

To: Meeting of the Board of Directors

Date of Meeting: 31<sup>st</sup> May 2017

Agenda Item: 7

Title
Organisational Development and Workforce Performance Report
Responsible Executive Director
Denise Farmer, Director of Organisational Development and Workforce
Prepared by
Lorissa Page, Deputy Director of HR and Beverley Thorp, Associate Director of HR
Status
Public
Summary of Proposal
This report details the Trust's performance in relation to workforce supply, development and engagement of its workforce to improve the organisations culture.
Implications for Quality of Care
There is a direct correlation between a highly engaged, performing workforce and quality of care.
Link to Strategic Objectives/Board Assurance Framework
Supports the delivery of the Trust's current corporate objectives: <i>excellent outcomes; great experience; empowered skilled staff; high productivity</i>
Financial Implications
Supports effective and efficient financial performance
Human Resource Implications
As above
<b>Recommendation</b>
The Board is asked to <b>NOTE</b> the report
Communication and Consultation
N/A
Appendices
Data report

To: Board of Directors

31<sup>st</sup> May 2017

From: Denise Farmer, Director of OD and Workforce

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## **FOR INFORMATION**

### **ORGANISATIONAL DEVELOPMENT AND WORKFORCE REPORT**

#### **1.0 INTRODUCTION**

- 1.1 This report sets out the key headlines relating to the Trust's workforce as at 30th April 2017. It is the first report of this style and therefore will comment on the key features of our workforce and culture: plans for addressing priorities are being developed.

#### **2.0 Workforce Capacity**

- 2.1 Workforce Capacity did not meet the total funded establishment in the month by 857 wte, giving the Trust a vacancy rate of 10.5%. The highest proportion of vacancies were seen within Nursing roles (386 wte) followed by Admin & Clerical (202 wte). The Directorates with the highest number of Nursing vacancies are Speciality Medicine (78 wte) and Acute Floor (60 wte). Of the Clinical Directorate's, Central Clinical Services (96 wte) had the highest number of vacancies overall. The Facilities Directorate had the highest total with 147 wte (all within Ancillary support roles).
- 2.2 The number of substantive staff employed has decreased by 20 wte over the previous 12 months although, the Budgeted Establishment wte has increased by 251 wte during the same period, the impact of which is a 3.1% increase in vacancy rate. Substantive staff account for 93% of total capacity used.
- 2.3 Over the previous 12 months (May 2016 – April 2017), Bank spend has averaged at £1.3m per month and Agency spend has averaged £854k per month. Nursing Bank spend is averaging at £940k and Agency spend at £242k. Medical Locum spend is averaging at £171k and Medical Agency spend at £235k.
- 2.4 In the month of April 2017 Bank spend stood at £1.3m, down on £1.5m in March 2017 but up from £1.2m in April 2016. Bank spend accounts for 4.5% of total staffing costs (up from 4.2% in April 2016). Agency spend stood at £710k which was down on £1.3m in March 2017 and down on £860k in April 2016. Agency spend accounts for 2.4% of total staffing spend (down from 3.0% in April 2016).

### **3.0 Staff Turnover**

3.1 In April 2017, the Trusts 12 month Turnover rate (external leavers) was 14.5%, which is up from 14.4% last month and also up on 12.8% in April 2016. A Turnover rate of 14.5% means approx. 1,060 staff are leaving the Trust each year. If Turnover is looked at by staff group, then the highest rates can currently be seen within Scientific, Therapeutic & Technical (S,T&T) at 16.2% and Nursing at 15.2%. The highest Directorate Turnover rates can be seen within Human Resources (26.6%), Abdominal Surgery & Medical (18.9%), Central Clinical Services (17.6%) and Speciality Medicine (17.3%).

### **4.0 Workforce Efficiency**

4.1 The Trust's 12 month Sickness absence rate currently stands at 4.28%, which is down on 4.31% last month but up slightly 4.23% looking at the same time last year.

4.2 If the 12 month sickness absence rate is looked at by staff group it shows Medical staff at 1.03%, Nursing at 4.89%, S,T&T at 4.22%, Admin & Clerical at 4.39% and Ancillary Support at 7.01%. Since the TUPE transfer of approx. 600 Sodexo (Soft FM) staff in September 2015, the Trust absence rate has risen by 0.22%. The Soft FM Care Centre currently has an absence rate of 7.2%.

4.3 Reviewing the absence rate by short and long term sickness (long term being 28 days or more) then it shows the short term rate at 2.00% and the long term rate at 2.27%.

4.4 When reviewed by percentage and sickness reason, the biggest individual reasons stated are, Stress (17.6%), Cough, Cold & Flu (10.5%), Other Musculoskeletal (10.0%) and Gastro-Intestinal (8.2%).

### **5.0 Appraisals**

5.1 The Trusts appraisal rate for April 2017 was 82.8% compared with 69.8% in April 2016. Human Resources had the highest compliance rate at 90.2% and Information & IT the lowest rate at 72.5%.

### **6.0 Statutory and Mandatory Training**

6.1 The Trusts statutory and mandatory compliance rate for April 2017 was 81.0% for the following subjects; fire, infection, manual handling, information governance and child protection. The Trust reported a compliance rate of 76% to the CQC in March 2017 which included compliance in all of the following subjects:

- Administration of Blood & Blood Products
- Adult Basic Life Support
- Conflict Management
- Equality & Diversity
- Fire Safety

- Health & Safety
- Infection Prevention
- Information Governance
- Infusion Devices
- Manual Handling
- Mental Capacity
- Paediatric Basic Life Support
- Prevention & Management of Sharps and Splashes
- Safeguarding
- Venous Thromboembolism

The Trust continues to adopt a blended learning approach through face to face, e-learning via Iris and the use of videos for Soft FM staff.

- 6.2 The number of staff who have failed to attend any mandatory training is currently 54. The names of these individuals have been escalated to Directorate Leads and the HR Business Partners will continue to work with the Directorates to ensure training is completed as soon as possible.

## **7.0 Culture Programme Update**

- 7.1 The 2016 CQC inspection and subsequent report identified a culture of bullying and harassment and lack of equal opportunity at BSUH. Specific attention was also given to staff with protected characteristics. In response the Trust commissioned and engaged People Opportunities, leading experts in Organisational Development and Equalities.
- 7.2 To support the process of transformation, People Opportunities met with a cross section of staff, in addition to reviewing a number of existing strategies, reports, policies and Trust training materials. The findings will be reflected in the People Strategy and accompanying plan. This will present the Trust with an opportunity and platform for tangible positive cultural change and shift to an environment where all staff identify with and feel a part of the organisation.
- 7.3 People Opportunities will present the strategy for change to the Executive in June 2017 and a consequent improvement plan will be shared with the Board.

## **8.0 Staff Engagement**

- 8.1 Draft action plans have been developed to improve staff engagement, building on last year's staff survey results. These will be reviewed at a workshop this month where we will develop our improvement plan including True North targets and breakthrough objectives for agreement with the Board by end of June.

