

**NLG(18)074**

DATE OF MEETING	27 February 2018
REPORT FOR	Trust Board of Directors – Part 1
REPORT FROM	Jayne Adamson, Director of People and Organisational Effectiveness
CONTACT OFFICER	Jayne Adamson, Director of People and Organisational Effectiveness
SUBJECT	Monthly Staffing Report – February 2018
BACKGROUND DOCUMENT (IF ANY)	N/A
PURPOSE OF THE PAPER:	For Information
EXECUTIVE SUMMARY (PLEASE INCLUDE A BRIEF SUMMARY OF THE PAPER, KEY POINTS & ANY RISK ISSUES AND MITIGATING ACTIONS WHERE APPROPRIATE)	This paper summarises the monthly staffing position as at the end of January 2018. It highlights key vacancy areas and actions taken to address them, summarising a number of other workforce data.
HAVE STAFF SIDE BEEN CONSULTED ON THE PROPOSALS?	NOT APPLICABLE
HAVE THE RELEVANT SERVICE USERS/CARERS BEEN CONSULTED ON THE PROPOSALS?	NOT APPLICABLE
ARE THERE ANY FINANCIAL CONSEQUENCES ARISING FROM THE RECOMMENDATIONS?	NOT APPLICABLE
IF YES, HAVE THESE BEEN AGREED WITH THE RELEVANT BUDGET HOLDER AND DIRECTOR OF FINANCE, AND HAVE ANY FUNDING ISSUES BEEN RESOLVED?	NOT APPLICABLE
ARE THERE ANY LEGAL IMPLICATIONS ARISING FROM THIS PAPER THAT THE BOARD NEED TO BE MADE AWARE OF?	NO
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO THE NHS CONSTITUTION IN ANY DECISIONS OR ACTIONS PROPOSED?	NOT APPLICABLE
WHERE RELEVANT, HAS PROPER CONSIDERATION BEEN GIVEN TO SUSTAINABILITY IMPLICATIONS (QUALITY & FINANCIAL) & CLIMATE CHANGE?	NOT APPLICABLE
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER SUPPORT THE ACHIEVEMENT OF THE TRUST OBJECTIVE(S)	YES
THE PROPOSAL OR ARRANGEMENTS OUTLINED IN THIS PAPER ENSURE COMPLIANCE WITH THE REGULATORY OR GOVERNANCE REQUIREMENTS LISTED	NOT APPLICABLE
THE PROPOSALS OR ARRANGEMENTS OUTLINED IN THIS PAPER TAKE ACCOUNT OF REQUIREMENTS IN RESPECT OF EQUALITY & DIVERSITY	YES

ACTION REQUIRED BY THE BOARD

**The Board is asked to note the contents of the Staffing Report**



**Northern Lincolnshire  
and Goole**  
NHS Foundation Trust

**Directorate of People and Organisational Effectiveness**

## **MONTHLY STAFFING REPORT**

**Jayne Adamson, Director of People and Organisational Effectiveness**

**Feb-18**

Northern Lincolnshire and Goole NHS Foundation Trust actively seeks to promote equality of opportunity and good race relations. The Trust seeks to ensure that no employee, service user, or member of the public is unlawfully discriminated against for any reason, including their religion, beliefs, race, colour, gender, marital status, disability, sexual orientation, age, social and economic status or national origin. These principles will be expected to be upheld by all who act on behalf of the Trust, with respect to all aspects of this document.

## EXECUTIVE SUMMARY

### Turnover & Retention:

Turnover & Retention: The 12 month Trust wide turnover rate stands at 10.56% against the annual target of <9.4%. The Trust monthly turnover rate for January 2018 stood at 0.77%, within the monthly target of 0.78%.

- Medical & Dental Staff Group turnover rate was 1.54%. This figure is based on permanent staff only so junior doctor rotations and temporary/fixed term staff are excluded.
- Nursing and Midwifery Staff Group turnover rate was 0.68%.
- AHP Turnover rate continues to see a significant increase. In January the turnover rate was 2.89%.

The exit questionnaire return rate for December 2017 stood at 9% against the target of 50%.

### Vacancy Summary:

Vacancy Summary: The Trust wide vacancy position has decreased slightly in month resulting in a vacancy position of 9.5% against the target of <7%.

The Registered Nursing vacancy position remains outside of target and has increased in month resulting in a vacancy factor of 9.3%, against the target of 6%.

The Unregistered Nursing vacancy rate stands at 9.18%, outside the target of 2%. The increased vacancy rate is due to Band 2 and 3 Healthcare Assistant vacancies within a variety of areas due to increasing the establishment.

The Medical & Dental vacancy position remains outside of target (<15%) with a vacancy position of 24.29%. The grades which this includes are Consultant, SAS, Other-Training and Other-Non-Training.

Maintenance vacancy position has increased in month and remains outside of target at 14.04% against the target of <7%. Admin and Clerical vacancy rate stands at 7.88% against the target of <7%. Admin and Clerical vacancies are highest within Communities and Therapies at 14.72%.

### Sickness Rates:

The Trust's Sickness Percentage in December 2017 stood at 4.83% against the target of 4.1%, an in-month increase of 0.23%. This is the highest it has been since April 2017; however, it is lower than in December 2016. Sickness rates historically follow a seasonal trend where sickness rates rise during the winter period.

### Hotspots:

Escalation roles, wards services considered 'hotspots' - data to follow in line with new dashboard creation.

# Monthly Staffing Report

February 2018

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## **1.0 INTRODUCTION**

The 'at a glance' section of this report has been refreshed to allow the KPI figures to be relevant and aligned to the Trust's current priorities. These will continue to evolve in line with Trust priorities and agreed KPIs as part of the Integrated Board Report and Improving Together Project.

## **2.0 BOARD ACTION**


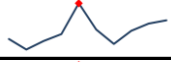


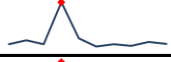
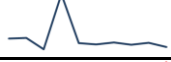


The Board is asked to:




- Review the performance against the range of targets/indicators included within the report.
- Consider the information contained within this report.



## **2.1 RECOMMENDATIONS**

- To make recommendations on the content of the report and if further information is required for inclusion (or removal).

### 3.0 AT A GLANCE

STAFFING INDICATORS: Dec-17							
2017/18 Indicators							
Indicator			Comparator				
VACANCIES AND STAFF MOVEMENTS	In Month Change	Jan-18	Previous Month	Previous Year	YTD Trend	Target	
Trustwide Vacancy rate	-0.18%	9.50%	9.68%	6.98%		<7%	
Medical Vacancy Rate	0.28%	24.29%	24.01%	21.95%		<15%	
Nursing Vacancies	Registered	0.14%	9.30%	9.16%	7.58%		<6%
	Unregistered	-0.10%	9.18%	9.28%	3.32%		<2%
All Staff Turnover	-0.06%	0.77%	0.83%	1.20%		0.78%	
Nursing and Midwifery Staff Turnover	-0.23%	0.68%	0.91%	1.08%		0.78%	
Medical and Dental Staff Turnover	0.78%	1.54%	0.76%	5.20%		0.78%	
AHP Staff Turnover	0.63%	2.89%	2.26%	1.10%		0.78%	

Indicator			Comparator			
OTHER WORKFORCE	Change	Dec-17	Previous Month	Previous Year	Trend	Target
Sickness Rate	0.23%	4.83%	4.60%	5.22%		<4.1%
Exit Interview Return Rate	-12.00%	9.00%	21.00%	-		50%
		Jan-18				
Percentage of Fixed Term Staff in Post	0.12%	9.14%	9.02%	-		-

Indicator			Comparator			
Training and Development	Change	Jan-18	Previous Month	Previous Year	Trend	Target
Mandatory Training Compliance	0.00%	87%	87%	88%		85%
PADR Compliance	-1%	68%	69%	75%		85%

#### 4.0 MONTHLY DASHBOARD BY DIRECTORATE

Month					
Directorate	Headcount	Sickness Rate	Turnover	Exit questionnaire return rate	Vacancy Rate
<b>Target</b>	<b>N/A</b>	<b>4.10%</b>	<b>0.78%</b>	<b>50%</b>	<b>&lt;7%</b>
Chief Nurses Office	95	4.93%	0.65%	100%	7.28%
Estates and Facilities	659	6.10%	0.37%	0%	7.67%
Finance	102	0.72%	0.97%	0%	16.47%
Medical Directors Office	45	5.45%	0.00%	N/A	5.82%
Operations Clinical Support Services	745	4.67%	1.01%	0%	Finance
Operations Comm & Therapy	721	5.51%	1.64%	44%	Finance
Operations Medicine	1308	5.87%	0.73%	0%	Finance
Operations Surgery & Critical Care	1125	4.79%	0.50%	0%	Finance
Operations Women & Childrens	780	4.48%	0.61%	0%	Finance
Path Links	420	2.70%	0.86%	0%	5.65%
People & Organisational Effectiveness	100	2.42%	0.00%	0%	5.93%
Performance Assurance	56	0.54%	0.00%	N/A	9.16%
Strategy and Planning	132	1.97%	0.00%	N/A	8.57%

\* Exit questionnaire return rates and sickness rates are reported 1 month behind to ensure accuracy of data.

\* N/A will be shown were there have been no leavers in the exit questionnaire column



## 5.1 MONTHLY WORKFORCE UPDATE AND THEME ANALYSIS

### Workforce Update:

**Medical Staffing:** Current medical staffing recruitment priorities:

#### Consultant Acute Care

Multiple posts vacant for considerable time, currently 4.00 WTE vacant trustwide. Recruitment ongoing via various methods including traditional advertising, work with agencies, networks etc, with at least one appointment expected shortly.

#### Consultant Radiologist

Multiple posts vacant for considerable time, currently 11.46 WTE vacant trustwide. Recruitment ongoing including traditional advertising, work with agencies, networks etc. Appointments have been made and awaiting start. Other options being explored to support the department and looking at alternative posts, this including MTI and CESR programme.

#### Consultant Microbiologist

Currently 1.60 WTE vacant, 1.00 WTE post appointed to and awaiting start expected March.

There are a total of 2 investigations involving medical practitioners at present. Both these investigations are at the report writing stage.

The workforce planning workshop scheduled for 18th January did not take place due to operational pressures. However, workforce planning intentions and direction were discussed at two meetings of the ACOO meeting and the following areas have been identified as 'Phase 1':

- ECC
- General medicine (including speciality areas such as Cardiology General surgery)
- Pathology
- Radiology
- Critical care

This will take a two-step approach to (1) focus on Bank/Agency filled medical posts, and explore in detail the tasks and procedures associated with this posts activity and how else they could be delivered, and (2) look at the performance activity/data for challenged areas to identify if we have the right number of people with the right skills at pressure points.

A draft workforce plan will be formulated and consulted with in each area to localise it to their specific issues, but there will be common themes throughout; this will then be managed through a project management approach together with stakeholders and clear lines of accountability. Engagement and ownership will be required from each division to ensure change is implemented.

Projected workforce planning will also be incorporated into this work to align with current and future commission intentions. This work stream will have a cross bearing impact on all 5 pillars of the Improving Together programme due to increased capacity, improved patient safety and experience, and improved staff experience; ultimately impacting on recruitment, retention, reputation and sustainability.

**Nurse Staffing:** Registered nursing recruitment continues, with 29 external staff going through the recruitment process. Successful recruitment to hard to fill areas such as Ward 22, Ward 18, Ward 23 and Emergency Care.

Unregistered Nursing continues to be a priority with further assessment days being planned for end February/March 2018. Plans are being agreed to produce a pool of HCAs to be deployed where service needs are required. The recent increase in November's establishment of 31 WTE, is the reason for an increased WTE Vacancy position in December/January.

Links to overseas universities are being built through the talent acquisition team. Discussions with the nursing team have commenced to introduce cohort/academy recruitment with overseas universities such as Finland on a 2 year rotational programme. OET (occupational English test) is being explored as an alternative to IELTS exam with a pilot nurse who is

currently working for the trust. Target recruitment is underway with existing overseas staff placing adverts in Romanian. The recruitment team is also relaunching the Refer a Friend Policy.

As the establishment review has now been completed, this will be matched against the draft workforce plan. The Nurse Staffing Improvement Manager will shortly commence engagement with Nursing teams around the content of the plan and it will then be put forward to NMAFF for discussion and next steps. A pre nursing pathway has been devised by Training and Development and CPD Team pending agreement. This will allow clear career progression opportunities and options for HCA Apprentice to Band 5 Registered Nurse.

**Advanced Clinical Practitioners:** The Trainee ACPs have now commenced in post. HEE are asking for numbers for our next cohort in March as it is likely that there could be further funding attached to this. Two Calderdale Framework workshops are being arranged for March, so teams that are interested in recruiting trainee ACPs can explore if these roles will meet the tasks and procedures within their areas where gaps in structure are evident.

Where interest exists for direct recruitment of qualified ACPs, this needs to be done in conjunction with the workforce planning team to ensure that the ACP role is the right one to meet the tasks and procedures for that service; this will also inform the Trainee ACP programme.

**Apprenticeships:** Currently we have 134 staff on apprenticeship programmes across the Trust; the Trust target is to reach 148 before the end of March 2018. This equates to 91% of apprenticeships sourced. This is a mixture of Entry Level Apprentices, new role development and substantive staff development programmes.

#### **Monthly Theme/ Analysis - Exit Interview Responses:**

##### **Staff Leavers - main reasons for leaving:**

- Lack of career opportunities
- Retirement
- To work closer to home
- Higher pay
- Relocation
- Poor Work life Balance

##### **Staff said they would have stayed for:**

- Career development & training opportunities
- Improved pay
- Improved working relationships with colleagues
- Improved working relationships with managers
- Improved working conditions
- Flexible working opportunities

##### **When asked what staff enjoyed least about work, the most common themes were:**

- Low staffing levels
- Poor management/leadership
- Bureaucracy & politics
- Not being able to do the job to the required standard due to time/pressure
- Clerical side of clinical role
- Lack of career progression/ opportunities