



TRUST BOARD
31 January 2018

Title	Workforce Report
Responsible Director	Bridget O Kelly, Director OD and Workforce Transformation
Purpose of the paper	To provide assurance on key people metrics and activities
Action / decision required	The Board is asked to note: <ul style="list-style-type: none"> • The update on the workforce performance metrics • Actions in place to address identified issues

IMPLICATIONS AND ISSUES TO WHICH THE PAPER RELATES (PLEASE MARK IN BOLD)

<i>Patient Quality</i>	<i>Financial Performance</i>	<i>Operational Performance</i>	<i>Strategy</i>	<i>Workforce performance</i>	<i>New or elevated risk</i>
<i>Legal</i>	<i>Regulatory/ Compliance</i>	<i>Public Engagement /Reputation</i>	<i>Equality & Diversity</i>	<i>Partnership Working</i>	<i>Information Technology / Property Services</i>

ANNUAL OBJECTIVE

<p><i>Which Strategic Objective/s does this paper link to?</i> People - implement our people strategy to develop a culture of safe and compassionate care every time</p> <p><i>Please summarise the potential benefit or value arising from this paper:</i> Trust Corporate Objectives</p> <ul style="list-style-type: none"> • Well led and actively engaged staff • Recruit an appropriately skilled, permanent workforce

RISK

<p>Are there any specific risks associated with this paper? If so, please summarise here.</p>	<p><i>Non-Financial Risk:</i> 11a - There is a risk to delivering organisational objectives if we do not have the right calibre of staff. 11b - If staff are not actively engaged with organisational goals there is a risk that these objectives will not be delivered. 12a - If we do not develop and nurture skilled leadership there is a risk that staff engagement will be impacted in a negative way and that other corporate objectives will not be achieved 13a - There is a risk that we will not deliver the highest quality care if we do not embed Trust values and behaviours and do not sufficiently engage with staff to deliver this</p> <p><i>Financial Risk:</i></p>
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LINK TO CARE QUALITY COMMISSION ESSENTIAL STANDARDS OF SAFETY AND QUALITY

<p>Which CQC standard/s does this paper relate to?</p>	<p><i>(if you need advice on completing this box please contact the Director for Governance)</i></p>
<p>Author of paper: Karon Hart, Assistant Director HR</p>	
<p>Presenter of Paper: Bridget O Kelly, Director of OD and Workforce Transformation</p>	
<p>Other committees / groups where this paper / item has been considered:</p>	

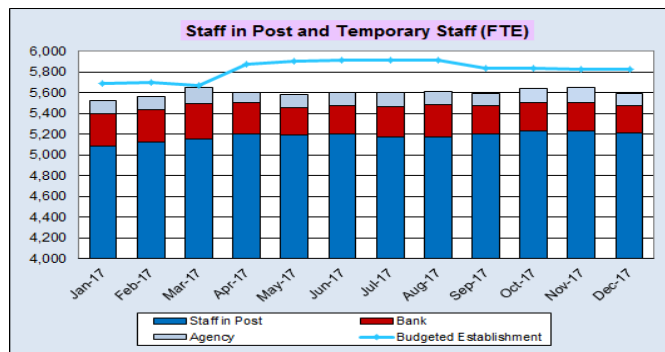
Workforce Report- January 2018 (December Data)

Executive Summary

- The Trust wide vacancy rate has increased 0.3% to 10.5%; the nurse vacancy rate (which includes all registered nurses and midwives) has increased to 18.2%.
- YTD total agency spend is just over £7.1m, Overall, the agency spend fell by £48k in December; this is the first month we have seen a drop since July.
- Nurse apprenticeship programmes are coming on line – the first cohort will start in March.
- Mitigating actions are in place to bring statutory training and appraisal levels to 90% compliance.
- Delivery and further development of Leadership and Organisational initiatives.

DETAIL

Substantive Workforce Staff in Post



Total staff numbers, including temporary staff, as at 31 December were 5,592.2fte (down by 61.1fte from November), 230.6fte under the budgeted establishment of 5822.7fte.

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Substantive	£18,380,578	£18,525,786	£18,546,763	£18,378,374	£18,541,303	£18,539,415	£18,601,470	£18,736,279	£18,837,361
Agency	£628,583	£835,233	£813,835	£685,740	£720,893	£721,275	£870,203	£948,570	£900,760
Locum	£328,113	£449,663	£371,240	£425,525	£445,756	£392,267	£478,481	£509,806	£468,190
Bank	£916,726	£810,526	£791,938	£969,348	£1,012,611	£937,040	£940,639	£951,964	£852,586
Total	£20,254,000	£20,621,208	£20,523,775	£20,458,986	£20,720,563	£20,589,999	£20,890,793	£21,146,619	£21,058,897

Turnover

- Turnover (all staff groups) was 15.8% in December 2017, an increase of 0.4% from November.
- Turnover of both qualified nurses (17.6%) and Healthcare Assistants (HCAs) (18.9%) remains the primary contributing factor; turnover for qualified nurses increased by 0.7% and for HCAs decreased by 0.3% compared to last month.

Trust-wide vacancy levels

- The Trust-wide vacancy rate was 10.5% at the end of December 2017, an increase of 0.3% from November.

Nurse vacancy levels

- The number of registered nursing & midwifery staff employed at the Trust was 1651.8fte – a decrease of 27.2fte from November 2017. This decrease is a result of the number of nurse leavers as well as nurses who reduced their contractual hours from November to December.
- The nursing & midwifery vacancy rate at the end of December was 18.2%, an increase of 1.4% from November 2017. The vacancy rate is driven by retention, recruitment and establishment levels.

We are moving ahead with the implementation of the nursing skill mix (following Board approval in November); this will impact on the establishment of registered nurses, and impact on the vacancy rate, which we are forecasting will be 15.2%.

We are maintaining our expected UK recruitment levels; the challenge for international recruitment remains the associated costs and the competitive market place.

Given the current and projected forecast shortfall in nurses in the UK (currently c40000) we are actively reviewing all recruitment and retention activities. Building on our nursing workforce summit in early December, we will take a programme management approach to the nursing workforce, linking all current activities into a coherent plan and narrative.

Nurse Recruitment

- During December 2017, 9.3fte nurses and midwives commenced employment with the Trust; of which 7fte had NMC registrations. Historical trends indicate December is always the lowest month for new starters.
- 7 university students and 1 EU nurse successfully gained their NMC PIN numbers in December.
- There were 9fte internal movers with NMC registrations.
- The Erasmus programme has been reviewed in partnership with the Portuguese Universities. This was a successful initiative, highly praised by one of the University presidents. 50% (6) of the Erasmus placements are remaining with BHT and a further 6 placements will be commencing within the NSIC between February to April 2018.
- The Trust hosted a nurse recruitment day on Saturday 13 January from Stoke Mandeville, which was promoted online and via radio. 31 people registered their interest in working with the Trust; 3 HCA appointments were made on the day. The details of 8 nurses are being followed up by the recruitment team.
- During January, BHT is attending two local School job fairs where, amongst other professions, we will be promoting nursing as a career option. (We have previously attended 11 such events this f/y.)
- There are 66 trained overseas nurses without NMC registration. Of the 30 who were due to sit their English Language Test in December 2017, only 2 individuals were successful; 7 are waiting for the outcome of the tests and 3 are taking the alternative OET exam in February 2018. We are working with the 15 who failed the IELTS and 3 who have not yet taken the exam, to review their options..

Retention

Attrition rates continue to remain high; we continue to work to address the underlying issues.

- 26 (19.9fte) nurses left the Trust in December, we have information that 27 (23fte) nurses are leaving in January 2018.
- Following the Nursing Workforce Summit on 5 December, immediate and future activity has been identified. Retention ideas which are already built into current operational plans include:
 - 121 career clinics with qualified educational project leads.
 - Itchy Feet events to support staff career development.
 - Recruitment team support for first few months into post - feedback sessions within first 6 months
 - Flexible working opportunities.
 - Internal movers and rotation opportunities to experience different roles / career pathways.
 - Manager's toolkit to support line managers to keep our talent and help staff flourish in their role.
 - Wellbeing services to support work or personal issues, which can impact on our work decisions.
- Going forwards, this work will be incorporated into the nursing workforce transformation programme.
- We have been successful in a joint bid to secure STP funding to support nurse recruitment and retention across the STP and we will host this work, this post is currently being advertised. We have also appointed a Trust internal retention lead, who will start in January 2018.

Safe Staffing

- Safe Staffing is reviewed daily through the bed meetings, with regard to demand and flow. Also in daily safety huddle, with a focus on quality of care.
- Weekly reviews of safe staffing meetings continue to take place with HR, Nursing leads and NHSP.
- Oversight of demand, fill and hot spot areas takes place weekly with the executive team.

Nurse undergraduate programmes

- The impact of the government changes to the funding for nursing and other clinical undergraduate degree programmes (from a bursary to a loan system) has had an impact on student numbers recruited for nursing degrees in September 2017 and February 2018 at our partner university, the University of Bedfordshire (UoB); against possible commissioned number of 115, only 25 students started the programme in September. Numbers are also down for the February intake. We therefore have a shortfall for the year of 74 nurse degree students, which will impact on nursing numbers in three years' time.
- The Trust is engaging with other local partner Higher Education Institutions and offering student nurse placements from September 2018 through Bucks New University & Oxford Brookes University.

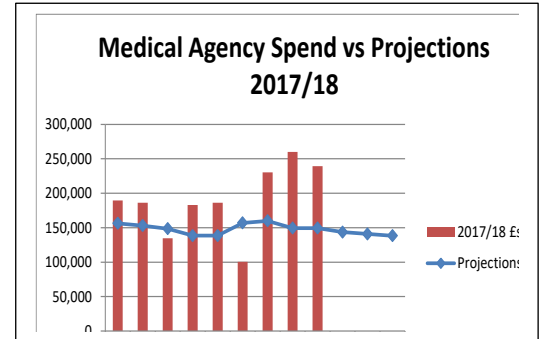
- Our first nurse degree apprenticeships programme will commence in March 2018. 14 Trust-employed HCAs who have Foundation degrees will start a fast-track 18 or 24 month programme (the 18 month programme is available to clinically experienced HCAs who are successful in the submission of a written clinical portfolio) leading to qualification as registered nurses at the end of the programme.
- Further apprenticeship programmes are being developed for Nursing Associates (currently following a two year pilot programme) and Nurse Degree Apprenticeships which will commence in September 2018. We are liaising with Aylesbury College, with a view to attracting their students who are studying 'access to healthcare' programmes, to join us as young apprentices onto our Nurse Degree programme.

Medical Recruitment

There are currently 39.5 WTE active open medical vacancies this compares to 35 WTE in total at the start of the financial year April 2017 and 32 WTE as of December 2016.

The current active open vacancies include 9 Consultant, 1 Locum Consultant, 9.5 Specialty Doctors (SAS), 2 Fellow, 1 GP and 17 junior vacancies across a range of specialties within the Trust. The junior vacancies are to fill the departmental and or deanery gaps following the August 17 intake to ensure the rotas are compliant with the new junior Doctor 2016 contract.

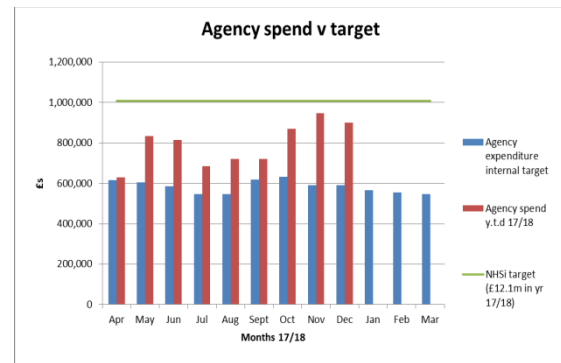
20.6 WTE posts are currently filled but applicants are not yet ready to start due to required notice, delay in a visa application and one consultant is currently awaiting his CCT application (which is envisaged in March 2018). In addition, we have 5 consultant posts waiting for the market to refresh and these are to be re-advertised by end of January 2018.



Temporary Workforce

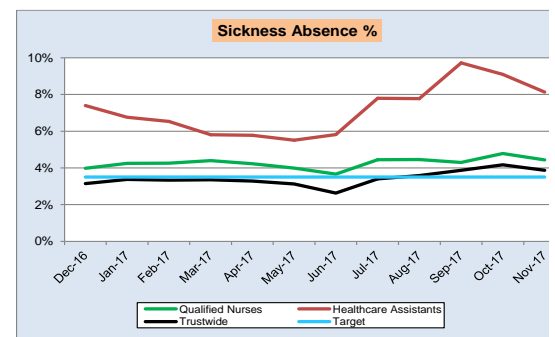
We have set an internal target for 2017-18 of an agency spend of £8m – a stretch target set to enable us to continue to deliver high quality, safe care within our financial envelope and enable us to deliver the £452k reduction in medical agency spend mandated by NHSI. Spend is being monitored through monthly Divisional deep dives. We continue to be monitored on a weekly and monthly basis by NHS Improvement on our performance against the agency rules and consistently perform well.

- YTD total agency spend is just over £7.1m. Overall, the agency spend fell by £48k in December; this is the first month we have seen a drop since July.
- Medical agency spend fell by £20k in December. Agency use continues to be primarily due to long term hard to fill vacancies being covered in October by new agency locums in Dermatology, Elderly Care Medicine, Obstetrics & Gynaecology, Oncology and Community Paediatrics.
- Nursing and Prof & Tech agency fell in December – which is a normal pattern due to some activity being reduced and workers being unavailable. A&C increased to £139k.



Sickness Absence

Trust-wide sickness absence decreased by 0.3% in November to 3.9%. Sickness absence for Qualified Nurses decreased by 0.4% in November to 4.4% and for HCAs it decreased by 1.0% to 8.1%. Although we saw a decrease for HCAs, the level still remains significantly higher than for other staff groups. The Occupational Health and Wellbeing Service and HR Business Partners are using health summits, with targeted interventions in hot spots, working in collaboration with ELD.



Flu update

As at 19 January 2018, 57% of patient facing staff had had the flu

vaccine. The (nationally set) target is for Trusts to reach 70% by the end of February 2018. Last year we reached 69% by end of January 2017; as our current take up levels are lower than predicted, we have updated the Flu action plan to increase messaging and advertise more drop in sessions. We are also providing mobile Occupational Health and peer vaccinators, vaccinators visiting the wards and other key areas. We are also undertaking a data cleanse, to ensure we are accurately capturing all those with patient contact.

Trust-wide Statutory & Mandatory Training

Overall compliance at the end of December increased by 1% from the November compliance figure, to 87% (against a target of 90%). Senior managers, supported by HR are following up individuals and their managers who are not compliant, in order for the 90% target to be met. A separate exception report sets out next steps.

Statutory Training Dec 2017	% Compliance
Integrated Medicine	83%
Women & Children	88%
Integrated Elderly Care	87%
Surgery & Critical Care	84%
Specialist Services	91%
Corporate	92%
Overall	87%

Medical Appraisals

There are 413 doctors with a GMC prescribed connection to the Trust. As of 31 December 2017, the Trust workforce report shows that 83% of medical appraisals have been fully completed and signed off. All these doctors are engaged with the process.

Non-medical Appraisals

The annual appraisal cycle for non-medical staff started on 1 April. As at 31 December 2017, the trust wide appraisal compliance for non-medical staff was 83%, up 3% from November; there is significant variance across the Divisions. A separate exception report sets out the actions in place.

Appraisals by Division	% Compliance
Integrated Medicine	75%
Women & Children	90%
Integrated Elderly Care	90%
Surgery & Critical Care	83%
Specialist Services	83%
Corporate	74%

Nurse Revalidation

There were no Revalidation or Professional Registration Lapses during December 2017.

Staff Survey

The final response rate in the 2017 NHS national staff survey, which closed on 1 December 2017, was 49% compared to 53% in the previous year. The benchmark report which compares us with other combined acute and community trusts will be published in mid-February. We are already looking at the raw data reports to start to understand and interpret the results and develop actions plans and communications plans to address some of the findings.

Recognising Long Service

We are holding three events in January and February hosted by the Trust management and members of the Board. We have invited approximately 400 colleagues who have reached significant milestone anniversary years to celebrate their service (these years are 20, 25, 30, 35, 40 and 45 years). This year we have extended the recognition to include colleagues who have reached 5, 10 and 15 year anniversary milestones and they will receive a letter from their divisional management team. We have commissioned new badges recognising these additional years, as well as new badges for staff celebrating 35 and 45 years of service.

Organisational Development

We are developing an OD strategy to ensure that the organisational cultural and structures needed to support our journey from good to excellent are, or will be, in place and to further leverage the enablers at ACS level to inform our 5 year plan. Current activities which will form part of this OD strategy are:

- Developing Leadership and Organisational Culture that enables people to be more effective leaders.
- Roll out of bite size learning (team leadership, time management & policy training) as well as delivery of coaching to promote positive behaviours.
- Development and roll out of bespoke intervention and team coaching (currently offered to theatres, A&E, infection control).
- Team development toolkit

- There has been continued involvement with coaching through Bucks Coaching Collaborative; with 60 people joining the initiative (80% of these were in house). A review of the partnership is underway.

Appendix 1: recruitment forecasting

Qualified Nurses - Vacancy and Recruitment forecast

31 December 2017

Overall Trust Summary

Qualified Nursing	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Establishment	2058.9	2059.9	2060.2	2060.2	2060.2	2013.4	2020.7	2018.1	2018.1	2018.1	2018.1	1953.1
Staff in post	1700.5	1690.4	1690.7	1680.3	1663.3	1658.7	1683.8	1679.0	1651.8	1648.8	1647.8	1656.8
Vacancies	358.4	369.6	369.5	379.9	396.9	354.7	336.9	339.1	366.3	369.3	370.3	296.3
Vacancy rate	17.4%	17.9%	17.9%	18.4%	19.3%	17.6%	16.7%	16.8%	18.2%	18.3%	18.3%	15.2%
Nurses waiting for PINs	74.8	78.0	80.8	76.8	69.5	82.8	66.0	67.0	66.0	60.0	61.0	8.0
Pin conversions	0.0	1.0	3.0	6.0	5.0	4.0	9.0	15.0	8.0	2.0	4.0	6.0
Attrition (Actual) <i>These numbers reflect the position as at the last day of the</i>	30.6	18.9	17.7	27.5	35.4	28.9	27.2	19.4	19.9	20.0	15.0	15.0
Joiners (With PINs)	15.9	16.8	11.7	11.6	12.3	24.3	26.8	6.0	7.3	15.0	10.0	18.0
Joiners (Waiting for PINs)	10.0	3.0	11.0	1.0	1.0	16.3	6.0	10.2	2.0	3.0	4.0	15.0
Total Joiners	25.9	19.8	22.7	12.6	13.3	40.6	32.8	16.2	9.3	18.0	14.0	33.0

Safe & compassionate care,
 every time

BOARD COMMITTEE ASSURANCE REPORT FOR PUBLIC BOARD
31 January 2018

Details of the Committee

Name of Committee	Strategic Workforce Committee
Committee Chair	David Sines
Meeting date:	14 November 2017
Was the meeting quorate?	Yes
Any specific conflicts of interest?	No
Any apologies	Mr David Williams, Mr Tom Roche, Dr Tina Kenny, Mr Amir Khaki and Mrs Vicky Adams

KEY AREAS OF DISCUSSION:

- The Committee reviewed the draft terms of reference and Committee work plans. The Chair asked that the Director of OD & Workforce Transformation and Director for Governance reflected the comments and bring an update to the next Committee.
- Mr Paul Tovey, Unison Assistant Secretary and Staff Side Chair, and Ms Elaine Blain, Unison Representative and Steward, had been invited to the meeting to involve them in the conversation around the Accountable Care System.
- The Director of OD & Workforce Transformation provided an update on place based modelling that had been carried out by Health Education England Thames Valley (HEE TV) in conjunction with the HR and operational teams of the Trust.
- The Director of OD & Workforce Transformation provided an update on a number of workforce issues, including the nurse education, the challenges faced by Universities and the options available to the Trust. The committee took assurance from the actions but noted the ongoing risks around workforce, particularly nursing recruitment and retention. .
- The Chief Nurse presented a paper on the future sustainability of the non-medical workforce, including the proposal for the creation of 65 band 4 roles across the Trust and the innovative deployment of other registered professional groups to work alongside nurses as part of multi-disciplinary teams, to be implemented through a phased approach. The Committee approved these proposals and the proposed updated methodology of board assurance.
- The Chief Operating Officer reported the Trusts desire to achieve 90% compliance by end November. There had been problems with the NLMS system over the summer; Mr Macdonald thanked the HR team for their innovative work regarding alternative access. The Committee noted that current growth of compliance was 2%, week which should result in compliance of above 85% by end November. The Committee asked that a paper be presented at Board with updated compliance data, risks and mitigation.

AREAS OF RISK TO BRING TO THE ATTENTION OF THE BOARD:

The risks highlighted at this committee meeting were:

- Nurse Recruitment & Retention
- Staffing in Pathology & Specialist Services Division
- Undergraduate nursing numbers

ANY EXAMPLES OF OUTSTANDING PRACTICE OR INNOVATION:

AUTHOR OF PAPER: Bridget O’Kelly

BOARD COMMITTEE ASSURANCE REPORT FOR PUBLIC BOARD
31 January 2018

Details of the Committee

Name of Committee	Strategic Workforce Committee
Committee Chair	David Sines
Meeting date:	10 January 2018
Was the meeting quorate?	Yes
Any specific conflicts of interest?	No
Any apologies	Ms Hattie Llewelyn-Davies, Mrs Carolyn Morrice, Ms Natalie Fox, Miss Lee Jones, Miss Elizabeth Hollman

KEY AREAS OF DISCUSSION:

- The Committee reviewed the draft terms of reference and Committee work plans. The Chair asked that the Director of OD & Workforce Transformation and Director for Governance reflected the comments and bring an update to the next Committee.
- People strategies: the Deputy Director of OD & Education presented two papers for early discussion and input from the Committee – an approach to the development of a Trust organisational development strategy and an update on leadership activities (one of the five high impact areas for the Trust).
- The Director of OD & Workforce Transformation provided an update on place based modelling that had been carried out by Health Education England Thames Valley (HEE TV) in conjunction with the HR and operational teams of the Trust, which included some initial modelling of numbers in different scenarios across the BOB STP.
- The Director of OD & Workforce Transformation presented an update on equality and diversity. The Committee approved the WRES (Workforce Race Equality Standard) action plan.
- The Committee considered an update on the learning environment in the department of Cardiology and actions in place for improvements. The Committee took assurance from the plans, noting that work was continuing.
- The Committee considered a quarterly update around safe working hours of doctors in training The Guardian of Safe Working hours presented and took assurance from the report.
- The Trust Freedom to Speak Up Guardian presented an update on the work she was undertaking. The committee noted the increase in numbers of concerns being raised and took assurance that this should be viewed positively that staff knew and felt confident about raising concerns. The committee also took assurance that issues were being followed up and learning from them taken forward and shared.
- Health & Safety update: The Committee noted that the Director of Finance was now the executive lead for health and safety and took assurance from the new structure that was being implemented; the Committee reviewed the action plan and asked that timescales be included in the next iteration; the Chair confirmed that the Trust Board would continue to seek assurance that actions and timelines are being actioned by the Health & Safety Committee. The Director of OD & Workforce Transformation was asked to consider the frequency of reporting to the Committee.
- The Committee noted that Statutory training compliance at the end of December was 87% and the actions to increase compliance.

AREAS OF RISK TO BRING TO THE ATTENTION OF THE BOARD:

The risks highlighted at this committee meeting were:

- Succession planning and talent management
- Safe staffing levels and nursing vacancies
- Staff sickness levels
- Health & safety

ANY EXAMPLES OF OUTSTANDING PRACTICE OR INNOVATION:

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AUTHOR OF PAPER:	Bridget O'Kelly
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