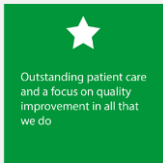


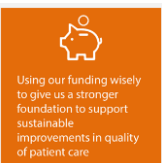




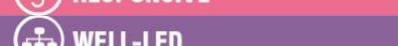


Meeting	Board of Directors	Date:	6 February 2020
Title	Workforce Report: Key Performance Indicators (Month 9)		
Summary of paper	This paper summarises the key workforce issues and risks identified from the workforce report in Month 9, December 2019		
Consultation / other committee views			
Assurances			

Recommendations/decisions required	(a) that the Committee notes the report
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Link to Trust Strategic Pillar	Link to Quality
   	    

Risk(s) Ref	Risk(s) description	Risk(s) score
1423 1619	Resourcing and Retention	9 16


Implications and impact summary	Director Sign off	Dated
Financial and other resources (Expenditure / Income net value)		
Operational		
Workforce / HR Jude Gray	Jude Gray	12/12/2019

Regulations and legal considerations Employment Legislation	Quality consideration and impact on patient and carers
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Confidentiality This report does not contain any confidential information.
Equality Impact Assessment Great Western Hospitals NHS Foundation wants its services and opportunities to be as accessible as possible, to as many people as possible, at the first attempt. This report has been assessed against the Trust's Equality Impact Assessment Tool and there are no proposals or matters which affect any persons with protected characteristics.

Lead Executive Director	Jude Gray	Title	Director of Human Resources
Report Author	Claire Warner Ashley Oakshott	Title	Associate Director of Human Resources Head of Human Resources

Overview of workforce Performance:

Achieving: 

Recruitment & Retention:

- In M9 the vacancy is reported as 215.05 WTE (4.73% against a 7% target) across all staff groups. This is a decrease against the previous month which is reported at 275.79 WTE. (NB.vacancy factor does not currently include Primary Care Services)
- Since April 2019, 49 international nurses have been appointed 15 awaiting OSCE examination. (99% pass rates for OSCE).
- The Trust App, 'My GWH', was launched as a pilot to Swindon Community Health Service on 18.11.19 and further to evaluation of consistency of Trust communication through App, a Trust wide roll out is planned for 2020.
- Trust voluntary turnover rate remains below the target of 11% at 9.11% (8.81% October 2019).

Mandatory Training:

- The overall statutory mandatory training compliance rate remains above target at 89.38% (89.11% November 2019).

Health & Well Being


- Successful appointment of a Health and Well Being Manager due to start at the Trust on the 2nd March 2020.
- Extended wellbeing and staff recognition campaign during December and Christmas period. Daily tea trolley including evening, weekend and Christmas day and delivery of 2000 mince pies.
- Department wellness and relaxation sessions held throughout December in Planned Care Admin, ICU, Daisy ward, Childrens Ward/PAU & Admin, SWiCC & Teal.
- Staff Support held Drop In sessions in ED / LAMU and bespoke stress awareness training for corporate services.
- Mini-health checks to support the WC&SH IDEAs programme.
- Menopause talk attended by 70 members of staff sponsored by Shalbourne Suite, Private Patients.
- Goodie Bags and mince pies distributed to 20 members of staff at the Swindon Health Centre on 23rd December.

Spring Save Scheme:

- Further to the success of the Winter Save scheme, the Spring Save scheme is launched and staff can sign up until 31 January 2020. Clinical staff who sign up to the scheme and complete six 12 hour Bank shifts, or work an additional 72 hours over a 14 week period (from 13 January to 19 April) through the Bank, will receive a £500 bonus in their May pay. The Spring Save Scheme supports the Trust's goal to encourage more staff to sign up to the Bank, the Trust's own internal staff agency.

Workforce Planning:

- HR BP team supporting Divisional teams with annual service review analysis and preparing Divisional workforce plans to be completed by the end of January 2020.

Watch points: 

Primary Care Services Division:

- Working to clarify staffing model and determine budget and vacancy factor by 1st April 2020. Mandatory training compliance is being collated for M10 MWR and trends will be collated and reported in future MWR.

Recruitment:

- In M9 the Recruitment team 'time to hire' increased to 48.22 days linked with annual leave and sickness over the December period.
- Occupational Health department are experiencing high levels of demand and systems issues which are impacting on turnaround timescales.

Change Management:

- Collective dispute in Theatres, shift timing change proposal. Consultation has been extended with a revised implementation date of 1st April 2020. Management leads continue to explore a workable solution.

Flu Campaign:

- Flu Campaign vaccination compliance as at week 14 is 75.63%; 3,923 frontline staff vaccinated to date; 227 to vaccinate to reach 80% CQUIN target. The campaign runs into February 2020 and the OCH are implementing vaccination plan for non-compliant individuals to attain the 80% target.

Failing:

Paybill

- The Trust was overspent in M9 by £634.7K and YTD overspent of £4.7M (excluding reserve funding)

Vacancy Factor:

- Whilst vacancy overall is below target, increased activity during December and opening winter wards has impacted on agency spend through increased demand for resource.
- Other reasons for high vacancy is inactive recruitment due to hold posts for CIP's or as part of restructures.

Agency Spend

- Agency spend M9 overspent compared to plan by £433.9K (£1.7M YTD). SCHS was the only division to achieve the agency spend target for M9.

Sickness absence rate on the rise:

- The overall sickness absence rate is reported as 4.18% for November 2019 (2.34% short-term, 1.85% long-term), which does not meet the KPI target of 3.5%. This is also an increase in comparison to the same period last year, November 2018 (3.76%).

Appraisal

- Appraisal compliance rate has increased to 79.97% which doesn't meet the Trust target of 80% HR support interventions are outlined in report.

Emerging:

- HR resource to lead the Workforce planning work stream of for the 'Way Forward Project' as programme moves to initial business case approval. .
- Divisional Workforce plans are being updated to align with service development and business plans and will be reviewed by Divisional Boards in early 2020.
- Heads of Service Leadership Programme is launched with focus on developing leadership competencies

Change Management:

- Swindon Walk-In Centre: Further to General Election outcome on 19 December, purdah has now been lifted. Staff consultation is commencing in January to redeploy the clinical teams to the UCC and the admin teams will be redeployed in line with Trust Policy. The changes will take effect on 1 April 2020.

Workforce Planning:

- Further to STP investment, Calderdale Framework training is available to Trust to develop workforce planning skills and techniques across clinical and non-clinical teams. Those members of staff who have attended the 3 day facilitator training are identifying projects to complete to support the transformation agenda and progress and outcomes to be reported.
- Divisional workforce plans due for completion end of January 2020, will help to inform the development of the transformational agenda being led by the Workforce Transformation Clinical lead.

Staff Survey 2019

- The 2019 National Staff Survey closed on 29th November with a final response rate of 40%. Results are being collated by Quality Health organisation and will be presented to the Trust on 21st February 2020. To encourage good attendance at this session, all leaders and managers recognised as part of the Trust leadership forum have been invited to attend this session and hear the results first hand.

Action to improve workforce performance indicators

The below provides assurance to the committees that the Trust is responding to the failing and watch point areas raised in the report and the interventions underway:

Failing:

Paybill

The Trust was overspent in M9 by £634.7K and YTD overspent of £4.7M (excluding reserve funding). From January 2020, finance and HR will conduct monthly deep dives with Divisional leads to understand overspend and add further controls where necessary. Reserve funding reduces the current overspend..

Vacancy Factor:

Whilst vacancy overall is below target, increased activity during the winter and opening winter wards impacts on agency spend through increased demand for resource, close support and escalation. Targeted recruitment campaigns continue for nursing and health care assistant roles to reduce agency spend. Additionally collaborative working is underway with Honda to support redeployment of their cohort phase 2 corporate staff.

Recruitment team are pro-actively working with the LHH-Penna recruitment agency to promote corporate services vacant roles including attending a Spotlight Event (mini careers fair) on 28th January 2020 on site at Honda with representatives from the procurement and HR team to discuss job opportunities with the Trust.

Nursing vacancy is at the lowest levels, due to successful student and international recruitment. The campaign is planned to continue into 2020. The band 5 registered nursing trajectory suggest that the Trust will close the gap by January 2021 (subject to no changes to the establishment and 8 international recruits per month)

Agency Spend

M9 Agency spend overspent compared to plan by £433.9K (£1.7M YTD). SCHS was the only division to achieve the agency spend target for M9. Corrective action includes long line reservations to avoid usage of high cost agencies, authorisation controls through senior approval, exploring alternative staffing options, review and adjustment to staffing models in high spend areas to assess requirement and funding option for increase substantive staff.

Sickness absence rate on the rise:

The overall sickness absence rate is reported as 4.18% for November 2019 (2.34% short-term, 1.85% long-term), which does not meet the KPI target of 3.5%. This is also an increase in comparison to the same period last year, November 2018 (3.76%). The NHS national trend is mirrored at GWH with an increase in sickness during the winter period. The HR team meet with all managers with cases of LTS to support staff back to work with reasonable adjustments.

Short term sickness is the main reason for increase sickness rate (2.34%) and the top 3 reason are stress/depression, Cough/cold flu and Gastrointestinal. Preventative measures, include Flu vaccines and limited access to wards affected with D&V. A programme of wellness events, staff support and staff recognition is in place to support staff during the current and anticipated winter pressures. Further detail of these events is detailed in this report.

Support Staff Wellbeing:

Mince Pie Tea Trolley – 2000 mince pies distributed with daily visits to every area of hospital, community sites, Sunflower Lodge, the Orbital, GP surgeries and the Swindon community equipment store. Tea trolley run on a Saturday, an evening one and one on Christmas day. Daily tea rounds during January and February and then going back to Wednesday rounds for March.

Wellness Events – A second ‘Happiness Event’ is being planned for 22nd January with massage, relaxation treatments. gift bags and hamper prize draw. Several in-department wellness sessions held in December in Planned Care Admin, ICU, Daisy ward, Childrens Ward/PAU & Admin, SWiCC & Teal ward including head/neck massage for 120 staff.

Mini-health checks are being held to support the WC&SH IDEAs programme and include blood pressure checks.

Education Talk – A Consultant led presentation about ‘Dealing with the Menopause’ was held on the 9th January 2020 and attended by 70 members of staff sponsored by Shalbourne Suite. The event was very well received with expressions of interest for further future events of this type.

Goodie Bags and mince pies were distributed by the department matron to 20 members of staff at the Swindon Health Centre on 23rd December to thank them for their support and patience during the emergence of the Walk In Centre change management programme.

Appraisal

Appraisal compliance rate has increased to 79.97% which doesn’t meet the Trust target of 80% HR support interventions outlined in report. Increased focus on this improvement measure through targeted reporting and offer of bespoke training.

The new appraisal policy has been approved which include performance scoring measurement to identify high performance and develop the Trust talent pool. The Trust is considering re-introducing the appraisal season to ensure appraisal take place, during a lower activity period.

 **Watch Points:**

Primary Care Services Division:

Further to successful TUPE transfer on 27 November 2019 of 65 staff at Moredon & Abbey Meads Health Centres, work is now commencing to clarify the staffing model and determine budget and vacancy factor. The objective is to agree budget by 1st April 2020 and the designated HR lead is supporting the workforce element of this activity. Mandatory training compliance is being collated for M10 MWR and trends will be collated and reported in future MWRs.

Recruitment:

In M9 the Recruitment team 'time to hire' increased to 48.22 days from 38.95 days in the previous month, above the South West streamlining target of 46 days. In part due to annual leave and sickness over the December period and will be monitored for M10.

Occupational Health department are experiencing high levels of demand and systems issues which are impacting on turnaround timescales. Discussions are underway with the system provider to improve the service and team performance is being managed and supported.

Change Management:

Collective dispute in Theatres shift timing change proposal. Consultation has been extended with a revised implementation date of 1st April 2020. A Task and Finish group was arranged with no engagement from staff side. Management leads continue to explore a workable solution with weekend working and engagement from volunteers and all new recruits.

Flu Campaign:

Flu Campaign 75.63% as of Week 14 of the campaign. 3,923 frontline staff vaccinated to date; 227 to vaccinate to reach 80% CQUIN target. The campaign runs into February 2020 and the OCH team developed a plan to target non-compliant frontline staff with option of vaccination or formal opt out completion. A prize approach for Peer Vaccinator has been introduced, including £100 gift voucher for a Peer Vaccinator that achieves 30 vaccinations by the end of the month.