The Queen Elizabeth Hospital NHS
King's Lynn
NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PUBLIC)

RESPONSIBLE DIRECTOR:	REPORT FOR:		IMPACT ON BUSINESS:		
Dorothy Hosein Chief Executive	Decision		High	Med	Low
	Discussion		√		
	Information	√			
LEAD MANAGER:	**REPORT TYPE:**		**BAF REFERENCES & RAG:**		
Georgina Goodman Head of Workforce	Strategic	√			
	Operational				
	Governance		**RELATED WORK: (PREVIOUS PAPERS TO COMMITTEE)**		
PEER ASSIST:	**PEER REVIEW:**				
CQC Domain: (safe, caring, effective, responsive, well-led)					

Meeting Date: 26th July 2016
Report Title: Workforce – Exception Report

PURPOSE:

To advise the Board of areas of concerns and progress relating to the Trust's workforce and actions being taken to address them.

SUMMARY:

Currently there are four areas to consider relating to the Trust's workforce, these being [the]:

I. Sickness absence rate.
II. Level of completed appraisals
III. Mandatory Training
IV. NHS Improvement Agency Rules

FINANCIAL IMPLICATIONS / EFFICIENCY SAVINGS / QUALITY IMPROVEMENT:

None as a direct result of this report.

RISK ASSESSMENT (CROSS-REFERENCE WITH RISK REGISTER WHERE APPROPRIATE):

Strategic / External	Operational/ Organisational	Financial	Clinical	Legal/ Regulatory	Reputational / Patient Experience
√	√	√	√	√	√

RECOMMENDATIONS:

The Board is invited to:

- Note the report.
- Endorse the actions being taken to improve performance.

Workforce – Exception Report

Sickness Absence:

- ***Target: 4.72%***
- ***Performance: (June) 5.45%***

The sickness rate across the Trust remained high in June and was 0.73% above the new revised sickness trajectory target.

New Monthly Targets:

Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Proposed target	5.00	4.86	4.72	4.58	4.44	4.30	4.16	4.02	3.88	3.74	3.60	3.50

What actions are being taken to reduce sickness absence?

- HR Business Partners continue to monitor sickness absence in their areas and to meet with staff, who trigger a review meeting.
- Meetings have taken place with the Chief Executive to discuss the Top 100 sickness cases.
- Sickness targets have been revised to set a challenging but realistic absence rate for 2016/17

The revised/individualised sickness absence targets for each of the service groups within the divisions have been in place since 1st June 2016 and performance against targets is being monitored at performance review meetings. The information in the table below illustrates performance against service group targets for May and June 2016.

Service Group	% Target June	% Actual May	Variation from target %	% Actual June	Variation from target %	Monthly Variation %	
Medicine 1	5.6	3.91	-1.7	4.86	-0.8	1.0	↑
Medicine 2	4.4	7.18	2.8	7.80	3.5	0.6	↑
Medicine 3	3.6	3.34	-0.2	4.35	0.8	1.0	↑
Surgery 1	4.7	5.77	1.1	5.37	0.7	-0.4	↓
Surgery 2	4.2	6.37	2.1	6.33	2.1	0.0	↓
Women & Children Services	3.9	4.14	0.3	3.94	0.1	-0.2	↑
Finance & Facilities	5.6	8.24	2.7	7.11	1.5	-1.1	↓
Estates	3.4	3.41	0.0	4.16	0.7	0.8	↑
Finance	2.5	2.69	0.2	2.66	0.2	0.0	↓
Hotel Services	6.6	2.69	-3.9	8.72	2.1	6.0	↑
Human Resources	2.5	2.65	0.2	2.86	0.4	0.2	↑
Patient Experience	3.8	0.64	-3.2	1.23	-2.6	0.6	↑
Patient Safety	1.7	7.88	6.2	8.07	6.4	0.2	↑
Planning & Performance	4.7	3.89	-0.8	3.43	-1.3	-0.5	↓
Corporate/Trust Board	4.7	6.63	1.9	5.57	0.9	-1.1	↓
Trust	4.72	4.98	0.26	5.45	0.73	0.47	↑

Appraisals Rate:

- ***Target: 90%***
- ***Performance: (June) 83.27%***

The appraisal rate for Trust staff (excluding Bank staff) has again decreased very slightly this month. Performance is 6.73% below the target level. 121 appraisals were recorded as being completed this month; this is a significant decrease on the 210 that were recorded in May 2016.

There are currently 17 appraisals overdue by 18 months plus. These are broken down to:

- 9 staff that have never had an appraisal.
  - 3 have permanent contracts,
  - 3 have fixed term contracts
  - 3 have bank contracts.

- 7 staff that are overdue by 18 – 24 months
  - 6 have permanent contracts
  - 1 has a bank contract.

The 1 member of staff that was overdue by 24 months plus, has since had their appraisal completed in July 2016.

What actions are being taken to reduce the number of seriously overdue appraisals?

- The appraisal escalation process was introduced in February 2016 for the seriously overdue. The HR Business Partners continue to review these on a monthly basis and escalate to Head of Department / Head of Workforce if appropriate

Mandatory Training:

- ***Target: 95%for Statutory & Mandatory Training.(10 core subjects)***
  - *Conflict Resolution, Equality & Diversity, Fire, Health & Safety, Infection Control, Information Governance, Manual Handling, Resuscitation, Safeguarding Adults and Safeguarding Children*
- ***Target: 90% for Trust required Training (11 subjects)***
  - *Consent, Dementia, Diabetes, Health Record Keeping, Medicines Management, Mental Capacity, Learning Disabilities, Risk, Slips, Trip & Falls, Tissue Viability and VTE*
- ***Performance: (June) 89.94% for all 21 Mandatory Subjects***

Targets for Statutory and Mandatory training have been reviewed after a benchmarking exercise against other Trusts. The Workforce Committee agreed that compliance targets be raised to 95% for subjects that are statutory and mandatory and 90% for Trust required subjects.
In addition the way we report level 3 Safeguarding Children Training has also changed this month to bring compliance in line with the Intercollegiate Guidelines. Staff are required to have completed at least 12 hours of level 3 training / supervision in the last 3 years and as a result overall Safeguarding Children Training compliance has dipped slightly.

Attendance on the Clinical Training Days in June increased from the previous month. In total, 143 nursing and 17 medical staff attended.

What actions are being taken to increase mandatory training compliance?

- The Trust has appointed a new part-time Fire Safety Officer who commenced working in the Trust at the end of June and will be delivering Fire Safety training to staff.

- Equality & Diversity Training is being reviewed and as part of a trial, staff in the Facilities service group have been offered training, delivered in small groups. This has been successful and it is hoped that this can be extended to other areas in the future.

NHS Improvement Agency Rules:

NHS Improvement published consolidated guidance on the procurement of agency staff. From 1st April 2016 all trusts in scope of the rules were required to:

- Comply with a ceiling set for their total agency expenditure
- Procure all agency staff at rates set at or below the price caps
- Use approved frameworks to procure all agency staff.

Ceiling on total agency expenditure
Trusts are expected to meet their agency expenditure ceilings and to explore all options in order to achieve this, the Trust will need to reduce agency spend to achieve this as the agency spend is currently higher than the agency expenditure ceiling.

Price and Wage Rate Caps
The NHS Improvement agency rules state that from the 1 July 2016 the Trust is required to comply with the maximum wage rates for agency workers in addition to the price caps on the total amount a trust can pay per hour for an agency worker. The maximum wage rates for agency workers are different between those agency workers engaged for more or less than 12 weeks.

An audit trail of the agency workers actual pay rate approval as well as the approval for the overall charge per hour for the booking is required and all agency worker's above the price and wage cap are considered and agreed by the Director of Finance, Executive Lead on Agency Rules. The NHS Improvement Agency rules state that trusts can override the maximum wage rates and price caps under exceptional patient safety circumstances only.

Weekly reporting
Trusts are required to submit the weekly agency return in the normal by 1200 noon every Wednesday. Trusts must ensure that the return is authorised by a member of the Executive Board prior to submission and keep an audit trail of this each week.

The table below shows the number of overrides to the NHS Improvement Agency Price and Wage Cap rules for the last four weeks:

OVERRIDES NHS IMPROVEMENT AGENCY PRICE AND WAGE CAPS					
	Medical and Dental	**Nursing**	**Admin**	**AHP**	**Pharmacy**
Week ending 19 June	181	39	10	7	5
Week ending 26 June	180	36	20	7	5
Week ending 3 July	179	32	20	6	5
Week ending 10 July	184	31	20	4	5