

TRUST BOARD

Date of Meeting: 09/10/2012	Agenda Item No: 6.3	Enclosure: 5
Intended Outcome:		
For noting ✓	For information	For decision
Title of Report: Workforce Report		
Aims: To update the Trust Board on the workforce performance.		
Executive Summary: This report summarises Trust performance against a range of workforce indicators for month five (August) of 2012/13. The number of contracted staff has fallen slightly; overtime has reduced when compared to the previous month; turnover remains stable and sickness absence has reduced slightly. The number of staff receiving an appraisal has hardly moved since last month and the coverage of mandatory training remains the key area for attention. These key performance indicators will be presented as a 12 month rolling average from the next Board meeting on 23 rd October as well as a new section covering Staff Experience.		
Overview of key areas for consideration or noting: As above.		
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: The Trust Board is recommended to note the content of the report and the measures being put in place to bring key performance indicators to an acceptable standard.		
Prepared by: Damian Gallagher Director of Human Resources and Organisational Development	Presented by: Damian Gallagher Director of Human Resources and Organisational Development	

Contents & Target Summary

Section	Subject	Status
1	Summary / Narrative	Not applicable
2	Staff in Post	
3	Overtime	
4	Turnover	
5	Sickness	
6	Employee Relations	Not applicable
7	Occupational Health	Not applicable
8	Appraisal	
9	Mandatory Training	

Key	
Green	Significant Progress
Amber	Progress
Red	Limited / No Progress

1. Summary

<p>Staff in Post</p>	<p>Staff in post for the Trust as a whole is 2927.91 WTE at August 2012. This equates to a reduction of 23.90 WTE when compared to the equivalent month in 2011/12 and a decrease of 12.19 WTE compared to July 2012 (2940.10 WTE).</p> <p>The largest two staff groups are Nursing & Midwifery (1041.85 WTE) and Admin & Clerical 635.62 WTE). Currently the Trust has a total of 306.49 WTE Medical and Dental staff and 463.63 WTE providing Additional Clinical Services.</p> <p>In terms of Divisional statistics (including medical staff) Medicine has the largest establishment (887.09 WTE) followed by Surgery (792.26 WTE) and Family and Support Services (726.70 WTE). From November the percentage of agency/bank staff as a proportion of the total workforce will be reported with a view to monitoring the reduction in dependency on such staff. The ambition is to reduce the reliance on agency medical staff by 50% within 18 months and completely within 3 years. To this end we are going out to advert this week for new consultant posts in Emergency Medicine and for Acute Physicians.</p>
<p>Overtime</p>	<p>Total overtime has fallen in August 2012 to £373,013 from July (£391,289) with reductions in all clinical divisions.</p> <p>The overtime figures show:</p> <ul style="list-style-type: none"> • Overtime worked above the normal weekly contracted hours of 37.5 (Prime) • Overtime worked by part time staff up to the full-time normal weekly contracted hours of 37.5 i.e. 'Additional Basic Pay' (Basic). These figures were not included in last year's reports.
<p>Turnover</p>	<p>Annualised turnover (headcount) for non-medical staff at August 2012 is 9.54%. There were 18 non-medical staff leavers during August (0.50 %).</p>
<p>Sickness Absence</p>	<p>The Trust sickness absence rate for August 2012 is 4.77%, which represents a reduction of 0.14% from July (4.91%).</p> <p>Surgery, Family & Support Services and Corporate Services have all shown reductions in absence rates. The most significant reduction can be seen in Family & Support Services. There was however a significant increase within Estates & Facilities (9.64% for Aug 12).</p> <p>Absence duration continues to be primarily short term (1-7 days). HR Business Partners are actively supporting managers within each Division in implementing the sickness management procedure. To date, 53 cautionary review hearings have taken place with 30 First Written Absence Cautions and 3 Final Written Absence Cautions issued.</p> <p>HR Business Partners are also monitoring absence on a regular basis to assist the achievement of the revised stretch target of 3.5%.</p>

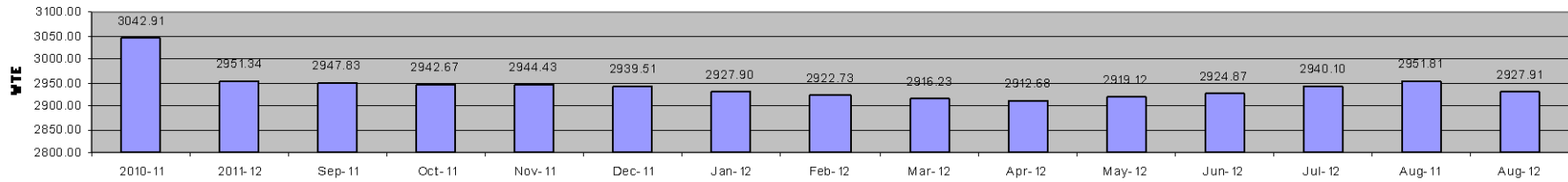
Occupational Health	<p>Figures include flu vaccination appointments. Self referral figures include face to face appointments and telephone contact (the rise in routine appointments from May 2012 is mainly due to the measles blood tests required following the recent outbreak).</p>
Appraisal	<p>The annualised percentage of appraisals, including Consultants, completed at Trust level over the last 12 months to August 2012 is 58.36%, remaining fairly steady since July 2012 (58.98%).</p> <p>There are no divisions or corporate areas at or above the Trust target rate of 80%. The Medical Division has increased to 54.13% and Family Services has remained steady around 73%.</p> <p>Each division will now bring details of their actions plans to demonstrate how they will achieve the required standards this financial year to the SMT performance reviews. Progress against trajectory will be monitored.</p>
Mandatory Training	<p>Mandatory training includes the</p> <ul style="list-style-type: none"> • Core Mandatory Skills Programme • Trust Mandatory Skills Programme <p>These reflect the 10 core subjects delivered by the majority of organisations across the Health sector in the North West as part of their Statutory and Mandatory Training Needs Analysis (The Core Skills Framework for the North West Sector - Version 1). This core framework helps the Trust meet required standards set by NHS Litigation Authority (NHSLA), Care Quality Commission (CQC) and Information Governance.</p> <p>The information shows completion rates for the annual, two yearly, three yearly and four yearly parts of the programme.</p> <ul style="list-style-type: none"> • Information Governance is now reported on a financial rather than rolling year basis – this means any staff who completed Information Governance before 01/04/2012 (even though less than a year ago) are not considered in date. • The Core Mandatory Skills Programme no longer includes any old Health & Safety Programme completions <p>As with appraisal rates the uptake of mandatory training will now be performance-managed against the required trajectory for the remainder of this financial year at both SMT performance reviews and the Board.</p>
Staff Experience	<p>It is intended to include this new section to cover staff experience and monitor the progress being made against the Staff Survey Action Plan. Although we score well in the survey for some things (fewer staff than average having to work extra hours; equality and diversity training; flexible working and experience of errors) we did less well on others (management support; communications; fairness of incident reporting and staff recommending the Trust as a place to work). Specific actions are being devised for each area in the survey that requires improvement and key performance indicators developed to achieve the improvements.</p>

2. Staff in Post

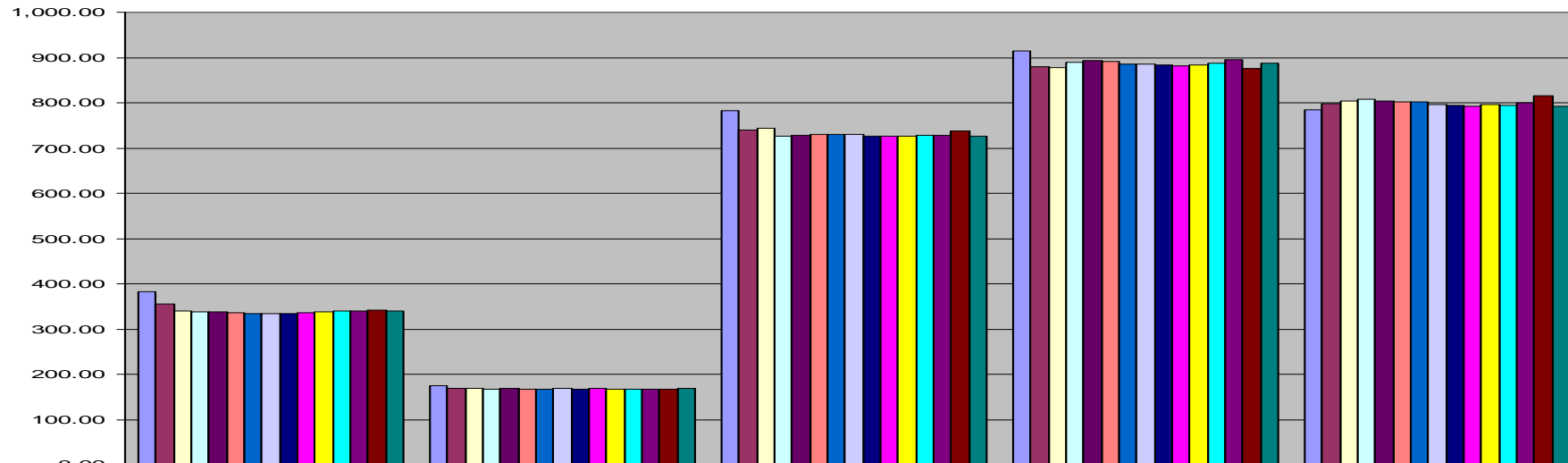
Staff Group	2010-11	2012-12	Sep-11	Oct-11	Nov-11	Dec-11	Jan 12	Feb 12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 11	Aug 12
	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE	WTE
Additional Professional & Technical	102.67	94.15	93.49	95.46	95.24	95.24	97.10	96.17	95.80	96.28	96.18	94.89	94.34	92.72	94.00
Additional Clinical Services	483.35	465.58	468.55	468.22	467.78	465.60	459.88	460.65	461.20	461.15	461.72	463.43	463.27	469.93	463.63
Admin & Clerical	677.64	653.14	644.60	640.44	641.16	640.64	640.39	640.43	639.04	635.90	636.63	638.53	636.71	645.66	635.62
Allied Health Professionals	134.95	130.80	132.21	131.35	132.15	133.00	130.50	129.68	129.22	130.51	131.41	131.88	131.98	133.83	131.26
Estates & Ancillary	194.50	194.89	193.07	192.45	192.48	191.15	190.80	190.94	190.24	191.40	192.33	193.15	193.87	191.60	193.99
Healthcare Scientists	66.62	63.61	64.11	63.61	63.11	63.61	64.61	62.11	62.61	61.61	58.31	59.39	60.97	64.11	61.07
Medical & Dental	300.42	300.15	296.93	299.23	299.78	301.51	304.23	306.07	305.59	304.39	304.59	303.59	318.09	297.17	306.49
Nursing & Midwifery (Registered)	1082.76	1049.03	1054.88	1051.91	1052.74	1048.76	1040.39	1036.68	1032.53	1031.45	1037.95	1040.01	1040.85	1056.78	1041.85
Trust	3042.91	2951.34	2947.83	2942.67	2944.43	2939.51	2927.90	2922.73	2916.23	2912.68	2919.12	2924.87	2940.10	2951.81	2927.91

Staff Group	2010-11	2012-12	Sep-11	Oct-11	Nov-11	Dec-11	Jan 12	Feb 12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 11	Aug 12
	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head	Head
Additional Professional & Technical	124	112	110	113	113	113	115	115	115	117	119	118	118	109	118
Additional Clinical Services	774	759	773	780	776	770	758	759	762	768	785	790	788	775	792
Admin & Clerical	869	822	816	814	814	808	804	802	799	796	797	801	800	819	800
Allied Health Professionals	195	194	195	195	197	198	196	194	192	193	193	190	187	196	185
Estates & Ancillary	262	274	266	273	274	271	273	276	275	275	276	276	278	260	279
Healthcare Scientists	70	67	67	67	66	67	68	65	66	65	63	64	65	67	66
Medical & Dental	358	375	369	373	375	378	382	382	383	384	383	381	396	368	387
Nursing & Midwifery (Registered)	1445	1417	1419	1419	1427	1425	1418	1415	1402	1,394	1,395	1,395	1,395	1,427	1,395
Trust	4097	4020	4015	4034	4042	4030	4014	4008	3994	3992	4011	4015	4027	4021	4022

WTE Staff in Post - Trust



WTE Staff in Post - Divisions (including medical staff)



	Corporate Services	Estates & Facilities	Family & Suppt Services	Medicine	Surgery
2010-11	381.88	174.23	782.44	915.40	784.01
2011-12	356.01	169.85	740.16	880.44	797.58
Sep-11	339.33	168.96	743.94	878.41	803.89
Oct-11	337.55	167.18	726.67	889.45	808.51
Nov-11	337.08	168.20	728.62	893.20	804.53
Dec-11	336.05	167.87	730.30	890.69	802.30
Jan-12	333.32	167.72	729.52	884.80	801.23
Feb-12	333.16	168.06	729.15	885.31	796.26
Mar-12	334.80	167.36	726.55	883.23	794.00
Apr-12	336.04	168.31	725.39	881.95	792.18
May-12	337.39	167.84	726.46	882.62	796.52
Jun-12	339.17	166.94	727.30	887.97	794.99
Jul-12	339.21	167.67	727.33	895.97	800.43
Aug-11	342.16	167.41	738.80	876.63	815.01
Aug-12	340.26	168.69	726.70	887.09	792.28

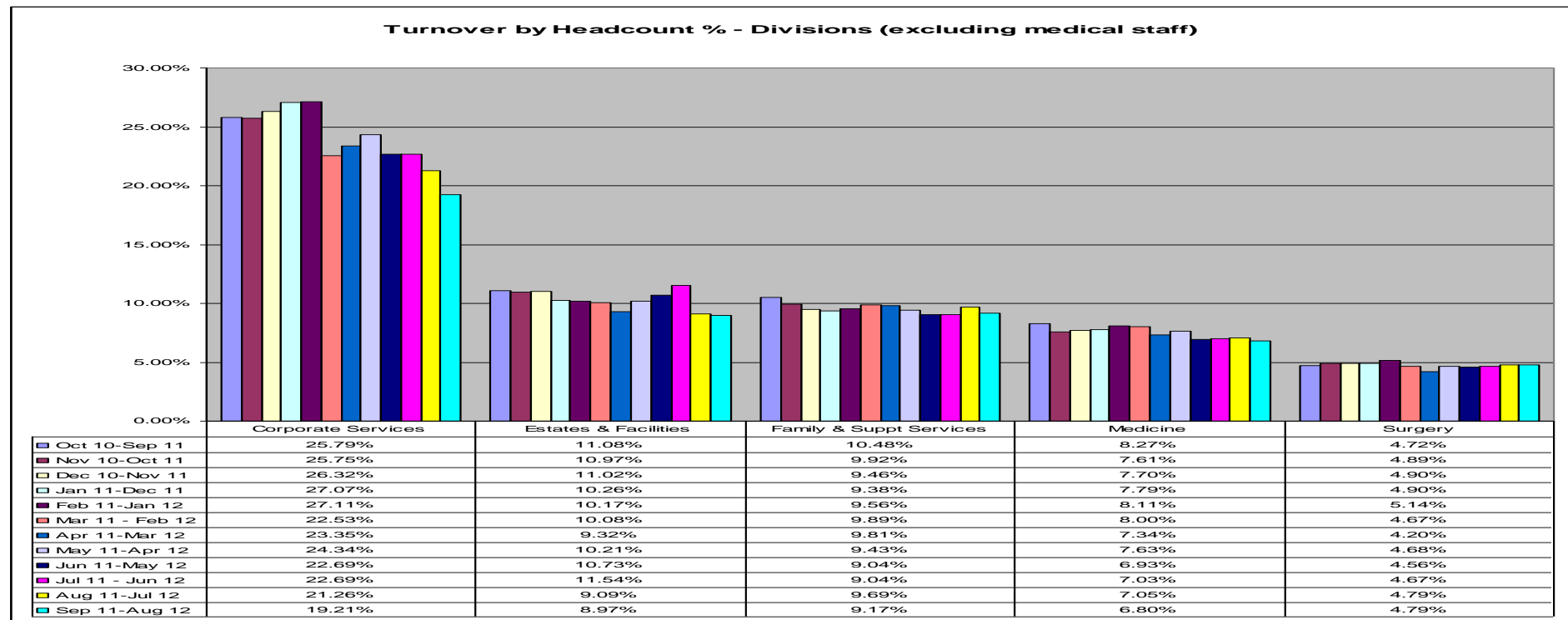
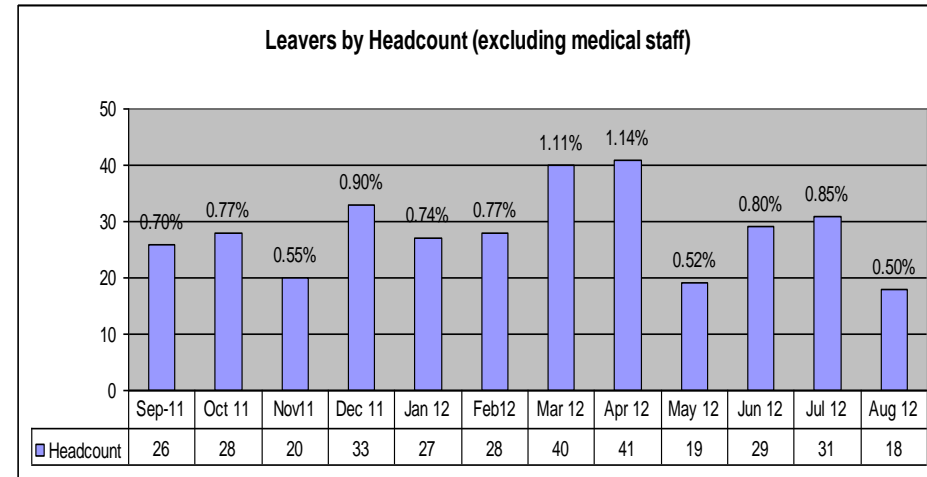
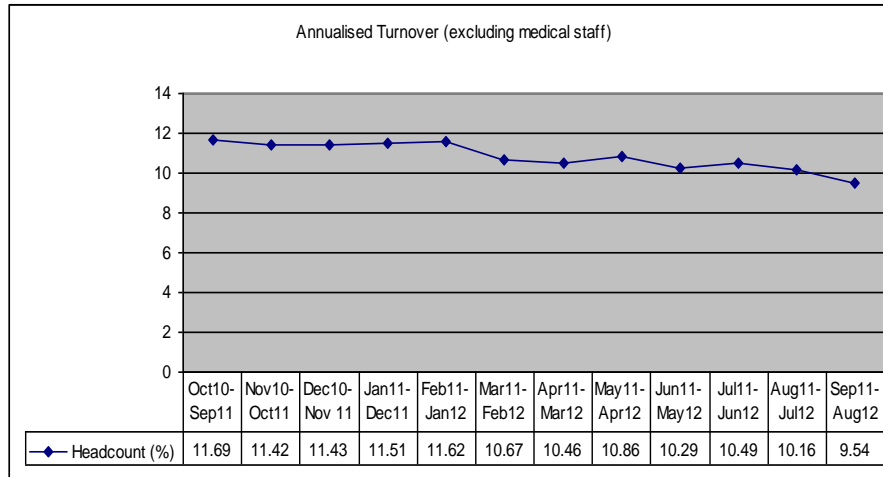
3. Overtime

	Mar 2012			Apr 2012			May 2012			June2012			July 2012		
	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total
Corporate Services	7,770	2,761	10,531	15,435	3,515	18,950	15,684	4,386	20,070	16,157	3,229	19,746	9,992	4,012	14,005
Estates & Facilities	42,725	12,251	54,977	48,454	15,560	64,014	35,544	11,294	46,838	39,698	12,928	52,626	42,501	22,961	65,462
Family & Support Services	73,921	11,827	85,748	97,963	19,848	117,811	68,585	15,417	84,003	72,379	13,135	85,514	84,336	21,050	105,386
Medicine	86,376	14,566	100,942	119,364	26,694	146,059	73,696	13,259	86,955	73,358	17,356	90,709	111,658	15,114	126,772
Surgery	49,860	17,066	66,926	68,233	24,153	92,386	47,136	20,744	67,910	60,703	8,115	68,819	61,439	18,226	79,664
TOTAL	260,653	58,471	319,124	349,450	89,769	439,219	240,645	65,130	305,775	262,650	54,764	317,414	309,926	81,363	391,289

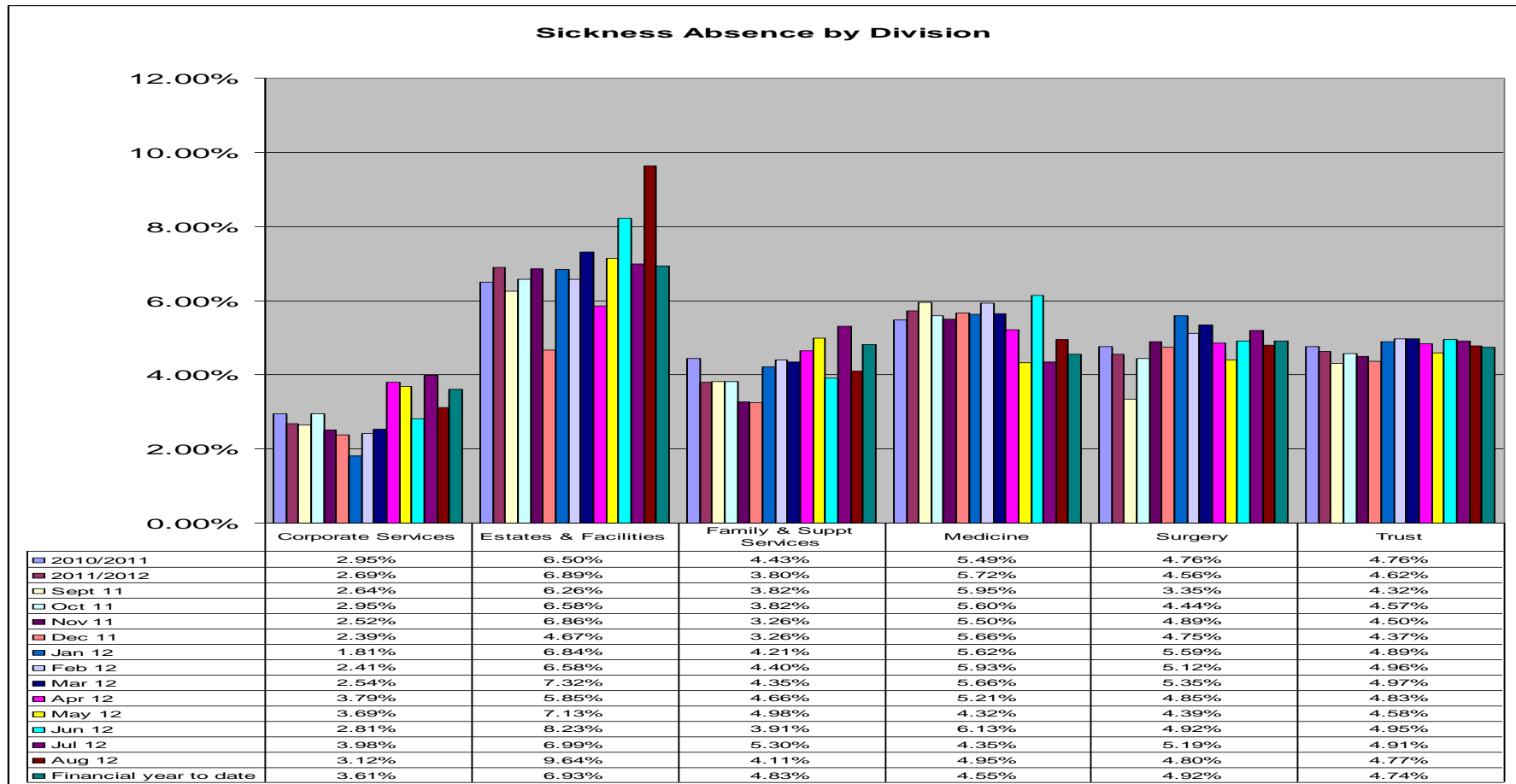
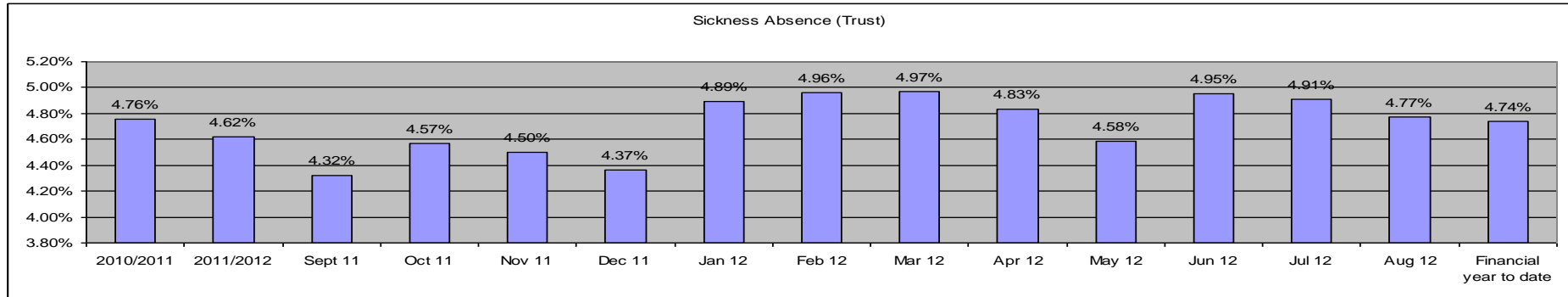
	August 2012			September 2012			October 2012			November 2012			December 2012		
	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total
Corporate Services	12,744	2,954	15,698												
Estates & Facilities	47,757	17,321	65,078												
Family & Support Services	83,299	16,382	99,681												
Medicine	79,854	18,734	98,589												
Surgery	80,661	13,307	65,078												
TOTAL	304,315	68,698	373,013												

	January 2012			February 2013			YTD (from April 2012)			Apr 2011 – Mar 2012			2010/11 Prime
	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	Basic	Prime	Total	
Corporate Services							70,605	18,107	88,712	137,798	32,588	170,386	41,867
Estates & Facilities							213,953	80,064	294,018	422,758	165,599	588,357	175,888
Family & Support Services							408,476	85,832	402,747	906,468	170,623	1,077,091	236,372
Medicine							457,926	91,158	549,084	877,821	97,910	975,731	93,362
Surgery							318,173	84,574	402,747	466,869	113,132	580,000	123,334
TOTAL							1,469,133	359,736	1,828,868	2,811,713	579,852	3,396,565	670,823

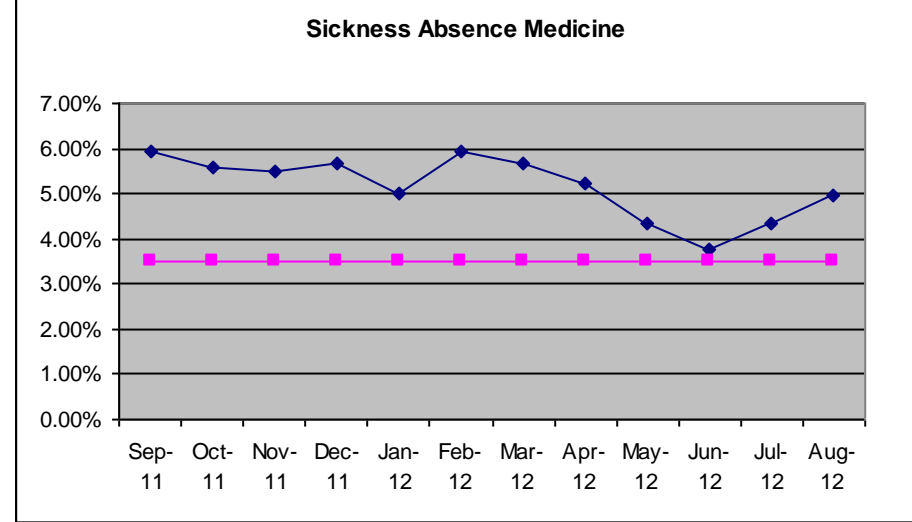
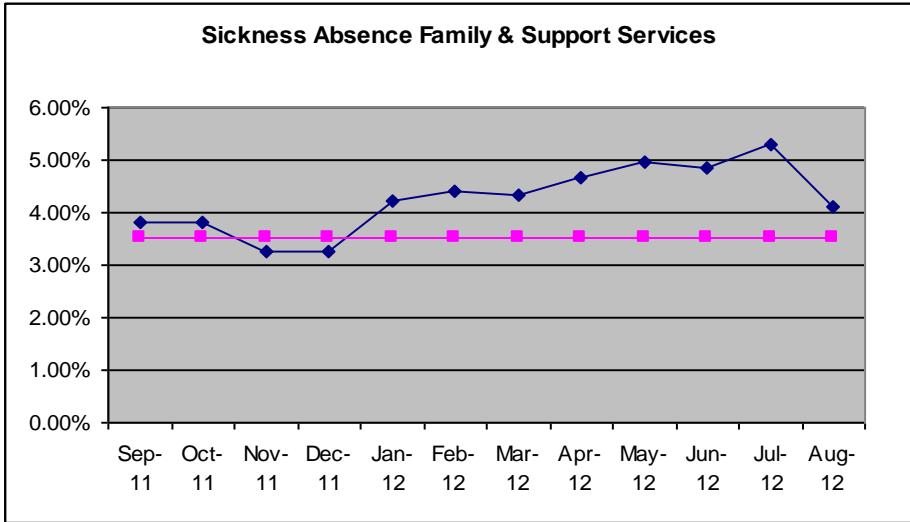
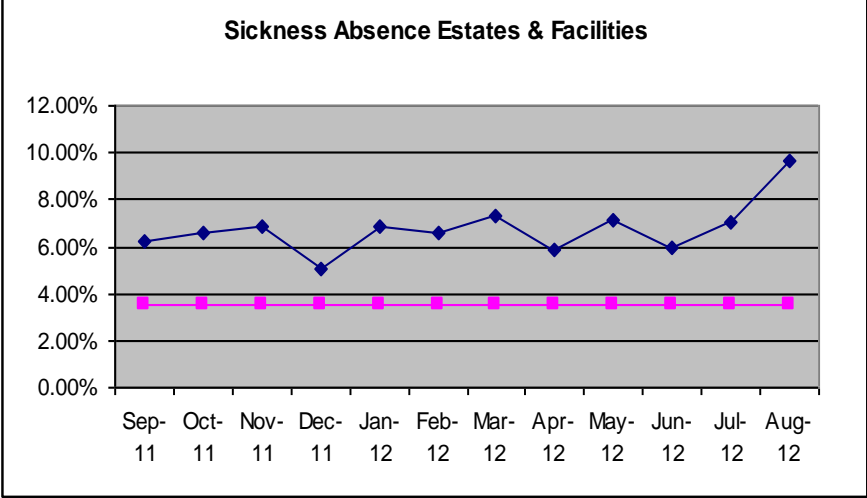
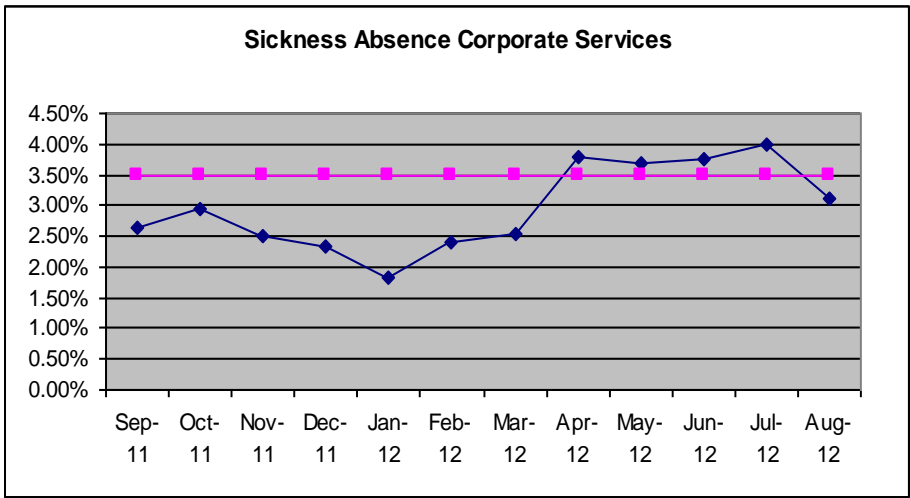
4. Turnover

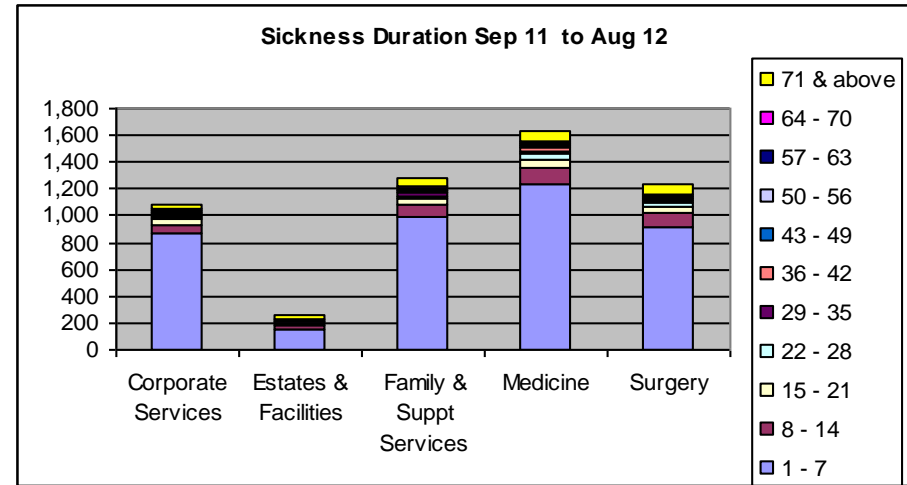
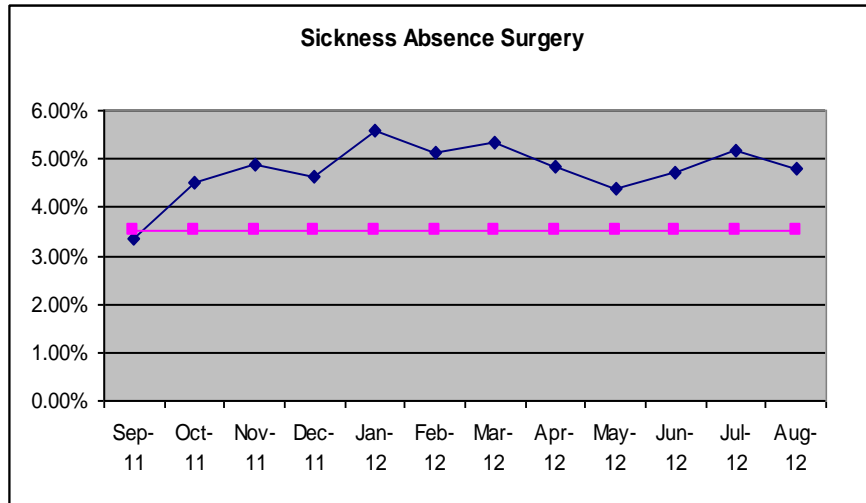


5. Sickness Absence



Sickness Target Trackers 2012/13





Sickness Absence Cautionary Hearings	2010/11	2011/12	2012/13												
			Apr	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
No action, further monitoring	-	2-	-	-	1	-	-								
Targets set	3	9-	-	4	1	-	-								
First Written Absence Caution	10	16-	1	1	1	-	1								
Final Written Absence Caution	-	-	-	-	2	1	-								
Other action:	-	-	-	-	-	-	-								
Total	13	27	1	5	5	1	1								

Sickness Absence Cautionary Appeals	2010/11	2011/12	2012/13												
			Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	
Sickness absence decision upheld	1	3	-	-	-	1	-								
Sickness absence decision overturned	-	-	-	-	-	-	-								
Total	1	3	0	0	0	1	0								

6. Employee Relations

Disciplinary Outcome	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Informal	1	-	-	-	-	-	-								-
Recorded counselling	1	8	-	5	1	-	1								7
First Written Warning		-	-	-	-	-	-								-
First Written Warning & transfer		-	-	-	-	-	-								-
Final Written Warning	4	2	-	1	-	-	-								1
Final Written Warning & transfer (as alternative to dismissal)		-	-	-	-	-	-								-
Final Written Warning & downgrading (as alternative to dismissal)		1	-	-	-	-	-								-
Final Written Warning & transfer & downgrading (as alternative to dismissal)	3	-	-	-	-	-	-								-
Dismissal	6	4	-	-	-	-	-								-
Total	15	15	0	6	1	0	1								8

Disciplinary Appeals	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Disciplinary decision upheld	4	1	-	-	-	-	-								-
Disciplinary decision overturned	-	1	-	-	-	-	-								-
Total Disciplinary Appeals	4	2	0	0	0	0	0								0

Grievance	2010/11	2011/12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov12	Dec12	Jan13	Feb13	Mar13	YTD 2012/13
Withdrawn	2	4	-	-	1	-	-								1
Resolved at Stage 1 (informally)	4	7	1	2	-	1	-								4
Resolved at Stage 2	5	6	2	-	-	-	1								2
Resolved at Stage 3	1	2	-	-	-	-	-								-
External mediation	1	-	-	-	-	-	1								-
Total	13	19	3	2	1	1	2								9

7. Occupational Health

Cumberland Infirmary	2010/11 (Aug 10 on)	2011/12	Sep 11	Oct 11	Nov 11	Dec 11	Jan 12	Feb12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12
Pre-Employment Acute Staff	250	244	20	24	14	13	9	14	21	42	39	21	50	31
Pre-Employment Non Acute Staff	22	29	-	3	2	-	2	1	-		-	5	-	-
Pre-Employment Placements	114	14	-	-	-	-	6	2	-	5	1	2	4	2
Managers Referral (brackets - stress related)	335 (28)	399 (28)	31 (2)	9 (3)	48 (9)	26	40	47	35 (6)	39 (3)	51 (4)	25 (1)	30 (0)	13 (1)
Self Referral (brackets - stress related)	289 (13)	217 (7)	15 (2)	11	22	17	29	26	17 (1)	14 (4)	13 (4)	14 (2)	11 (1)	21 (1)
Nurse Review Appointments	175	95	15	8	8	8	6	5	4	4	9	11	3	1
Other Routine Nursing Appointments	1869	2633	144	1067	368	149	167	181	201	175	514	286	314	335
Doctor's Appointments	169	368	25	38	42	24	32	29	50	21	36	25	49	39
<u>TOTAL</u>	3223	3999	250	1160	504	237	291	305	328	300	663	389	462	442
DNA	368	349	37	15	46	27	21	32	25	27	44	31	34	32

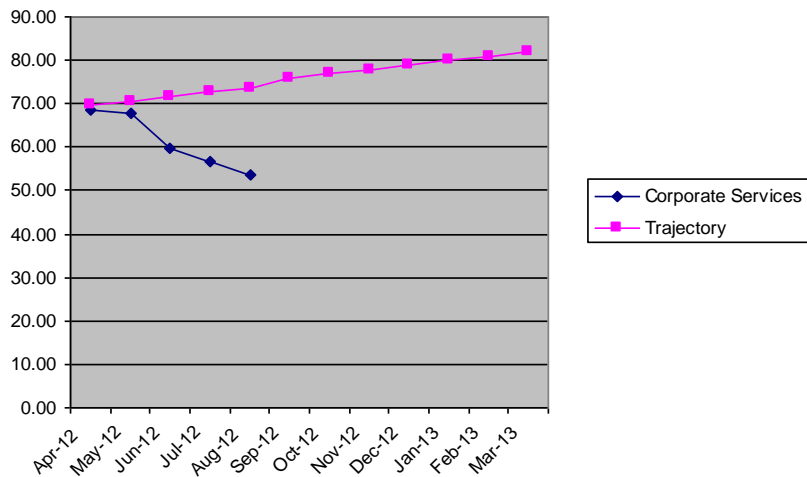
West Cumberland Hospital	2010/11 (Aug 10 on)	2011/12	Sep 11	Oct 11	Nov 11	Dec 11	Jan12	Feb12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12
Pre-Employment Acute Staff	115	172	20	9	10	6	23	14	8	24	14	10	10	21
Pre-Employment Non Acute Staff	5	0	-	-	-	-	-	-	-		-	-	-	-
Pre-Employment Placements	149	62	11	2	8	-	3	1	1	2	5	5	2	1
Managers Referral (- stress related)	265 (23)	322 (25)	28 (3)	24	13 (1)	15	44 (4)	25 (2)	29 (3)	37 (1)	37 (1)	35 (1)	36 (2)	40 (0)
Self Referral (brackets - stress related)	425 (50)	596 (94)	58 (3)	30 (4)	32 (5)	52 (5)	52 (7)	61 (3)	60 (8)	39 (4)	34 (6)	34 (3)1	45 (3)2	50 (4)
Nurse Review Appointments	118	174	23	14	9	10	15	10	11	8	8	8	10	6
Other Routine Nursing Appointments	1148	1165	30	559	141	27	49	112	124	124	134	78	132	68
Doctor's Appointments	114	115	9	9	13	5	22	14	14	26	11	9	9	16
<u>TOTAL</u>	2339	2606	179	647	226	115	208	237	247	260	243	179	246	202
DNA	111	193	19	12	10	8	21	22	26	7	15	18	15	16

8. Appraisal

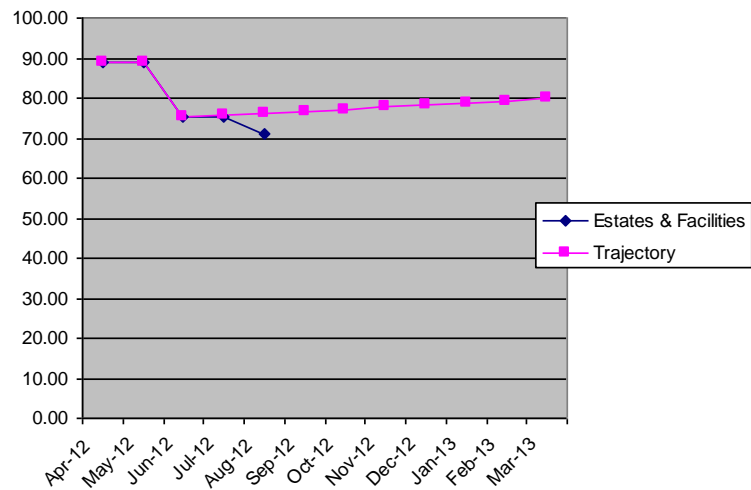
	Apr-12	May-12	Jun-12	Jul-12	Aug-12	RAG
Corporate Services	68.60	67.80	59.84	56.85	53.54	
Estates & Facilities	88.99	88.99	75.23	75.34	71.16	
Family & Support Services	70.96	70.96	73.84	73.00	72.89	
Surgical	50.25	48.77	51.00	51.92	46.55	
Medical	48.67	50.25	48.24	49.32	54.13	
Trust	60.57	60.49	59.21	58.98	58.36	

RAG Coding			
		< 50%	
		<80%	> 80%

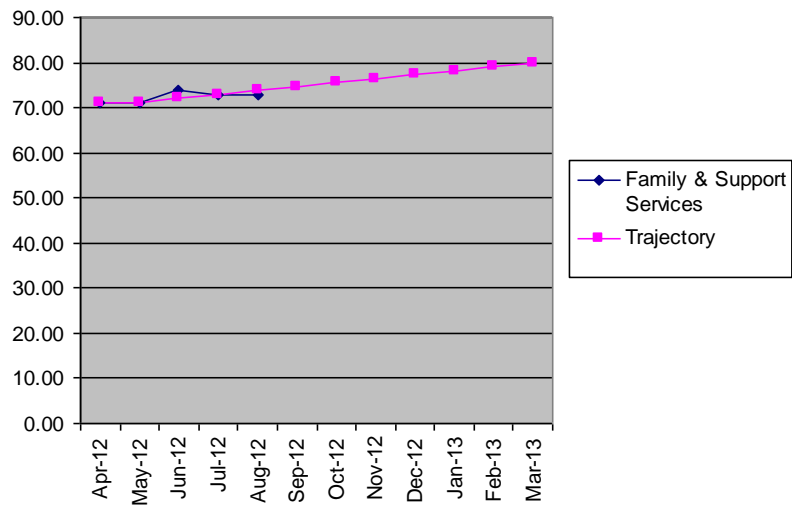
Corporate Services



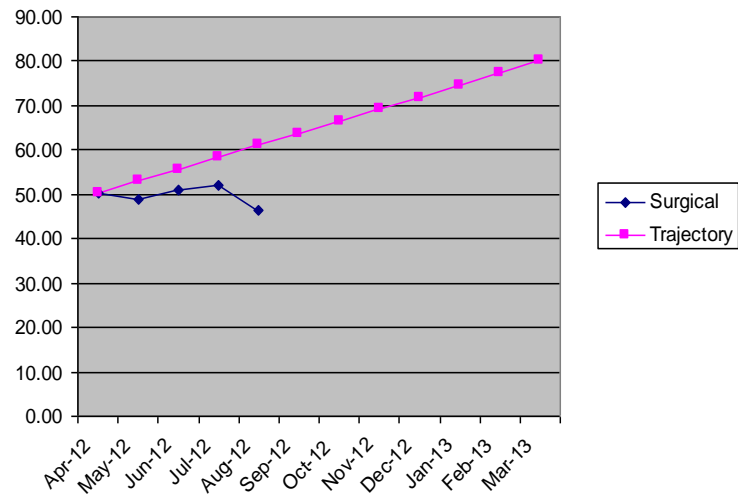
Estates & Facilities



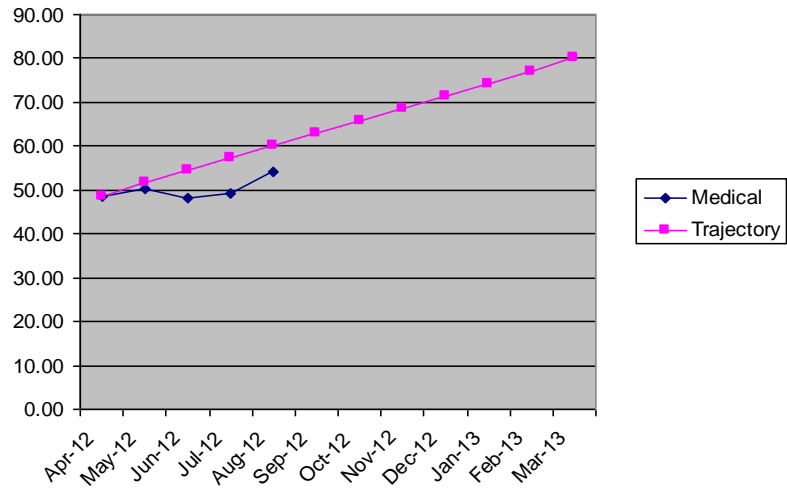
Family & Support Services



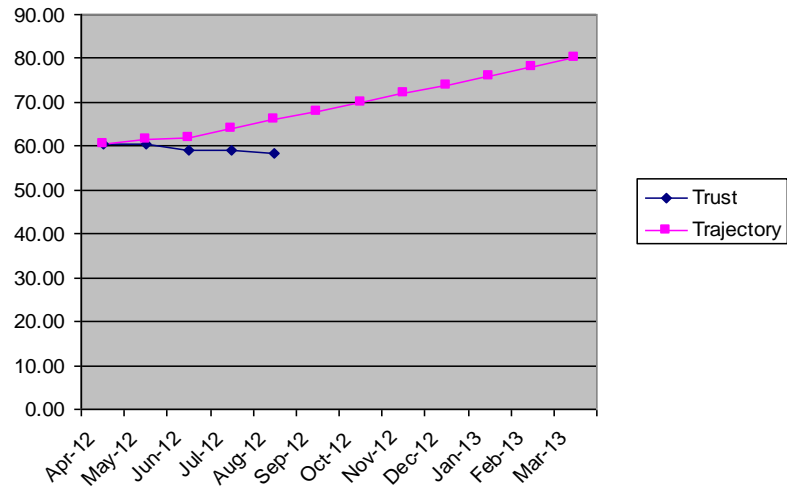
Surgical



Medical



Trust Overall



9. Mandatory Training

Course	Date/Frequency	Trust%	Corporate %	Estates %	Family/Clinical %	Medical %	Surgical %
Advanced Life Support (ALS)	01/08/08 - 31/7/12 4 yearly	0.00	0.00	N/A	0.00	0.00	0.00
Newborn Life Support (NLS)		0.00	N/A	N/A	0.00	N/A	N/A
Core Mandatory Skills	01/08/09 - 31/7/12 3 yearly	27.43	21.38	46.79	39.24	21.48	23.60
Trust Mandatory Skills		22.76	18.60	52.75	33.20	13.42	19.54
Blood Transfusion 01		34.61	31.85	N/A	19.00	28.71	27.54
Blood Transfusion 02		26.41	28.57	N/A	19.00	28.71	27.54
Blood Transfusion 03		36.36	N/A	N/A	40.00	N/A	0.00
Blood Transfusion 04		24.04	30.00	N/A	23.40	N/A	N/A
Conflict Resolution L2		11.39	9.52	N/A	13.36	8.60	15.02
Conflict Resolution L3		60.87	25.00	87.10	0.00	N/A	0.00
Consent		36.29	34.63	N/A	33.16	34.76	41.57
Deprivation of Liberty Safeguards (DoLS) 1		30.66	31.09	N/A	28.99	31.51	31.01
DoLS2 Deprivation of Liberty Safeguards (DoLS) 2		0.00	N/A	N/A	N/A	0.00	N/A
Equality & Diversity		50.34	45.94	81.65	57.17	42.57	49.12
Manual Handling		31.46	28.26	13.30	35.55	32.79	33.33
Mental Capacity		34.68	35.71	N/A	37.21	34.26	32.89
Safeguarding Children Level 2		22.60	22.22	N/A	32.48	21.43	20.50
Safeguarding Children Level 3		61.83	44.44	N/A	63.55	62.38	N/A
Safeguarding Children Level 4		0.00	NA	N/A	0.00	N/A	N/A
Medicines Mgt for Health Professionals		2.91	3.38	N/A	2.63	3.66	2.12
Medicines Management for HCAs		8.19	5.94	N/A	17.39	7.91	6.06
Medicines Management for Porters		10.64	25.00	12.90	0.00	0.00	0.00
VTE	2.08	3.25	N/A	1.39	1.64	1.85	
Fire Safety	01/08/10 - 31/07/12 2 yearly	54.64	48.41	66.06	62.91	50.14	54.75
Information Governance	01/04/12 - 31/03/13 Financial year	28.26	23.64	60.09	34.23	25.50	22.19
Infection Control Level	01/08/11 - 31/07/12 annually	12.32	11.71	10.26	17.39	13.18	7.37
Immediate Life Support (LS)		21.79	22.19	NA	30.77	23.81	19.46
Paediatric Immediate Life Support (PILS)		15.71	20.00	N/A	15.00	N/A	N/A
Practical Obstetric Multi Professional Training (PROMPT)		43.24	42.31	N/A	43.37	N/A	N/A

RAG Coding	 < 50%	 <80%	 > 80%
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