

TRUST BOARD

Date of Meeting: 06/09/2011	Agenda Item No: 6.2	Enclosure: 8
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Estates and Facilities Directorate Update		
Aims: To update the Trust Board on workforce information requested at June 2011 Board meeting, following the report received, in respect of staff in post and turnover, overtime and sickness absence.		
Executive Summary:		
<u>Headcount</u>		
<p>The staffing information held on the Electronic Staff Record categorises employees into pure staff groups, one of them being Estates and Ancillary staff, for which the report to the June 2011 Trust Board covered.</p> <p>The staffing information considered in the June 2011 Board paper outlined all Estates and ancillary staff, which included employees who are not managed by the Estates & Facilities Directorate (e.g. Theatre Porters, Housekeepers on wards, X-Ray Porters – these staff report direct to individual departments).</p> <p>The table below details the headcount position for the EFM Directorate as at April 2011 and July 2011:</p>		
	Headcount	
	Apr-11	July-11
CIC Estate Mgt Office	2	2
CIC Electronics	7	7
WCH Engineering Mtce	35	34
WCH Porters/Transport	36	36
CIC Site Services	3	3
CIC Accommodation	5	5
WCH Catering	47	46
WCH Domestic	83	82
WCH Accommodation	1	1
WCH Switchboard/Reception	13	12
Total	232	228
<p>From the period April 2011 to July 2011 there has been a reduction of 4 staff, there has been a further reduction in staff with 7 staff leaving during August 2011.</p>		

Sickness Absence

Over the past 12 month period there has been an significant improvement in sickness management and absence. There has however been an increase in sickness absence within the EFM Directorate for the month of July 2011, total number of episodes being 33.

This figure is split as follows:

Department	Short Term	Long Term	Total
Domestics (WCH)	12	3	15
Catering (WCH)	10	1	11
Portering (WCH)	4	2	6
Accommodation (CIC)	1		1

The areas with the highest sickness absence are Catering and Domestics both of which have recently been subject to a review and re-structuring. With any change situation there can be an initial reaction and we are confident that after a settling down period the sickness levels will decrease. To assist in the 'settling down' period we are taking positive steps in the development of all staff, details as follows:

- Managers and supervisors will attend the HR Key Skills training courses scheduled for October and November 2011
- Newly appointed Supervisors will attend supervisor training (seeking funding from Skills for Health)
- Facilitated learning sessions are being organised through Barbara Hoyle, Education and Training, to take staff through the e-learning process for mandatory training
- We are seeking volunteers from across the division to form part of a team to take forward the outcomes of the staff survey results for the EFM division
- With the help of Liz Kay, managers and supervisors will be taken through a 'toolkit' on team briefings which will improve communication.

Further Action taken/to be taken:

As part of the EFM staff brief sent out in April 2011, staff were reminded that the EFM Directorate had the highest sickness absence rate and that for any member of staff breaching the sickness absence benchmarks then appropriate action will be taken.

There are currently 16 members of staff on cautionary review due to sickness absence. One member of staff left the Trust in June 2011 on the grounds of capability due to long term sickness absence.

Monthly sickness absence meetings are established with Occupational Health, HR and Line Managers to review short term and long term sickness absence within all Estates and Facilities areas.

Managers and Supervisors are to re-attend managing sickness absence training course in October and November 2011.

Overtime Rates

Domestics

Following the implementation of the new structure and rota following review of the Domestics Department, over the next quarter it is envisaged that there will be a substantial reduction in overtime costs as, in the old structure, due to areas not having contracted allocated staff, overtime was used to cover this work.

Catering

As part of the Catering review an analysis was carried out of the previous 12 months' income and from which it was considered no longer financially viable to open the restaurant for early morning service Monday to Friday and all day Saturday and Sunday. Therefore as from the 2nd September 2011, it has been agreed through consultation to change the opening hours of both the restaurant and coffee shop at WCH, details as follows:

Restaurant

Monday to Friday open	8.00am to 2.30pm
Closed	2.30pm to 4.30pm
Open	4.30pm to 6.30pm
Saturday and Sunday	Closed

Coffee Shop

Monday to Friday	8.15am to 7.30pm
Saturday and Sunday	9.30am to 7.30pm

Patient Catering

A review of Patient Catering Trust wide looking at the whole menu took place. This included providing porridge at breakfast which showed that 50% of porridge produced was wasted, therefore this has now been taken off the breakfast menu. In order to bring the lunch and supper menus in line with CIC, the range of options provided at WCH has been reduced, however the full range of dietary requirements is still being met. As a consequence of this change in menu, the number of staff hours required in the kitchen has been reduced.

As a consequence of the catering review, both overall staff required and the requirement for overtime work will reduce.

Portering

Until recently there has been a total of 6 long term sickness absence cases in Portering, this now stands at 2. As a consequence of this and the fact that a full time Shift Portering post had been held for any 'at risk' staff, these gaps have been covered where possible by Bank Porters to reduce overtime costs. However, due to holidays and the high level of the long term sickness absence some of the hours have been covered by overtime.

Estates

As can be seen from the Headcount information and the Sickness Absence data earlier in the report the Estates Directorate is performing well. Following the Mutually Agreed Resignation Scheme offered by the Trust a further 3 members of Estates staff left the Trust in July 2011. During July 2011 no member of the Estates staff were off sick.

Overview of key areas for consideration or noting:

The reported information considered at the June 2011 Board meeting was misleading due to the way in which this was presented. The overall headcount for the EFM Directorate has decreased.

Reviews of both the Catering and Domestics have been undertaken and concluded with Domestics being implemented from the 1st August 2011 and Catering from the 2nd September, the results of which will mean a more cost effective, efficient service that meets the needs of all stakeholders.

Some action has already been taken in relation to reducing sickness absence and a plan is in place for further action.

Specific implications and links to the Trust's Strategic Aims:

Ensure we provide high quality, safe and effective care for all our patients including meeting essential standards of safety and quality as set out by the CQC	✓
Develop a viable integrated clinical strategy for secondary care services which is sustainable and affordable	
Develop a new healthcare facility in West Cumbria that is fit for the 21st century	
Achieve sustainable financial balance through the delivery of the Trust's internal Cost Improvement Programme, securing a viable contract income from our GP commissioners and contributing to the system wide cost reductions	
To develop and implement a successful merger or acquisition plan that enables the Trust to become part of an existing NHS Foundation Trust	

Recommendations:

That the Board notes the report.

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