

**BOD 33/2017**

(Agenda item: 12)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**29 March 2017**

**Workforce Performance Report**

**For: Information**

**Executive Summary**

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

Overall, staff turnover, the ability to recruit the required numbers at the required speed and the consequential impact on the high usage of temporary staff resource remains the main concern and hence the focus of high levels of activity.

Attention is particularly drawn to the following key points:

**Temporary Staffing Spend**

Agency spend dropped considerably in February 2017 over the previous month. Agency decrease was mainly across the Allied Health Professionals, Nursing Staffing and Additional Clinical Services staff groups. There continues to be a decrease in NHSI agency overrides as more Framework agencies are being used and price caps met. Agency spend was 58.5% above the ceiling set by NHSI.

For those units on the Workforce Management System 55% of the temporary staffing use was to cover vacancies, with 29% used to cover additional workload and 5% to cover sickness. 134 agency workers are currently engaged on lines of work mainly to cover vacancies. Agency spend was reduced significantly in February across the Adult, Older Adults and C&YP directorates. The top contributors to agency spend are Wallingford, Allen and Kestrel wards.

Recruitment in staffing solutions continues and it is anticipated that the team will be operating at just under full capacity from April 2017. Recruitment of Flexible workers into Nursing and Health Care Assistant roles has commenced with 30 shortlisted for interview. The impact of this on agency spend should be seen in the coming months.

All Agencies have been written to in light of the new rules from NHSI prohibiting the use of agency staff who also have substantive contracts with other NHS Trusts.

Directorate detail is shown under respective area charts and further described below:

**Adult**

* Spend decreased to 15.47% (15.49% last month).
* Main reasons are:
* Agency workers are covering vacancies in the AMHT’s to ensure that caseloads are not excessive.
* Agency workers have been met with to explore what would encourage them to move to a permanent contract and what they find more attractive about agency work. Feedback from these meetings has been shared with the Director of HR.
* There are long lines of Agency workers across the services ensuring that continuity of care is maintained.
* Users of most agency are Kestrel and Allen Wards with other areas remaining high.
* Agency staff were used to cover vacancies, sickness absence and required due to patient acuity levels.

 **Children & Young People**

* Spend has decreased by 2.06% to 5.94%
* Main users of agency are:
* Oxon CAMHS & PCAMHS
* Bucks CAMHS services
* Highfield Unit
* Marlborough House, Swindon
* Cotswold House Oxford
* Cotswold House, Marlborough

**Older People’s**

* Spend has decreased to 8% (9% last month).
* Agency spend decreased in most areas of the Directorate except for Community Hospitals.
* Main users of agency are:
* City, Didcot, Wallingford and Witney Community Hospitals.
* Older Peoples Mental Health Inpatient Wards.

**Corporate**

* Spend has reduced to 3.49% (from 4.1% in December).
* Overall, the temporary staffing spend trend across Corporate continues to reduce and is well below the average spend for the Trust.

**Vacancy**

The vacancy rate has increased this month from 8.0% in January to 8.6% in February but remains below the 9.0% Trust target.

The increase has been driven by an upturn in vacancies in the *Qualified Nursing* and *Medics* staff groups*.*

A table showing the recruitment figures for each directorate is included in the Workforce Performance Report.

Directorate commentary:

**Adult**

* Vacancy rate is 11.3, up 0.4% from last month.
* Difficult to recruit to areas remain unchanged.
* Targeted campaigns in place to reach passive job seekers.
* Masterclass in advert writing for recruiting managers.
* Targeted recruitment process training for new managers.
* 247 vacancies out to advert with 110 live on NHS jobs
* Key Deputy Ward Manager, Ward Manager and Modern Matron roles are being recruited to.
* Middle manager level acting up remains high.

**Children & Young People**

* Vacancy rate is -1.8%. 41 posts are currently live on NHS jobs, 42 posts are at shortlisting or interview with 58 candidate in the pipeline.
* On-going difficulties recruiting to parts of the Directorate (eg Highfield)

**Older People**

* Vacancy rate has increased to 8.6% which is below target
* High numbers of vacancies continue in District Nursing (Oxford City/South West) and South Bucks CMHT.
* Targeted recruitment to attract Physiotherapy graduates.
* Targeted increases in our social media presence for Older Peoples roles.

**Corporate**

* Vacancy rate increased slightly to 16.22% from 15.98%.
* 74 posts are in the pipeline with 12 at offer.

**Sickness**

Sickness has seen a slight increase in February to stand at 4.82% from 4.75% following a significant increase over the last three months. This is being driven by a marked increase in short-term episodes of *Cold/Flu* but offset by a reduction in *Stress/Anxiety for the second month in a row*. Absence due to *Stress/Anxiety* has continued to decline in all directorates except Corporate.

Directorate commentary:

**Adult**

* Sickness has decreased to 5.98% from 6.13%
* 29 cases are under formal management with HR staff working closely with managers to ensure that the policy is adhered to, moving staff into informal and then formal sickness absence as appropriate.

Top 3 reasons for sickness –

|  |  |
| --- | --- |
| Colds and ‘flu | 23.16% |
| Anxiety/stress/depression/other psychiatric illnesses  | 21.23% |
| Other known causes – elsewhere unclassified  | 11.51% |

* The reappearance of “Other known sickness reasons” in the top three reasons for sickness is under reviewed by the HR team with managers. It is of concern as it potentially means other absence reasons are being underreported.

**Children & Young People**

* Sickness has increased marginally to 3.96%.
* All long term absences cases are being managed. 13 of the long term cases have returned to work.

Top 3 reasons for sickness –

|  |  |
| --- | --- |
| Cough, colds & ‘flu  | 21.21% |
| Anxiety/stress/depression/other psychiatric illnesses (decrease of 5.41%)  | 16.74% |
| Gastrointestinal  | 11.56% |

**Older People**

* Sickness remains broadly unchanged from last month at 4.8% from 4.77%. Majority of the sickness absence was short term.
* There are 25 formal Health Capability Cases being managed at present.
* Decreases across the Directorate were offset by a 1.7% increase in Community Hospitals linked to a flu outbreak.

Top 3 reasons for sickness –

|  |  |
| --- | --- |
| Anxiety/stress/depression/other psychiatric illnesses | 17.4% |
| Cough, colds & ‘flu (An increase of 10% on last month) | 24.5% |
| Other causes – not elsewhere classified  | 11.6% |

**Corporate**

* Sickness has increased to 4.3% (4.00% last month).
* Estates & Facilities presents the biggest challenge (at 8.31% absence rate) with the trend for the last 3 months mirroring the same period in 2015/16.
* The Office of the CEO has experienced a spike in February of 6.35%.

Top 3 reasons for sickness –

|  |  |
| --- | --- |
| Anxiety/stress/depression/other psychiatric illnesses (reduced by 20% from last month) | 18.78% |
| Cough, colds & ‘flu | 14.57% |
| Other Musculoskeletal Problems  | 13.86% |

**Turnover**

The Turnover figure whilst steady has increased slightly from 14.83% in January to 14.95% in February.

The primary driver for the increase has been the turnover in Medical Staff since August 2016 and a long-term increase in turnover in the *ST&T/AHP* staff group. The impact of this has been felt in the *Older Peoples* and *Corporate* directorates which has shown a persistent increase in turnover over the last 12 months.

**Exit Data**

The top 3 recorded reasons for leaving are:

* Voluntary Resignation
* Cost of living
* End of Fixed term Contract

27 staff movement forms were received in February against 91 leavers. Managers will be reminded of the need to complete staff movement forms. The main reasons for staff movement remain unchanged, staff cite personal reasons, promotion (often internally within the Trust) relocation and movement into further education.

HR will continue to monitor and refine the staff movement forms to identify trends and reasons for leaving.

**Recruitment**

A report showing recruitment activity by Directorate is included in the Performance Report. It shows 757 vacancies (743 vacancies last month).

There remain services to which it is difficult to recruit (adult inpatient wards and community hospitals in particular). The report has been amended and now only includes only recruitment activity that arises from filling a vacancy; previously the report included people undergoing pre-employment checks but who would not fill a vacancy (for example, Out of Hours GPs engaged on a Contract for Service rather than employment contract, internal bank workers).

Targeted activity this month includes:

* Attendance at BMW Career’s Fest attended by 1800 school pupils
* Exploring Nursing Taster Week
* Contacting passive job seekers through social media
* Fit and Proper Person Tests for Senior Managers ongoing
* Recruitment in Corporate Services is increasing.
* Decreasing the amount of interview information outstanding.

**WRES Data**

The reporting of the WRES data will recommence next month and will show changes, trends and themes.

**2016 Staff Survey**

The final response rate for this year’s staff survey was 52.6% compared to 48.1% in 2015. Whilst the external embargo was still in place, draft results were shared with the Board during January followed by discussion sessions with each of the directorate senior management teams.

The embargo was lifted on 8 March which will now be followed up with:

An all staff email from Stuart Bell, An update on the weekly email linking to dedicated intranet pages and a search engine allowing easy search for team level data.

The round of Linking Leaders (commencing in April) will be focused on Staff Experience and the main data source presented will be staff survey results.

**Recommendation**

To note the report for information.

**Author and Title:**

Donna Elliott (Acting Senior HR Business Partner)

**Lead Executive Director:**

Mike McEnaney