The Queen Elizabeth Hospital King's Lynn NHS Foundation Trust

REPORT TO THE BOARD OF DIRECTORS (IN PRIVATE)

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: 27th September 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 six 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. Recruitment Event
V. DBS
VI. Communication and Engagement

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: 4.44%***
- ***Performance: (Aug) 4.67%***

The sickness rate across the Trust decreased in August but was 0.23% above the new revised sickness trajectory target.
Patient Safety Service Group reduced their absence by 4.39%, from 6.79% in July to 2.40% in August. Other service groups that reduced their absence by more than 1% this month were Surgery 2, Medicine 2 and Medicine 3.

New Monthly Sickness 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?

- Firstcare continues to be rolled out across the Trust with approximately 36 managers being trained this month on the use of the portal. Return to work compliance continues to be monitored across the Trust and this has now increased to 55% completion rate.

- A further article has been published in The Knowledge and posters are being displayed across the Trust to update staff on the system.

- In addition, a paper is being submitted to the Executive Directors to look at the options going forward as to whether the contract will be extended. If the system is not continued the Trust will need to serve six months' notice to Firstcare.

The information in the table below illustrates performance against Trust target for July and August 2016.

Service Group	% Target	% Actual July	Variation from target %	% Actual Aug	Variation from target %	Monthly Variation %	
Medicine 1	4.44	4.86	0.4	6.27	1.8	1.4	↑
Medicine 2	4.44	7.61	3.2	6.40	2.0	-1.2	↓
Medicine 3	4.44	4.32	-0.1	2.93	-1.5	-1.4	↓
Surgery 1	4.44	4.94	0.5	4.56	0.1	-0.4	↓
Surgery 2	4.44	5.18	0.7	4.01	-0.4	-1.2	↓
Women & Children Services	4.44	3.60	-0.8	4.62	0.2	1.0	↑
Finance & Facilities	4.44	5.33	0.9	6.78	2.3	1.5	↑
Estates	4.44	7.17	2.7	8.80	4.4	1.6	↑
Finance	4.44	2.10	-2.3	1.91	-2.5	-0.2	↓
Hotel Services	4.44	5.70	1.3	7.48	3.0	1.8	↑
Human Resources	4.44	6.53	2.1	9.00	4.6	2.5	↑
Patient Experience	4.44	2.92	-1.5	2.13	-2.3	-0.8	↓
Patient Safety	4.44	6.79	2.4	2.40	-2.0	-4.4	↓
Planning & Performance	4.44	2.47	-2.0	2.24	-2.2	-0.2	↓
Corporate/Trust Board	4.44	5.19	0.8	5.60	1.2	0.4	↑
Trust	4.44	4.82	0.38	4.67	0.23	-0.15	↓

Appraisals Rate:

- ***Target: 90%***
- ***Performance: (Aug) 82.41%***

The appraisal rate for Trust staff (excluding Bank staff) decreased very slightly this month. Performance is 7.59% below the target level. 138 appraisals were recorded as being completed this month and 19 appraisal questionnaires were returned.

There are currently 8 appraisals overdue by 18 months plus. These are broken down to:

- 5 staff overdue 18 – 24 months
- 3 staff never had an appraisal

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. To date the number of seriously overdue appraisals each month is reducing.

- The HR Business Partners are now looking to concentrate on the overdue appraisals in the 12 – 18 months overdue.

- The Training and Development Dept continue to offer monthly appraisal training to all new staff undertaking the role of appraiser, and are exploring the possibility of refresher training for existing staff to bring them up to speed with recent changes to the appraisal process.

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: (Aug) 89.37% 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.

Attendance on the Clinical Training Days in August decreased from the previous month. In total, 93 nursing and 11 medical staff attended. There are usually 44 places available on each Clinical Day and 20 places on Doctors Mandatory Training Days, when this takes place in the Training and Resource Centre. However, as the building is currently being refurbished, training has been relocated to West Newton Seminar Room and the number of available places has reduced to 20 per session, as this is a smaller venue.

What actions are being taken to increase mandatory training compliance?

- A review of the Core Induction programme has been completed. Staff and Volunteers who had recently attended Core Induction were invited to form a focus group to review and explore options to develop a revised schedule to meet the needs of new starters, the Trust and to prepare for the implementation of the National Streamlining Project. The review showed that the Core Induction Programme is, in the main covering the areas that new starters would expect, but the flow and timings of the sessions could be improved. To reduce the unnecessary duplication of mandatory training, the new programme divides the day into 2 parts:

  - Morning – with the morning's focus on the welcome, wellbeing and introduction to the Trust's values and behaviours, everyone would be expected to attend.
  - Afternoon – for mandatory training – staff new to the NHS attend the whole afternoon, but existing NHS staff with transferrable mandatory training may not need to attend the whole afternoon

  The new programme starts in October 2016, and will include a handbook of information, and will be reviewed every 3 months to ensure that it is meeting the needs of the organisation and new staff.

- Whilst the Training and Resource Centre is being refurbished, training has been relocated to a smaller venue and the number of available places reduced accordingly. In order to maintain the levels of training being delivered, the numbers of booking requests / attendees are being continually monitored for consideration to be given to temporarily using an off-site venue.

Recruitment Event:

A total of 21 people attended a fair which was held on Wednesday 14th September in the hopes of filling nursing, midwifery and Allied Healthcare Professional vacancies. Non-executive

director David Thomason and Director of Nursing Catherine Morgan both welcomed those who had attended. A number of midwifery students, who are due to graduate next year, also attended to learn more. While it is still early days, it is hoped that a number of interviews will take place as a result of the event.

DBS:

A decision was made at the Workforce Committee not to introduce charges for DBS checks to new starters that will be working in a post that requires one. However, if the new starter leaves within a year of joining the Trust the Trust will deduct the cost of the DBS from the final pay. This change will be effective with new starters that commence with the Trust from 1 October 2016 as all offer letters and contracts issued will have been amended to reflect this change.

Communication and Engagement:

- ***Target: Average for acute trusts***
- ***Performance: (2015 Staff Survey) Average for acute trusts***

The 2016 National Staff Survey is underway. Surveys are being distributed week commencing 19th September, to all Trust staff with the exception of bank staff who are excluded from the survey. The campaign will close on 2nd December 2016.

Quarter Two's Staff Friends & Family Test, commenced on 16th September and will be open online for two weeks.

Each Division/Department will be responsible for their own action plans, coming from the survey's results. These will be monitored through existing performance review meetings chaired by the Deputy Chief Executive & Finance Director.

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