounting to 1411 working days lost compared to 1341 in August.

The most common reason for short-term sickness was gastro-intestinal problems (19.81%) and for long-term sickness it was Anxiety/Stress/Depression/Other Psychiatric illnesses (32.47%).

The category of ‘Unknown’ and ‘Other’ as a defined cause of sickness absence has decreased from 14.06% in August 2015 to 12.13% in September.

One day absence for the period April 2015 to September 2015 highlights that the most prevalent sickness day was a Monday (474 days) followed by Friday (422 days)

The following Directorates sickness absence remains high and above Trust target: Adult Services (4.02%), Older Peoples (4.76%) and Corporate (3.96%).

**Bank & Agency Spend £ and %**

Bank & Agency Spend has increased from £1,294.787 (7.31%) in August to £1,369,319 (7.63%) in September. Older People have seen an increase of 1.00% followed by Corporate (0.50%).

The new agency framework is due to go live on 19th October with an increase of 13 new suppliers which should reduce the cost of agency use going forward.

**Vacancy % Rate**

Vacancy % Rate continues to increase from 10.20% in August to 11.85% in September. The Medical and Nursing vacancy % rate remain above the Trust Limit of 9%. Medical vacancy % has increased from 19.64% in August to 22.84% in September, Nursing vacancy % has decreased from 17.89% in August to 15.64% in September.

Support staff has the highest reported vacancy % rate at 12.08% compared to 10.15% in August.

Vacancy rate % is artificially inflated due to in month year to date adjustments for budgeted WTE by Finance.

**Reason for Leaving**

‘Voluntary Resignation - Not Known’ is the highest reason for leaving at 16.90% in September (16.80% in August) followed by Relocation at 14.24% in September (12.80% in August), Work Life Balance at 11.65% in September (12.00% in August) and Retirement at 9.23% in September (9.03 in August).

**Directorate Performance**

**Older Peoples Directorate**

**Turnover: 14.03% v 12.0% Trust Target**

* Turnover % remains stable this month but still above Trust target.
* Particular “hot spots” are ILTs South and Central and Community Hospitals.

**Sickness: 4.76% v 3.5% Trust Target**

* Although sickness absence in Older People Directorate has increased marginally this month, the absence rate of 4.76% is a significant improvement from the absence levels 12 months ago (5.45%).
* There are currently 25 individual staff members in formal absence management processes in Older People Directorate.

**Bank and Agency: 5.9% v 5.0% Trust Target**

* The redeployment of staff from the temporarily closed ward in Witney community hospital does not yet appear to have resulted in the expected reduction of agency use.

**Vacancies: 9.90% v 9% limit**

* There were 216 vacancies, 112 offers accepted, 43 candidates cleared to start and 22 start dates confirmed.
* Problem area to recruit to continue to be band 5 nurses in inpatient, mental health, district nurses, Podiatry and MSK physiotherapists.

**Children & Young People Directorate**

**Turnover: 14.92% v 12.0% Trust Target**

* The continuing trend is still above target with a small increase of 0.19% in turnover in month.
* Highest turnover rates are within Dental Services 21.02% compared to 20.72% in August. Oxon and Bucks CAMHS 17.87% compared to 18.11% in August and Swindon Wilts and Banes 16.51% compared to 16.94% in August.
* Exit feedback is ad hoc; however local intelligence supports reasons for leaving as promotion and relocation.

**Sickness: 3.09% v 3.5% Trust Target**

* Sickness absence trend continues to be below Trust target with a slight decrease from last month of 0.17% and remains the lowest % across the Trust.
* Long term sickness is currently 1.85%, an increase from last month of 0.39% this equates to 980 wte days lost (last month 1041).
* Top 4 reasons for sickness absence are Anxiety and Stress (24.42%) an increase of 1.36% from last month, Gastrointestinal (10.46%), Genitourinary & Gynaecology disorder (10.04%) and Back Problems (9.00%).
* Sickness absence is being managed in line with support from Occupational Health and a number of successful returns to work plans have been achieved.

**Bank and Agency: 8.40% v 5.0% Trust Target**

* There has been a slight drop in Bank & Agency spend this month, falling to 8.4% from a peak value of 8.6% in August. This ends a constant rise over four month from a starting value of 3.7% in April.
* Oxon and Bucks CAMHS Bank and Agency usage (23.30%) of which Agency was (23.30%) and Bank (0.10%).
* HR continues to work with the units via regular meetings with managers regarding the agency framework and the availability of lower cost agency staff. The new nursing framework is due to go live on 19th October 2015 with an increase of 13 new suppliers.

**Vacancies: 7.00% v 9% limit**

* There were 135 vacancies; a reduction of 43 from last month, 68 offers accepted, 34 candidates cleared to start and 22 have start dates confirmed.
* Human Resources have received feedback from managers who are requesting weekly/fortnightly updates which will be acted upon.
* Resourcing is working closely with managers regarding difficult to fill posts generally but particularly in the Inpatient units.

**Adult Services Directorate**

**Turnover: 13.18% v 12.0% Trust Target**

* Turnover has reduced slightly this month to 13.18%.
* Forensic services remain an area of concern the Directorate is currently reviewing the services to see how they can improve the working environment and support staff.

**Sickness: 4.02% v 3.5% Trust Target**

* Sickness absence reduced from 4.47% in August and July this is the lowest sickness figure for many months.
* Long term sickness cases are managed with support from Occupational Health and using the Capability Health process where appropriate.

**Bank and Agency: 9.20% v 5.0% Trust Target**

* Agency (7%) unchanged over the last 3 months due to high number of vacancies and in response to safer staffing requirements. Long lines of work have been negotiated where appropriate. The new agency framework will be live later this month with 16 agencies identified to support MH staffing.
* Bank (2.3%) low availability of NHSP workers outside of Oxford area this should improve when the new agency framework goes live.

**Vacancies: 12.60% v 9% limit**

* The number of vacancies has increased from 11% in August to 12.60% in September.
* An advert for nurses for Kingfisher and Kestral Wards (Thames House) will appear in the RCN Bulletin on the 28th October.
* An Open day is planned for November to invite potential candidates to experience the environment.
* Adult Inpatient wards are now interviewing every second Wednesday to ensure that candidates are interviewed within 21 days of applying on-line.
* There are 231 vacancies, 79 live vacancies, 13 at shortlisting, 13 at interview and 103 offer accepted of which 30 are cleared to start and 12 have start dates.

**Corporate**

**Turnover: 12.23% v 12.0% Trust Target**

* Turnover has reduced month on month for the last three months and reduced by a further 2.29% this month.
* Estates & Facilities, Ops and the Office of the CEO have the highest turnover which will be analysed over the coming months to identify where improvements can be made. However the OPS and the CEO Office have relatively small teams.

**Sickness: 3.46% v 3.5% Trust Target**

* Sickness absence has increase this month by 0.18%. However, long term absence is currently 1.98% a decrease from last month which was 2.01%. This equates to 842 WTE days lost (last month 817).
* The overall trend is improving however key areas requiring further improvement have been identified and are being worked through currently.
* Sickness absence is being managed in line with current Trust policy, developing and coaching managers to ensure they are confident in the management of absence and transparent team level dashboards enabling focused planning to support teams or departments of concern.

**Bank and Agency: 7.30% v 5.0% Trust Target**

* There has been a 0.50% increase in bank and agency spend from 6.80% in August to 7.30% in September. Key areas with high bank and agency usage have seen a decrease this month overall, however HR & Occupational Health are experiencing a spike in temporary staff usage relating to extended sick leave and the flu vaccination programme.
* High levels of scrutiny remain essential in this area.

**Vacancies: 19.00% v 9% limit**

* There are currently 76 vacancies, 38 offers have been accepted, 14 candidates cleared to start, and 13 start dates confirmed.
* Resourcing is working closely with managers regarding difficult to fill posts.

**Recommendation**

The Board is asked to note the report for information.

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[Drafting Note: The following statements must be attached to every report]

1. *A risk assessment has been undertaken around the legal issues that this paper presents and there are no issues that need to be referred to the Trust Solicitors.*
2. *This paper (including all appendices) has been assessed against the Freedom of Information Act and the following applies: [delete as appropriate]*
* *THIS PAPER MAY BE PUBLISHED UNDER FOI*
1. *This paper provides assurance and evidence against the Care Quality Commission Outcome: [Input Outcome number – i.e. 12,13,14]*