

Quality care – for you, with you

REPORT SUMMARY SHEET

Meeting: Date:	Trust Board Wednesday 12 th June 2019
Title:	HROD Trust Board Report
Lead Director:	Vivienne Toal Director of Human Resources & Organisational Development
Corporate Objective:	Provide safe, high quality care Be a great place to work Make the best use of resources
Purpose:	For Approval
Summary of Key Issues for Trust Board	
<u>High level context:</u> Outline of key workforce productivity information	
<u>Key issues/risks for discussion:</u> Section 1 – Workforce Information Key points to note: <ul style="list-style-type: none"> The Trust's cumulative sickness absence rate for 2018/19 is 5.35%, which is higher than the figure of 5.11% for 2017/18, and significantly higher than the internal target of 4.93%. All Trusts in HSC are currently experiencing increased sickness absence levels¹. Southern HSC Trust levels remain the lowest across all Trusts. The Staff in Post figure as at 31 March 2019 shows an increase of 175.69 WTE since 31 March 2018, and an increase of 368.89 WTE in comparison with the baseline figure for 31 March 2017. The flexible costs for 2018/19 have increased by an average of just over £1.5m per month compared to 2016/17 figures, and by over £1.2m per month when compared with 2017/18. The Total Year to Date Flexible Workforce Cost as a % of the Year to Date Total Salary Bill as at 31 March, is 12.20%. 	

Summary of SMT challenge/discussion:

Measures to address rising sickness absence levels:

Given the rising sickness absence levels, SMT were updated in relation to ongoing work to improve staff health and wellbeing in the workplace. Musculo-skeletal and mental ill-health remain the top 2 reasons for absence.

The Health & Wellbeing Steering Group have agreed to establish 3 workstreams focused on staff health and wellbeing. The Physical Health & Wellbeing workstream has been established, and the other 2 are being established currently:

1.0 Workplace HWB steering group work-streams

To support the Trust's aim of achieving and maintaining a healthy workforce providing a safe, supportive, and health promoting workplace.

I. Better Physical Health and Wellbeing

This group is chaired by Lynne Smart, Head of Health Improvement. The sub group has met and continues to deliver actions to support the physical health and wellbeing of staff.

II. Better Psychological Health and Wellbeing: *Helping staff to flourish: Better psychological health and wellbeing in the workplace*

Lorraine McGurk has now been appointed as the Consultant Clinical Psychologist and will chair this group with Ann Butler, Recovery College.

The purpose of this work-stream is to help the Trust maintain and develop good psychological health and wellbeing of all employees. The work-stream will consider the psychological health and well-being of staff from three perspectives:

1. Promoting good psychological health of staff and prevention of psychological ill-health in the workplace.
2. Supporting managers and employees by offering support and focused help for their psychological health and wellbeing.

3. Responding to the needs of members of staff/teams who experience psychological difficulties in relation to their work.

Being part of the work-stream provides the opportunity to highlight the importance of the psychological health and wellbeing of staff by the organisation.

III. Employee Experience

Improving the employee experience: *Creating a great workplace and the conditions where staff can offer more of their capability and potential*

Maxine Williamson, Deputy Director of HR, Workforce & OD will Chair this group.

The purpose of this work-stream will be to ensure positive employee experiences for Trust staff, through creating a happy and safe work environment, fostering an engaging work environment and promoting and enabling better communications and social connections.

Membership of the work-stream will include representatives of staff at all levels across the directorates including Trade Union colleagues. In order to create a culture where staff feel engaged and empowered to deliver safe, high quality, compassionate care and support it is important this work-stream includes leaders at all levels from a range of job roles and professions across the Trust.

Internal/External engagement:

Following workshops with our health and wellbeing staff champions, a number of them have indicated their willingness to be involved in our 3 workstreams above.

Human Rights/Equality:

N/A

Trust Board Report

Human Resources & Organisational Development (HROD) Directorate

Version	1
Presented to Board of Directors	Wednesday 12 th June 2019
Authors of report	<ul style="list-style-type: none">• Karen Anderson, Head of Workforce Information• Iain Gough, Head of Resourcing
Presented by	Vivienne Toal, Director of HROD

SECTION 1

1. Workforce Productivity Information

1.1 - Workforce Information – Monthly Trend Information

Workforce Information Area	2015/2016 Baseline Information (31 Mar 2016)	2016/2017 Baseline Information (31 Mar 2017)	2017/2018 Baseline Information (31 Mar 2018)	2018/2019 – Monthly Trend Information											
				HRPTS Figures											
				Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019
Turnover (permanent staff only)	6.9%	8.3%	7.9%	8.1%	8.1%	8.0%	7.9%	8.0%	8.2%	8.1%	8.1%	8.1%	8.2%	8.2%	8.5%
Administrative & Clerical Staffing Levels	17.7%	17.6%	17.3%	17.4%	17.5%	17.5%	17.4%	17.5%	17.2%	17.0%	17.0%	16.8%	16.7%	16.8%	16.8%
Skills Mix – Nursing & Midwifery	80:20	79:21	79:21	-	-	79:21	-	-	79:21	-	-	79.21	-	-	79.21
Skills Mix - Allied Health Professional (AHP)	88:12	88:12	88:12	-	-	87:13	-	-	87:13	-	-	87.13	-	-	85.15
Sickness Absence	5.25%	4.91%	5.11%	5.18%	4.80%	5.03%	5.23%	5.31%	4.99%	5.36%	5.57%	5.79%	5.98%	5.71%	5.22%

The Trust's Internal Sickness Absence Target for 2018/19 is 4.93%.
The above absence figures do not include Domiciliary Care Workers.

Key Observations:

- **Turnover (permanent staff only)** – the turnover rate has increased to 8.5% in March 2019 which is higher than the baseline position of 7.9% as at 31 March 2018.
- **Administrative & Clerical Staffing Levels** – the % admin & clerical rate is 16.8% as at March 2019 which is lower than the 31 March 2018 baseline position of 17.3%.
- **Nursing & Midwifery Skill Mix** – the Nursing & Midwifery skill mix remains consistent at 79:21 as at March 2019 compared to the March 2018 baseline position.
- **AHP Skill Mix** – the AHP skill mix as at March 2019 indicates a decrease in the ratio of professional staff to 85:15 compared to March 2018 baseline position of 88:12.
- **Sickness Absence** – the monthly sickness absence rate has decreased to 5.22% in March 2019. The cumulative 2018/19 sickness absence as at March 2019 is 5.35% which is higher than the 31 March 2018 baseline figure of 5.11%.

Please note the following in relation to figures from HRPTS:

Some Domiciliary Care workers are reported as zero hours, including those with contracted hours on fortnightly pay. Similarly, some GP Out of Hours Medical Staff who previously had a number of hours recorded are now recorded as zero hours.

1.2 - Regional HSC and CIPD Benchmark Information

- Regional HSC Sickness Absence information for 2018/19 year to date is provided below (with the exception of WHSCT who have not yet submitted their figures). Figures indicate that the Southern Trust has the lowest level of cumulative sickness absence in 2018/19.

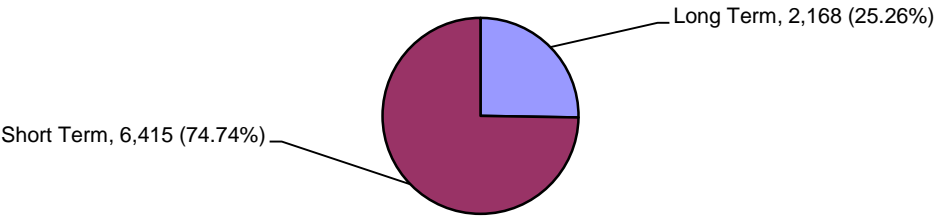
Trust	Cumulative 2018/19 % Hours Lost
Belfast	6.78%
South Eastern Trust	6.48%
Northern Trust	6.48%
Southern Trust	5.35%
Western Trust	Not Available

- CIPD Health & Wellbeing at Work Survey 2018:
Public Sector - % Working Time Lost - 3.72%, Average Days Lost Per Year – 8.5
SHSCT % Hours Lost (Cumulative 2018/19 YTD as at March 2019) – 5.35%, Average Days Lost Per Year (2017/18) - 13.17
- The CIPD Resourcing & Talent Survey 2017
Overall Turnover Rate – 16.50% (Public Sector Rate - Turnover rates have not been included in the most recent CIPD survey due to a lack of turnover data being provided by respondents, however the 2013 report indicated a rate of 9.40% for Public Sector)
SHSCT Rate (rolling year as at March 2019) – 8.5%

1.3 - Long and Short Term Sickness

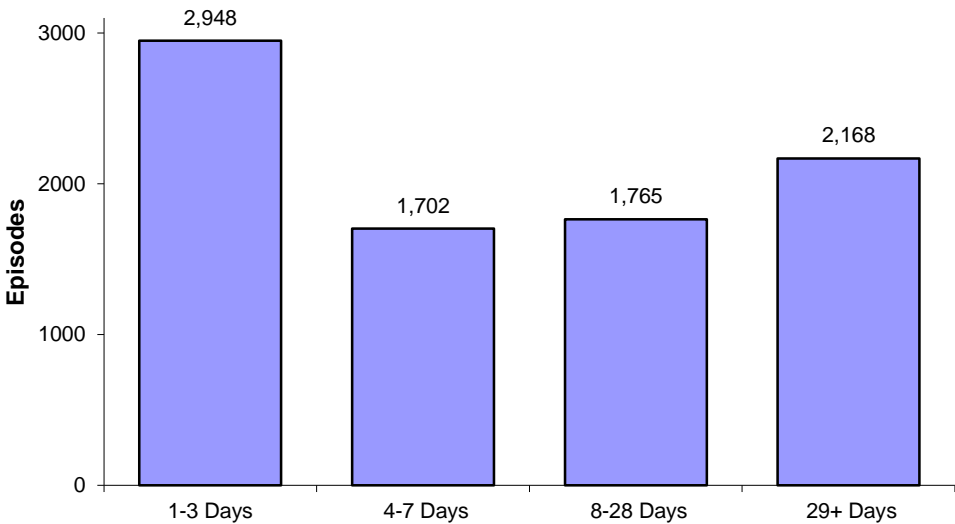
Trust Long and Short Term Sickness Absence Summary – 1 April 2018 – 31 March 2019

Number of Episodes of Long Term/Short Term Sickness
April 2018 - March 2019
(excluding Domiciliary Care Workers & GP Out of Hours Medical Staff)

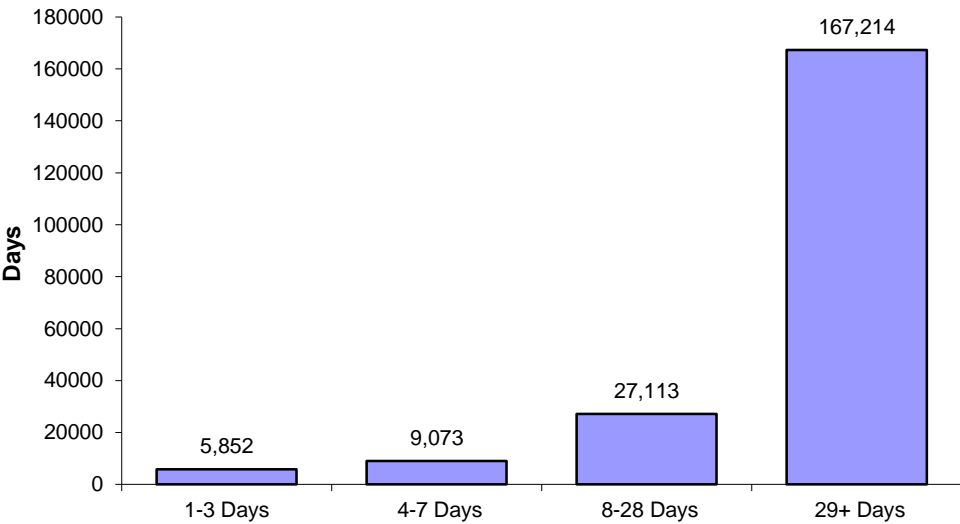


Long Term Sick Leave is defined as 29 calendar days or more

Number of Episodes by Absence Length Category
April 2018 - March 2019



Calendar Days Lost by Absence Length Category
April 2018 - March 2019



1.4 - Number of Episodes and Calendar Days Lost by Short and Long Term Absence Length by Directorate

Number of Episodes, Calendar Days Lost by Short and Long Term Absence Length by Directorate during the period 1 April 2018 – 31 March 2019

Directorate	WTE as at 31 March 2019	Short Term (1-28 days)			Long Term (29+ days)			Total Number of Episodes	Total Calendar Days Lost
		No. of Episodes	Calendar Days Lost	% Calendar Days Lost	No. of Episodes	Calendar Days Lost	% Calendar Days Lost		
Acute Services	3,908.07	3,444	20,644	22.7%	913	70,154	77.3%	4,357	90,798
Mental Health & Disability Services	1,525.86	821	6,298	16.2%	428	32,593	83.8%	1,249	38,891
Older People & Primary Care	1,565.17	1,107	7,868	20.9%	388	29,771	79.1%	1,495	37,639
Children & Young People's Services	1,426.61	785	5,679	17.1%	356	27,487	82.9%	1,141	33,166
HR & Organisational Development	124.19	64	372	18.2%	23	1,677	81.8%	87	2,049
Performance & Reform	151.08	79	400	16.1%	25	2,086	83.9%	104	2,486
Finance & Procurement	240.20	110	751	18.9%	35	3,226	81.1%	145	3,977
Medical	40.53	12	99	11.8%	7	741	88.2%	19	840
Chief Executive's Office	12.60	2	12	100.0%			0.0%	2	12
Executive Director of Nursing	1.00			0.0%			0.0%	0	0
Total	8,995.30	6,415	42,038	20.1%	2,168	167,214	79.9%	8,583	209,252

The figures below include all Domiciliary Care Workers and GP Out of Hours Medical Staff

	Short Term (1-28 days)			Long Term (29+ days)			Total Number of Episodes	Total Calendar Days Lost
	No. of Episodes	Calendar Days Lost	% Calendar Days Lost	No. of Episodes	Calendar Days Lost	% Calendar Days Lost		
<i>Domiciliary Care Workers</i>	572	4,016	15.3%	249	22,174	84.7%	821	26,190
<i>GP Out of Hours Medical Staff</i>	25	103	19.8%	2	416	80.2%	27	519
Total	597	4,119	15.4%	251	22,590	84.6%	848	26,709

Note:

- For multiple post holders within one Directorate, episodes of sickness absence which have been recorded against each post held are counted once in the figures above. Episodes recorded for multiple post holders across Directorates have been counted against each Directorate; however these are only counted once in the overall totals
- Excludes Staff with WTE 0.03 or below. Domiciliary Care Workers and GP Out of Hours Medical Staff are reported separately.

SECTION 2

2. Workforce Movement, Flexible Workforce Costs, Posts Approved & Agency/Bank Usage

2.1 – Monthly Staff in Post Comparison & Variance with Baseline Positions

Directorate	Baseline 31 Mar 17	Baseline 31 Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Variance between Mar 18 & Current Month
Acute Services	3,804.65	3,858.80	3,857.50	3,872.02	3,857.21	3,895.93	3,869.80	3,878.78	3,910.28	3,931.76	3,910.93	3,917.88	3,921.19	3,908.07	49.27
Mental Health & Disability Services	1,433.11	1,513.39	1,513.75	1,513.19	1,511.53	1,511.77	1,518.21	1,516.59	1,520.85	1,519.25	1,527.08	1,537.90	1,527.08	1,525.86	12.47
Older People & Primary Care	1,409.13	1,472.16	1,477.34	1,474.86	1,472.99	1,471.27	1,478.95	1,489.48	1,494.53	1,513.27	1,522.62	1,526.42	1,551.50	1,565.17	93.01
Children & Young People's Services	1,417.21	1,418.67	1,404.81	1,399.21	1,398.91	1,395.84	1,390.02	1,409.88	1,418.70	1,423.28	1,419.28	1,429.00	1,427.81	1,426.61	7.94
HR & Organisational Development	266.65	263.49	256.56	259.29	258.23	255.31	257.31	250.49	249.60	116.73	117.73	118.63	120.17	124.19	-139.30
Performance & Reform	143.10	142.97	144.25	145.45	145.45	145.45	147.45	146.85	148.85	148.55	149.55	150.45	150.45	151.08	8.11
Finance & Procurement	106.22	100.38	101.26	102.46	102.26	103.13	101.73	102.62	102.98	233.30	232.38	233.59	237.11	240.20	139.82
Medical	34.44	37.26	38.26	38.46	39.56	39.08	37.95	38.45	38.01	38.89	39.09	41.24	41.53	40.53	3.27
Chief Executive's Office	11.89	12.49	11.49	12.49	12.49	12.49	12.49	12.49	12.49	12.49	12.49	12.49	12.60	12.60	0.11
Executive Director of Nursing	0.00	0.00											1.00	1.00	1.00
Total (exc Domiciliary Care Workers & GP OOH Medical Staff):	8,626.41	8,819.61	8,805.23	8,817.44	8,798.65	8,830.28	8,813.91	8,845.63	8,896.31	8,937.52	8,931.16	8,967.61	8,990.44	8,995.30	175.69
<i>*Domiciliary Care Workers</i>	297.10	289.93	290.42	289.73	294.40	297.26	296.33	296.05	293.71	295.73	294.39	300.71	305.75	308.02	
<i>GP Out of Hours Medical Staff</i>	1.18	1.18	1.08	1.08	1.08	1.08	1.08	0.88	0.70	0.70	0.50	0.30	0.30	0.30	
Total	298.27	291.10	291.49	290.81	295.47	298.34	297.40	296.93	294.41	296.43	294.89	301.01	306.05	308.32	

Note: These figures exclude staff with WTE 0.03 or below, staff on career breaks and staff on external secondments

* There is a piece of work ongoing to offer Domiciliary Care Workers minimum hour's contracts.

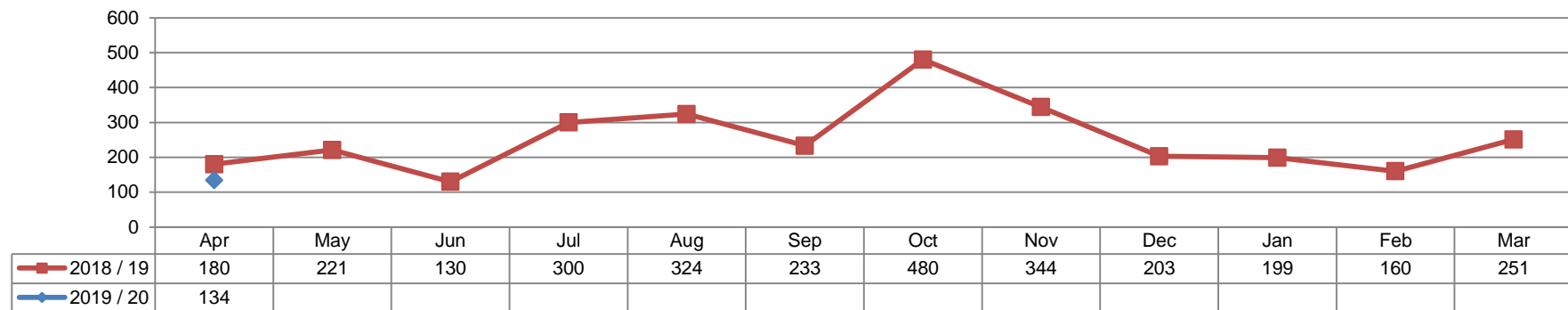
2.2 - 2016/17, 2017/18 and 2018/19 Staff Levels (WTE), Overtime, Bank, Agency and Locum Costs and 2018/19 Costs as % of Total Salary Bill

Staff Levels WTE and Costs (£)	WTE			Variance Staff WTE March 2017 and Current Month	Monthly Average Flexible Workforce Costs				2018/19 Costs as % of Total Salary Bill
	Baseline Position		2018/19 to date as at 31 Mar 2019		2016/17	2017/18	2018/19	2016/17 Baseline & 2018/19 YTD Variance	
	Mar-17	Mar-18							
Staff Levels WTE	8,626.41	8,819.61	8,995.30	368.89					
Overtime Cost (£)	£3,248,970	£2,548,002	£2,999,519		£270,748	£212,334	£249,960	-£20,788	0.68%
Bank Cost (£)	£10,249,707	£11,573,666	£13,380,686		£854,142	£964,472	£1,115,057	£260,915	3.04%
Agency Cost (£) (including M&D Agency Costs)	£21,022,006	£22,547,516	£33,620,899		£1,751,834	£1,878,960	£2,801,742	£1,049,908	7.64%
Locum Cost (£) (M&D Locum Staff employed by SHSCT)	£1,146,306	£2,111,240	£3,696,053		£95,526	£175,937	£308,004	£212,479	0.84%
Total Costs	£35,666,989	£38,780,424	£53,697,157		£2,972,249	£3,231,702	£4,474,763	£1,502,514	12.20%

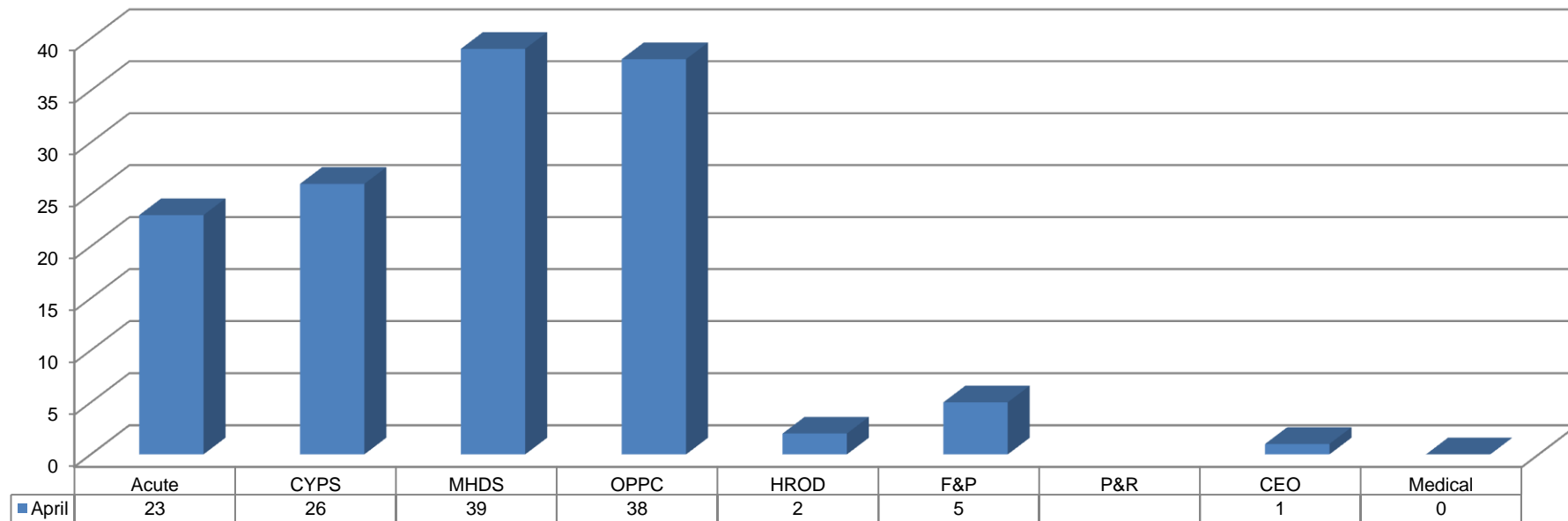
Notes:

- Staff Levels WTE figures above have been taken from HRPTS and exclude staff with WTE <= 0.03, Career Breaks and External Secondments. Flexible workforce WTE is not included in these figures.
- Cost information has been extracted from information provided by Finance & Procurement Directorate

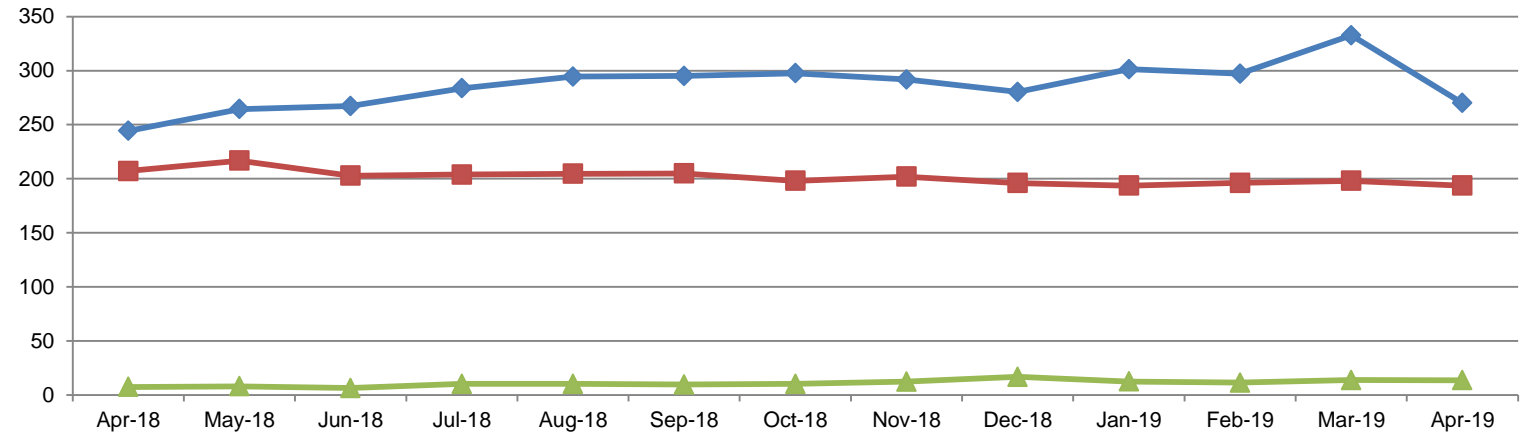
2.3 - Trend of Posts Approved in 2019/20 Compared to Previous Financial Year



2.4 - Posts Approved by Directorate by Month 2019/20

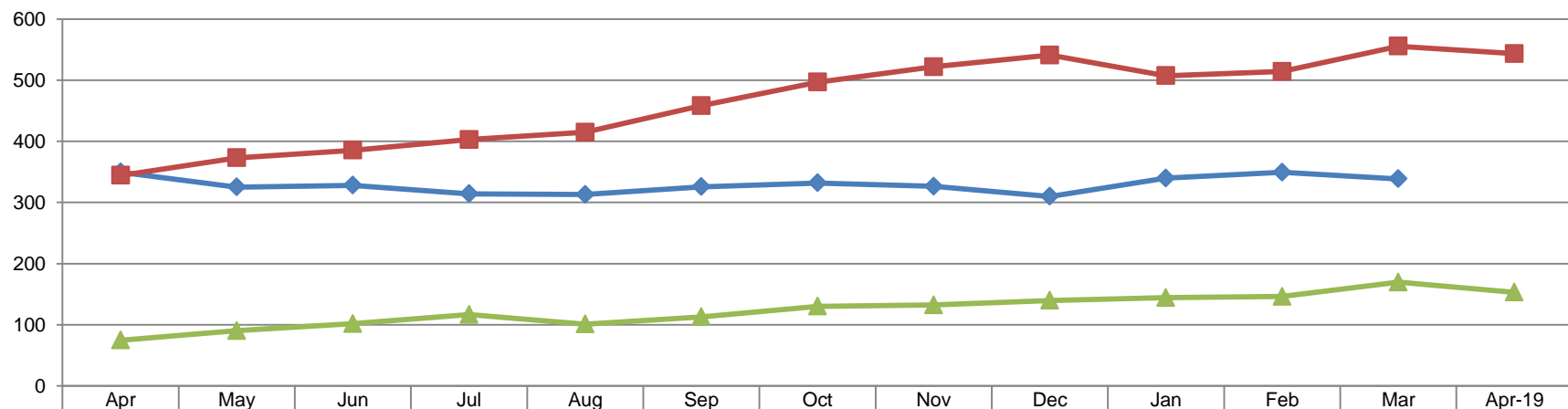


2.5 - Trend Charts for 2018/19 and April 2019 Bank Activity



	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19
Bank Block Bookings	207.12	216.79	202.88	203.84	204.55	204.88	198.15	202.02	196.1	193.73	196.24	198.06	193.67
HSC E-locum (hours filled in WTE)	7.43	8.03	6.41	10.33	10.27	9.75	10.28	12.33	16.83	12.55	11.44	13.82	13.61
Nurse Bank Adhoc Activity (hours filled in WTE)	244.28	264.37	267.27	283.59	294.54	295.12	297.64	291.81	280.23	301.34	297.19	332.6	270.08

2.6 - Trend Chart for 2018/19 and April 2019 Agency Activity Compared to Previous Financial Year – WTE Snap Shot at Month End AND Ad Hoc Usage *NB: updated information is not available for some elements of agency activity, and therefore previous month's data has been 'rolled over'*



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr-19
2017/18	349.64	325.15	328.15	314.14	313.10	325.56	331.76	326.44	309.97	339.78	349.31	338.45	
2018/19 and 2019/20	344.23	372.92	385.46	402.8	414.80	458.22	496.86	521.72	540.88	507.17	514.08	555.51	543.28
Nursing Ad Hoc Agency	74.82	90.39	101.81	116.58	101.18	112.91	130.19	132.39	139.71	144.2	146.27	169.59	153.23