

**BOD 114/2017**

(Agenda item: 14)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**27 September 2017**

**Workforce Performance Report**

**For: Information**

This report shows the position on the workforce performance indicators as at the end of August 2017, except for sickness absence which is a month in arrears.

The report includes brief details of actions already in place to address some of the challenges as well as plans being developed.

**Temporary Staffing Spend**

Temporary staffing spend now includes GPs in the OOH service that have moved onto payroll as a result of the IR35 legislation earlier this year. Without this temporary staffing spend in August would have remained at July’s levels. This also accounts for £190K of the £300k increase in bank spend.

Removing this factor Bank spend still increased to near its height. Bank spend returned to average level in the Adults directorate with little change elsewhere (excluding OOH GP impact).   
  
There has been a £100k decrease in agency spend compared to July, despite peak holiday season. This decrease is due to a £150k decrease in the Additional Clinical Services staffing group, 1/3 of which was offset by an increase in bank the remainder being an overall decrease in temporary staffing use. Agency spend was 80.74% above the ceiling set by NHSI and overrides have continued to rise since the start of the FY. Reported reason for Agency use for units on the WFMS has increased steadily from the beginning of the FY from 52% to 62%. 20% was used for increased workload / acuity and 4% for sickness.

Over the coming months we will be introducing new incentives and rewards to encourage more people to work with us.  This month we launched the ‘Recommend a Friend’ scheme offering £300 to staff who successfully introduce people to both staff and bank roles.

Alongside that we have the ‘Bank with Us’ scheme which seeks to greatly increase the number of staff and bank-workers available to work bank shifts with our teams. This is offering improved rates for experienced staff (e.g. a band 6 will be paid at that rate for doing band 5 shifts), better shift choices, the same flexibility as agency and easier sign up through our in-house Staffing Solutions bank.

Recruitment of Flexible Workers has now moved to the core recruitment team and additional posts are in place to support increased recruitment activity supporting “Bank with Us.”

Centralisation of the management of all agency spend is well underway and all agency spend with the aim of all spend being on the WFMS form 2 October.

Implementation of the SafeCare module of the Workforce Management system (which allows the Trust to compare actual staffing with demand driven by patient acuity across inpatient units) is currently being implemented and should be complete by the end of October. This will support the Trust to ensure staffing levels are appropriate to patient needs.

The Carter 90 Day improvement challenge is focusing the Trust on floor to Board Rostering reporting with the aim of improving the equity, efficiency and safety of rosters.

**Vacancy**

The vacancy rate increased slightly to 11.62% in August (10.93% in July). The long-term increase in the Trust vacancy rate is driven by the growing budget shortfall in Qualified Nursing, particularly Bands 5 and 6.

**Turnover**

The Turnover figure has increased to stand at 14.94% in August from 14.53% in July. The increase was visible across all directorates. The Trust turnover rate is being driven by a long-term increase in turnover in the Medical, Qualified Nursing, Scientificstaff groups

The main reasons for leaving are:

* Career development (33% of leavers in August)
* Relocation (22% of leavers in August)

**Sickness**

Sickness has increased slightly in August to stand at 3.85%. The increase has been experienced across all directorates except Older Peoples. The current rate is above the Trust target but below comparable periods over the last three previous years. The increase has been driven by a rise in long-term sickness episodes, particularly those relating to *stress* and musculoskeletal problems. Cold and flu absence is now very low but likely to rise as we move into the autumn. Occupation Health will be promoting Flu vaccinations to try to counter the likely increase.

Across the Trust the biggest causes of absence continue to be Stress & Anxiety and Musculoskeletal. Senior management and trade union representatives are working jointly in working groups to explore some of the stress related issues – one area of focus at present is “Back to the Floor”.

We are working to introduce an Employee Assistance Programme to offer various types of support to our staff, ranging from physical health issues to counseling.

**Recruitment**

The Government recently announced that an additional 21,000 mental health nurses, consultants and therapists would be recruited across the NHS workforce. Trusts expect to be contacted about the detail behind this during October or November 2017.

Regular reviews of workforce issues, with particular focus on recruitment and retention, are taking place. The reviews are developing some of the ideas from the “50 Questions” and developing them into proposals that can be costed and evaluated. The aim is to enable the Trust Executive to decide which proposals could be taken forward into HR strategy.

**Other Activity**

Staff Recognition – The annual awards ceremony is seen as a key part of the Trust’s commitment to celebrate the success of individuals and teams. Nominations for the 2017 awards are open until 29th September with the ceremony taking place later in the year.

NHS Staff Survey – We are planning for the 2017 Staff Survey which will once again be sent to all staff, online only. The HR Department has flagged to Well Led Sub-Committee that the department has not been provided with many examples of actions undertaken from the 2016 survey and that this makes it more difficult to positively promote the Staff Survey to staff.

Investigation Policy – The Trust is currently consulting with trade unions on an Investigation Policy. The aim is to encourage preliminary investigation and to provide a single process for various type of HR investigation. A bank of flexible workers to undertake HR investigations has been established with the aim of reducing pressure on management time and improving the timescale of investigating HR matters.

**Recommendation**

To note the report for information.

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