

**BOD 134/2017**

(Agenda item: 12)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**25 October 2017**

**Workforce Performance Report**

**For: Information**

This report shows the position on the workforce performance indicators as at the end of September 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**

Agency Spend reduced by £223k to £1.67m in September, approximately the same as in Sept 2016. Bank Spend now includes GPs in the OOH service that have moved onto payroll, this was £350k in September. Without this temporary staffing spend in August and September would have been £2.3m approximately the same as in June 2017 and Sept 2016. £140K of the £223k agency spend decrease is in the AHP staffing group.   
  
Agency spend was 75.83% above the ceiling set by NHSI and NHSI Agency rule overrides remain high although have reduced in the last month. 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.

Recruitment of Flexible Workers has now moved to the Recruitment Team and additional posts are in place to support increased recruitment activity which is being supported by the “Bank with Us” challenge that was launched on 1 September. To date there have been 27 applications for substantive Flexible Workers of which 25 have been processed and are available for work, 11 offers for Pure Flexible Worker contracts of which 3 are now available for work and 79 applications which are awaiting shortlisting or interview.

Training for Flexible Workers is starting to be delivered whilst they are still going through the pre-employment clearance process. This should mean that they are available for work quicker than at present. Further options for delivery of training for Flexible Workers needs to be considered.

Centralisation of the management of all agency spend is now complete. All agency spend should be on the WFMS from 2 October.

The Trust is taking a key role in the Carter 90 Day improvement programme presenting its work at the Collaborate meeting, Carter review interim update and the Healthcare Financial Management Association. Lord Carter is visiting the Trust to view the work on 7 November.

**Vacancy**

The vacancy rate has decreased slightly to 11.32% in September from 11.62% in August. The long-term increase in the Trust vacancy rate is driven by the growing budget shortfall in Qualified Nursingstaff, most particularly bands 5 and 6.

**Recruitment**

A fortnightly working group has been established to keep the focus on recruitment and retention. Chaired by Stuart Bell and attended by members of the Executive and Operations Management Team, areas of challenge are discussed and proposals agreed. The changes to the Flexible/Sessional contract, the Recommend a Friend initiative and the additional resource to promote the bank were agreed recently and are already having a positive impact. Further proposals to support advertising and branding, amendments to safer care training for flexible workers and piloting agency support to fill substantive roles in hard to fill areas will be taken to the next meeting

HR has a scheduled fortnightly slot on the Operational Managers team meeting chaired by Dominic Hardisty. The group is looking how they can support reducing the hire time of candidates, career pathways to enhance attraction, difficult to recruit areas and areas of high turnover.  A proposal to create an operational team or a programme project manager is under consideration.

**Turnover**

The Turnover figure remains unchanged at 14.94% in September. Slight declines in the Children and Young People and Adult directorates were offset by increases in Corporate and Older Peoples.

The Trust turnover rate is being driven by a long-term increase in turnover in the Medical and Qualified Nursing staff groups.

The main reasons for leaving are:

* Career development (40% of leavers in September)
* Not specified (40% of leavers in September)

The Trust has been invited to participate in Phase 2 of an NHS Improvement programme on staff retention. The aim is to share best practice and to boost staff retention.

**Sickness**

Sickness has increased slightly in September to stand at 3.89%. 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.

Occupational Health are now actively promoting Flu vaccinations to try to counter the likely increase with multiple clinics across a range of Trust locations. A good uptake so far is reported.

Senior Trust management and staff side representatives are working to address workplace stress in a joint group; a further meeting is due to take place at the end of October. A separate joint management / union representative group is looking at issues relating to bullying & harassment.

**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 have now closed. In excess of 170 nominations were received. The ceremony will take place on 30th November 2017.

NHS Staff Survey – Is now live and being promoted. Initial review shows the response rate to date as 14% which compares well to other trusts in the Picker group.

**Recommendation**

To note the report for information.

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