

**TRUST BOARD**

<b>Date of Meeting:</b> 26/03/2013	<b>Agenda Item No:</b> 5.3	<b>Enclosure:</b> 6
<b>Intended Outcome:</b>		
<b>For noting</b>	<b>For information</b>	<b>For decision</b> ✓
<b>Title of Report:</b> Workforce Report		
<b>Aims:</b> To update the Trust Board on the workforce performance.		
<b>Executive Summary:</b> This report summarises Trust performance against a range of workforce indicators for month eleven (February) of 2012/13.  Trust information systems are being updated to reflect the new Business Unit Structure and the information in this report reflects the changes made to date.  This month the number of contracted staff and turnover has risen. Sickness and overtime have fallen this month. Appraisal rates overall have increased slightly but remain below trajectory and the coverage of mandatory training continues to increase but remains a key area for attention.  The recently established Workforce Committee will report directly to Trust Board and the action notes from the last meeting (5 March 2013) are attached as an appendix to this report.		
<b>Overview of key areas for consideration or noting:</b> As above.		
<b>Specific implications and links to the Trust's Strategic Aims:</b>		
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 21 <sup>st</sup> 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		✓
<b>Recommendations:</b> The Trust Board is recommended to approve the content of the report and the measures being put in place to bring key performance indicators to an acceptable standard.		
<b>Prepared by:</b>  Judith Anderson HR Development and Equality Manager	<b>Presented by:</b>  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	
10	Staff Experience	
11	Job Planning	
App 1	Workforce Committee Action Notes	Not applicable

Key	
Green	Significant Progress
Amber	Progress
Red	Limited / No Progress

## 1. Summary

<b>Staff in Post</b>	<p>Staff in post for the Trust as a whole is 3006.81 WTE at February 2013. This equates to an increase of 78.98 WTE when compared to the equivalent month in 2011/12 and an increase of 11.84 WTE compared to January 2013 (2994.97 WTE).</p> <p>The largest two staff groups are qualified Nursing &amp; Midwifery (1081.66 WTE) and Admin &amp; Clerical (632.04 WTE). Currently the Trust has a total of 315.75 WTE Medical and Dental staff and 488.81 WTE providing Additional Clinical Services.</p> <p>Individual figures for Feb 2013 have been included to reflect the Business Unit structure and Paediatrics information will be split from Clinical Support in the next report</p> <p>Temporary staffing cost for February 2013 (agency cost) is at 7.1 against a target of 2% (year to date is 6.7%). The aim is to reduce the reliance on agency medical staff by 50% within 18 months and completely within 3 years.</p>
<b>Overtime</b>	<p>The report has been amended to reflect the revised Business Unit structure. Overtime for February 2013 is £372,527 compared with £429,156 for the month of January 2013. All areas have decreased, except for Estates and Facilities.</p> <ul style="list-style-type: none"> <li>• Prime is overtime worked above the normal weekly contracted hours of 37.5.</li> <li>• Basic is overtime worked by part time staff up to full-time normal weekly contracted hours of 37.5 i.e. 'Additional Basic Pay'.</li> </ul>
<b>Turnover</b>	<p>Annualised turnover (headcount) for non-medical staff at February 2013 is 10.41%. There were 47 non-medical staff leavers during February (1.61%).</p>
<b>Sickness Absence</b>	<p>Current available information (from reports on 11 March 2013) shows the Trust sickness absence rate for February 2013 as 4.72% compared with 5.60% for January 2013; the rate in all areas has fallen this month.</p> <p>HR Business Partners are actively supporting managers within each Division in implementing the sickness management procedure. To date, 65 cautionary review hearings have taken place with 38 First Written Absence Cautions and 4 Final Written Absence Cautions issued.</p> <p>HR Business Partners are monitoring absence on a regular basis to assist the achievement of the Trust target of 3.5%.</p>
<b>Occupational Health</b>	<p>Self-referral figures include face to face appointments and telephone contact. The increase in routine appointments is mainly due to flu vaccinations and the measles outbreak. The current uptake for flu vaccinations is 56.9% of the relevant workforce – this is a big improvement on last year's final total of 47.9% and an average of 44% for the NHS as a whole.</p>

**Workforce Report for Trust Board as at end of February 2013**

<p><b>Appraisal</b></p>	<p>The annualised percentage of appraisals, including Consultants, completed at Trust level over the last 12 months to February 2013 has risen this month to 72.74.% (70.63% in January 2013).</p> <p>Actual performance against the trajectories is detailed on pages 16-17. Estates &amp; Facilities continues to be above target and Clinical Support / Paediatrics and Corporate Services have risen to just below their trajectory. Medicine have dropped against their trajectory this month. With 1 month remaining this financial year, Surgery shows the largest gap against the Trust target Overall the Trust is slightly below trajectory but the gap has narrowed from September 2012. SMT will continue to discuss progress against trajectories to help ensure that the targets are met.</p>
<p><b>Mandatory Training</b></p>	<p>All areas are showing improvement across the range of required training and Estates and Facilities has maintained its achievement of above Trust target.</p> <p>Although significant progress has been made, there is still much work to be done if targets are to be met this financial year. A gap analysis of clinical business unit performance against each trajectory will be discussed at SMT on a weekly basis during the final weeks of the financial year and individual weekly meetings are taking place with the HR Director and the Deputy Business Unit Directors to ensure that each employee has a date allocated for the completion of the required training.</p>
<p><b>Staff Experience</b></p>	<p>This section monitors the progress being made against the Staff Survey Action Plan. Results from the last two surveys show we score well in some areas (fewer staff than average having to work extra hours; equality and diversity training; staff experiencing discrimination and health and safety training) we did less well on others (management support; communications; fairness of incident reporting, job satisfaction and staff recommending the Trust as a place to work). The results of the last survey conducted in the Autumn of 2012 are similar to those in previous years but point to further areas for improvement including the provision of job-relevant training and overall job satisfaction.</p> <p>Staff focus groups have been held across Divisions and overall actions plans were presented to the Board In November 2012. Following an Away Day lead by our Chief Executive in December 2012, each Clinical Business Unit has drawn up their own action plan and the results have been fed back to SMT and discussed at each Clinical Business Unit's board meeting. These plans are now being introduced and monitoring systems established. The new Workforce Committee has established a working group to look at staff survey data in more detail and conduct regular monitoring of the actions to demonstrate improvements. The most recent survey results (published this month) are being incorporated into those plans. We are also surveying staff on a regular basis against the key patient-related questions so that we can monitor if our action plans are having a positive impact. The Board is receiving a presentation on the latest results during its March meeting and the executive summary of the key findings has been circulated to all members.</p>
<p><b>Workforce Committee</b></p>	<p>The action notes from the last meeting are attached as an appendix to this report.</p>

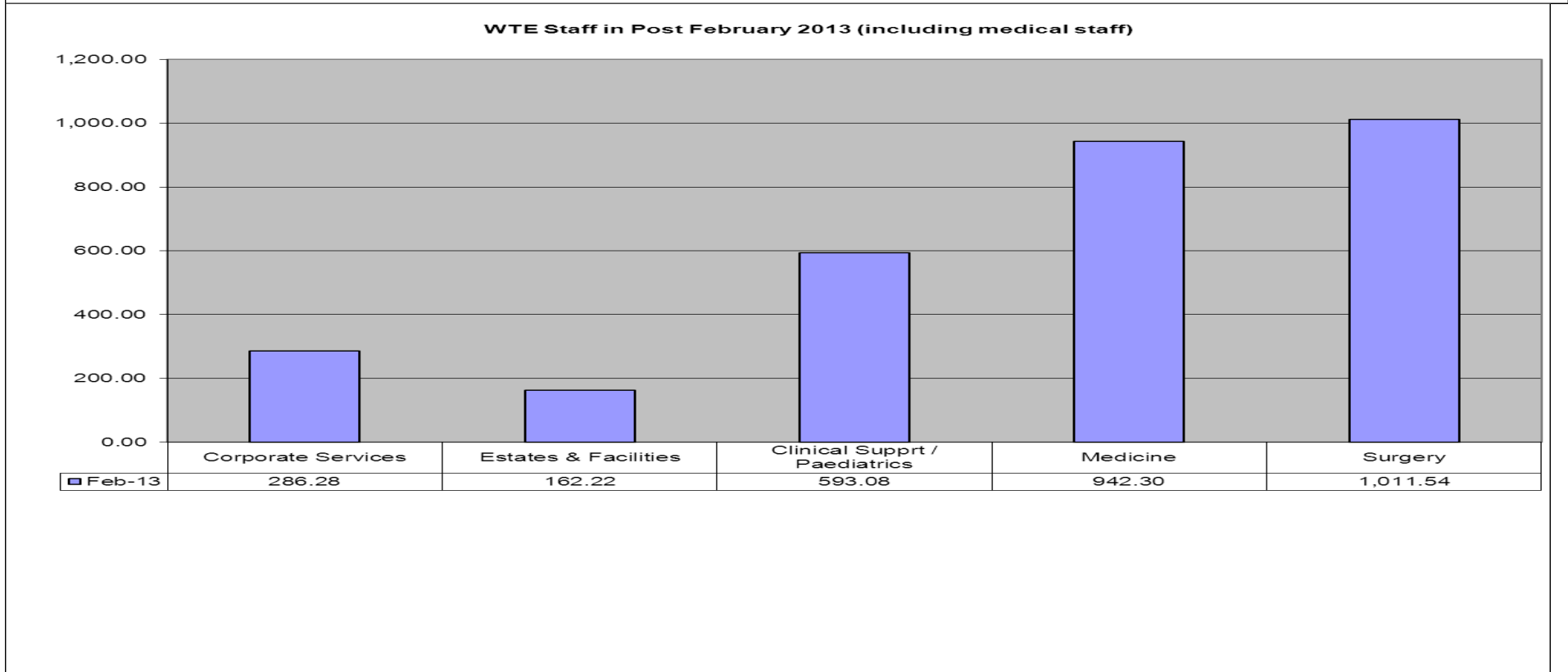
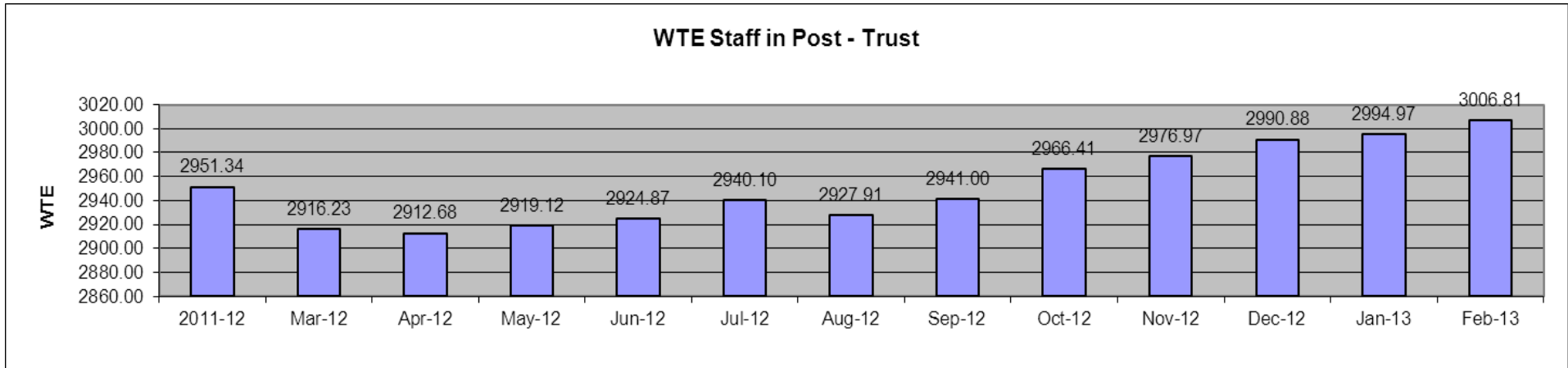
Workforce Report for Trust Board as at end of February 2013

**2. Staff in Post**

<b>Staff Group</b>	<b>2011-12</b>	<b>Mar12</b>	<b>Apr 12</b>	<b>May 12</b>	<b>Jun 12</b>	<b>Jul 12</b>	<b>Aug 12</b>	<b>Sept 12</b>	<b>Oct 12</b>	<b>Nov 12</b>	<b>Dec12</b>	<b>Jan 13</b>	<b>Feb 12</b>	<b>Feb 13</b>
	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>	<b>WTE</b>
Additional Professional & Technical	94.15	95.80	96.28	96.18	94.89	94.34	94.00	95.37	97.35	97.67	97.70	99.60	96.17	100.22
Additional Clinical Services	465.58	461.20	461.15	461.72	463.43	463.27	463.63	468.27	478.61	473.32	481.62	483.39	461.18	488.81
Admin & Clerical	653.14	639.04	635.90	636.63	638.53	636.71	635.62	634.15	633.58	629.16	631.28	630.56	640.87	632.04
Allied Health Professionals	130.80	129.22	130.51	131.41	131.88	131.98	131.26	131.14	134.63	133.49	134.45	134.13	129.73	135.16
Estates & Ancillary	194.89	190.24	191.40	192.33	193.15	193.87	193.99	194.02	195.71	196.23	194.93	192.94	190.99	191.67
Healthcare Scientists	63.61	62.61	61.61	58.31	59.39	60.97	61.07	61.97	61.97	60.07	60.91	62.01	63.11	61.51
Medical & Dental	300.15	305.59	304.39	304.59	303.59	318.09	306.49	312.73	314.06	318.36	315.96	315.15	306.97	315.75
Nursing & Midwifery (Registered)	1049.03	1032.53	1031.45	1037.95	1040.01	1040.85	1041.85	1,043.35	1,050.51	1,068.67	1,074.03	1,077.18	1,038.79	1,081.66
<b>Trust</b>	<b>2951.34</b>	<b>2916.23</b>	<b>2912.68</b>	<b>2919.12</b>	<b>2924.87</b>	<b>2940.10</b>	<b>2927.91</b>	<b>2941.00</b>	<b>2966.41</b>	<b>2976.97</b>	<b>2990.88</b>	<b>2994.97</b>	<b>2927.83</b>	<b>3006.81</b>

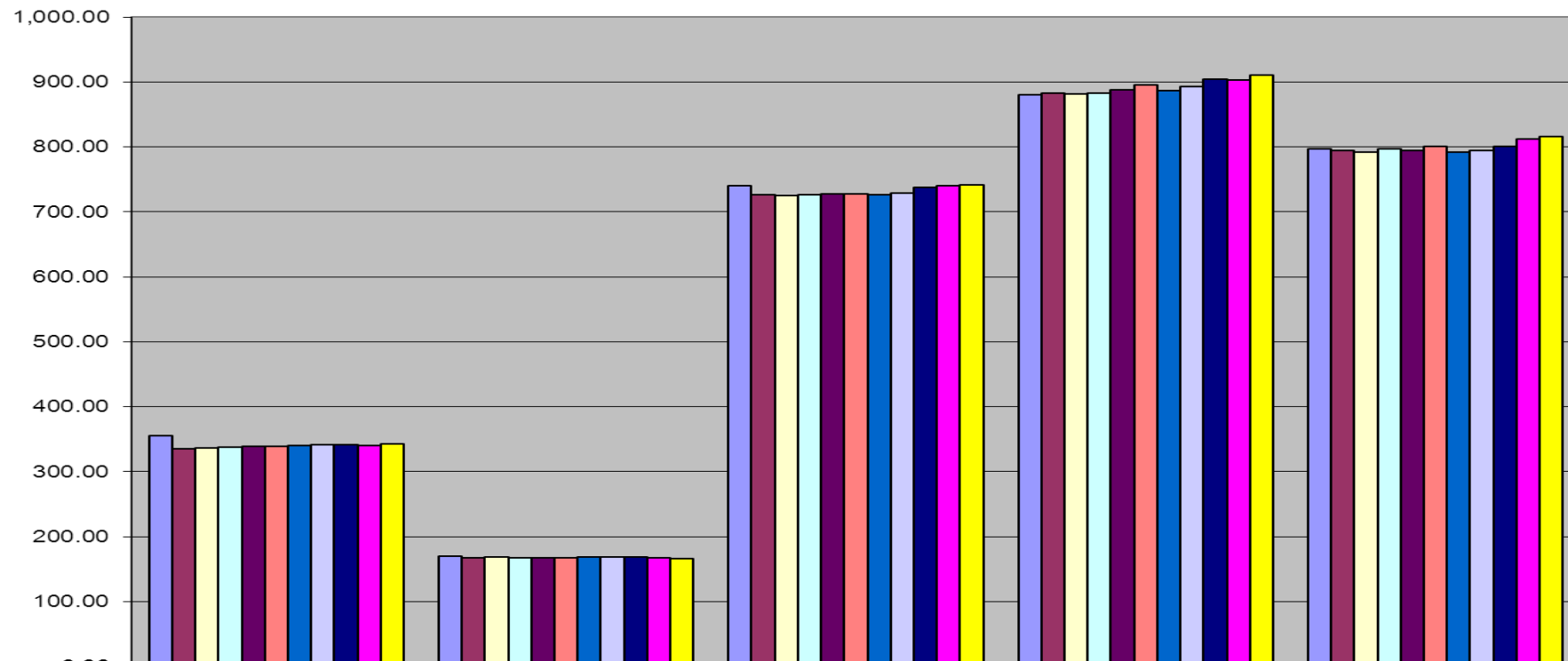
<b>Staff Group</b>	<b>2011-12</b>	<b>Mar12</b>	<b>Apr 12</b>	<b>May 12</b>	<b>Jun 12</b>	<b>Jul 12</b>	<b>Aug 12</b>	<b>Sept 12</b>	<b>Oct 12</b>	<b>Nov 12</b>	<b>Dec 12</b>	<b>Jan 13</b>	<b>Feb 12</b>	<b>Feb 13</b>
	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>	<b>Head</b>
Additional Professional & Technical	112	115	117	119	118	118	118	121	123	124	123	125	115	126
Additional Clinical Services	759	762	768	785	790	788	792	793	803	801	816	822	756	830
Admin & Clerical	822	799	796	797	801	800	800	798	798	794	797	798	802	803
Allied Health Professionals	194	192	193	193	190	187	185	185	190	190	192	192	194	189
Estates & Ancillary	274	275	275	276	276	278	279	280	287	289	288	285	276	280
Healthcare Scientists	67	66	65	63	64	65	66	66	66	64	64	66	66	65
Medical & Dental	375	383	384	383	381	396	387	394	394	397	396	396	384	397
Nursing & Midwifery (Registered)	1417	1402	1,394	1,395	1,395	1,395	1,395	1391	1,400	1422	1,424	1,425	1,415	1,419
<b>Trust</b>	<b>4020</b>	<b>3994</b>	<b>3992</b>	<b>4011</b>	<b>4015</b>	<b>4027</b>	<b>4022</b>	<b>4027</b>	<b>4061</b>	<b>4079</b>	<b>4,102</b>	<b>4,107</b>	<b>4,006</b>	<b>4,108</b>

Workforce Report for Trust Board as at end of February 2013



Workforce Report for Trust Board as at end of February 2013

WTE Staff in Post to Jan 2013 (including medical staff)



	Corporate Services	Estates & Facilities	Family & Support Services	Medicine	Surgery
2011-12	356.01	169.85	740.16	880.44	797.58
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-12	340.26	168.69	726.70	887.09	792.28
Sep-12	341.45	168.22	729.28	893.26	794.89
Oct-12	342.22	168.31	737.19	904.91	801.39
Nov-12	340.68	167.83	740.75	903.32	812.00
Dec-12	343.40	166.71	741.62	910.76	816.00

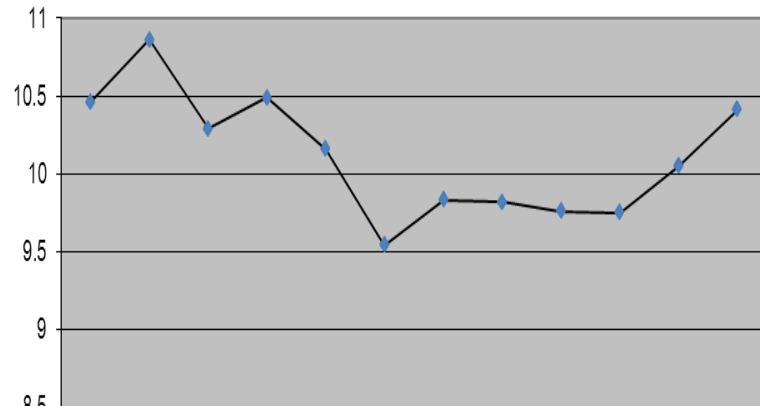
### 3. Overtime

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD Total	2011/12
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
<b>BASIC RATE</b>														
CLINICAL SUPPORT	34,335	22,069	26,034	31,285	35,299	35,328	45,175	45,740	38,446	57,654	38,131	-	<b>409,496</b>	280,758
CORPORATE	12,983	12,128	13,900	8,203	7,800	6,607	10,385	11,006	10,554	11,609	6,786	-	<b>111,961</b>	72,876
ESTATES AND FACILITIES	48,781	37,026	38,121	43,338	47,757	52,951	47,110	49,938	47,019	45,921	50,063	-	<b>508,026</b>	429,732
MEDICAL	127,187	80,184	79,298	114,333	82,506	87,875	110,819	89,632	89,142	87,363	73,805	-	<b>1,022,145</b>	997,600
PAEDIATRICS	16,775	14,511	12,830	18,790	20,739	26,226	1,667	13,413	15,476	15,409	10,450	-	<b>166,286</b>	230,123
SURGICAL	113,303	79,261	93,730	104,055	111,242	98,660	120,190	111,515	119,438	113,985	102,283	-	<b>1,167,662</b>	814,821
<b>SUB TOTAL</b>	<b>353,365</b>	<b>245,179</b>	<b>263,915</b>	<b>320,004</b>	<b>305,343</b>	<b>307,646</b>	<b>335,346</b>	<b>321,245</b>	<b>320,075</b>	<b>331,941</b>	<b>281,517</b>	-	<b>3,385,576</b>	<b>2,825,909</b>
													-	
<b>PREMIUM RATE</b>														
CLINICAL SUPPORT	18,812	13,574	9,645	14,916	12,805	14,464	15,486	18,084	22,158	25,382	14,289	-	<b>179,615</b>	145,341
CORPORATE	791	1,240	805	76	12	471	449	1,019	498	253	141	-	<b>5,754</b>	11,944
ESTATES AND FACILITIES	15,560	10,546	12,928	23,228	17,321	27,378	22,903	19,261	14,630	15,847	14,334	-	<b>193,935</b>	169,817
MEDICAL	27,570	14,086	18,569	16,376	20,468	20,754	36,302	22,489	22,916	26,024	31,167	-	<b>256,721</b>	102,173
PAEDIATRICS	127	176	253	334	1,273	852	205	430	673	412	298	-	<b>5,032</b>	7,005
SURGICAL	25,760	22,766	15,066	24,226	16,546	11,750	29,854	23,796	30,777	29,296	30,781	-	<b>260,619</b>	137,155
<b>SUB TOTAL</b>	<b>88,620</b>	<b>62,388</b>	<b>57,265</b>	<b>79,157</b>	<b>68,425</b>	<b>75,669</b>	<b>105,198</b>	<b>85,078</b>	<b>91,651</b>	<b>97,215</b>	<b>91,010</b>		<b>901,676</b>	<b>573,435</b>
													-	
<b>TOTAL</b>														
CLINICAL SUPPORT	53,148	35,643	35,679	46,201	48,104	49,792	60,661	63,824	60,604	83,036	52,420	-	<b>589,111</b>	426,099
CORPORATE	13,774	13,368	14,705	8,279	7,813	7,078	10,834	12,025	11,052	11,862	6,926	-	<b>117,716</b>	84,820
ESTATES AND FACILITIES	64,341	47,572	51,050	66,566	65,078	80,329	70,013	69,199	61,649	61,768	64,397	-	<b>701,961</b>	599,549
MEDICAL	154,757	94,270	97,867	130,709	102,974	108,629	147,121	112,121	112,058	113,387	104,972	-	<b>1,278,866</b>	1,099,773
PAEDIATRICS	16,902	14,687	13,083	19,124	22,012	27,078	1,871	13,842	16,149	15,821	10,747	-	<b>171,318</b>	237,128
SURGICAL	139,063	102,026	108,796	128,282	127,789	110,410	150,043	135,311	150,215	143,281	133,064	-	<b>1,428,280</b>	951,976
<b>TOTAL</b>	<b>441,985</b>	<b>307,567</b>	<b>321,180</b>	<b>399,161</b>	<b>373,768</b>	<b>383,316</b>	<b>440,544</b>	<b>406,323</b>	<b>411,726</b>	<b>429,156</b>	<b>372,527</b>	-	<b>4,287,252</b>	<b>3,399,345</b>



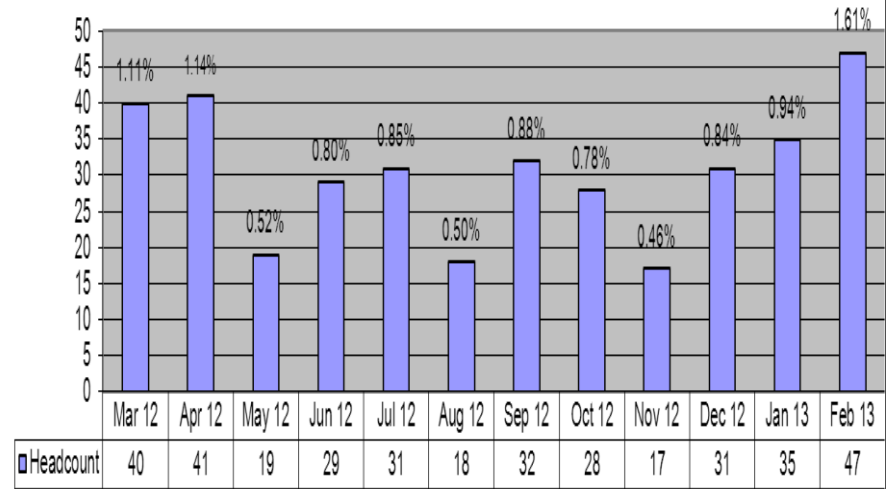
### 4. Turnover

Annualised Turnover (excluding medical staff)

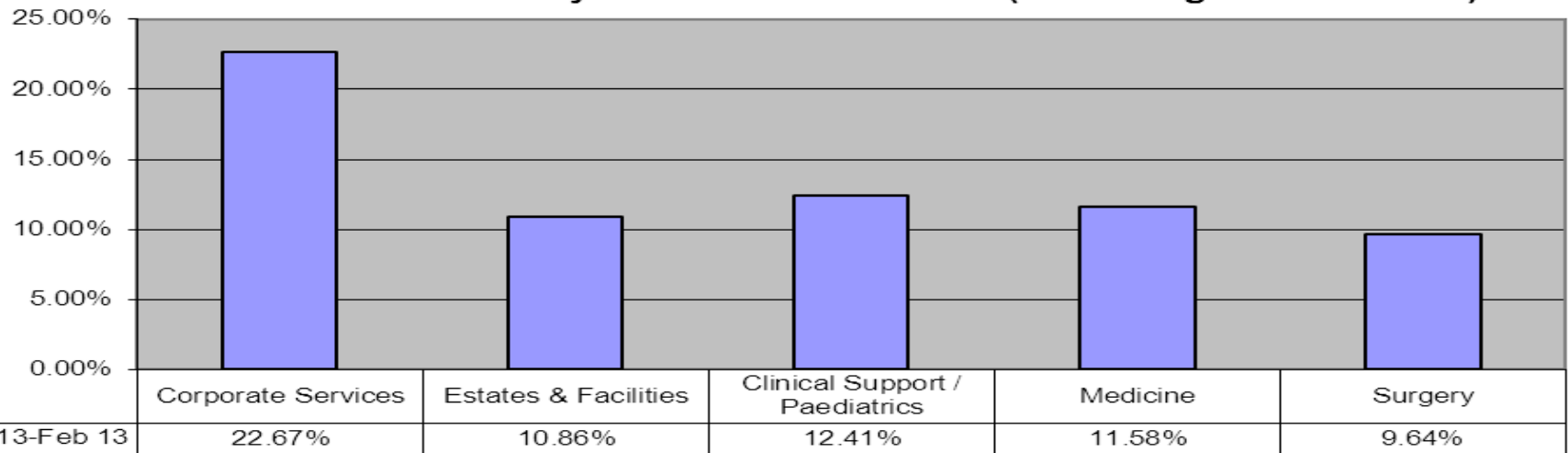


Headcount (%)	Apr11-Mar12	May11-Apr12	Jun11-May12	Jul11-Jun12	Aug11-Jul12	Sep11-Aug12	Oct11-Sep12	Nov11-Oct12	Dec11-Nov12	Jan12-Dec12	Feb12-Jan13	Mar12-Feb13
Headcount (%)	10.46	10.86	10.29	10.49	10.16	9.54	9.83	9.82	9.76	9.75	10.05	10.41

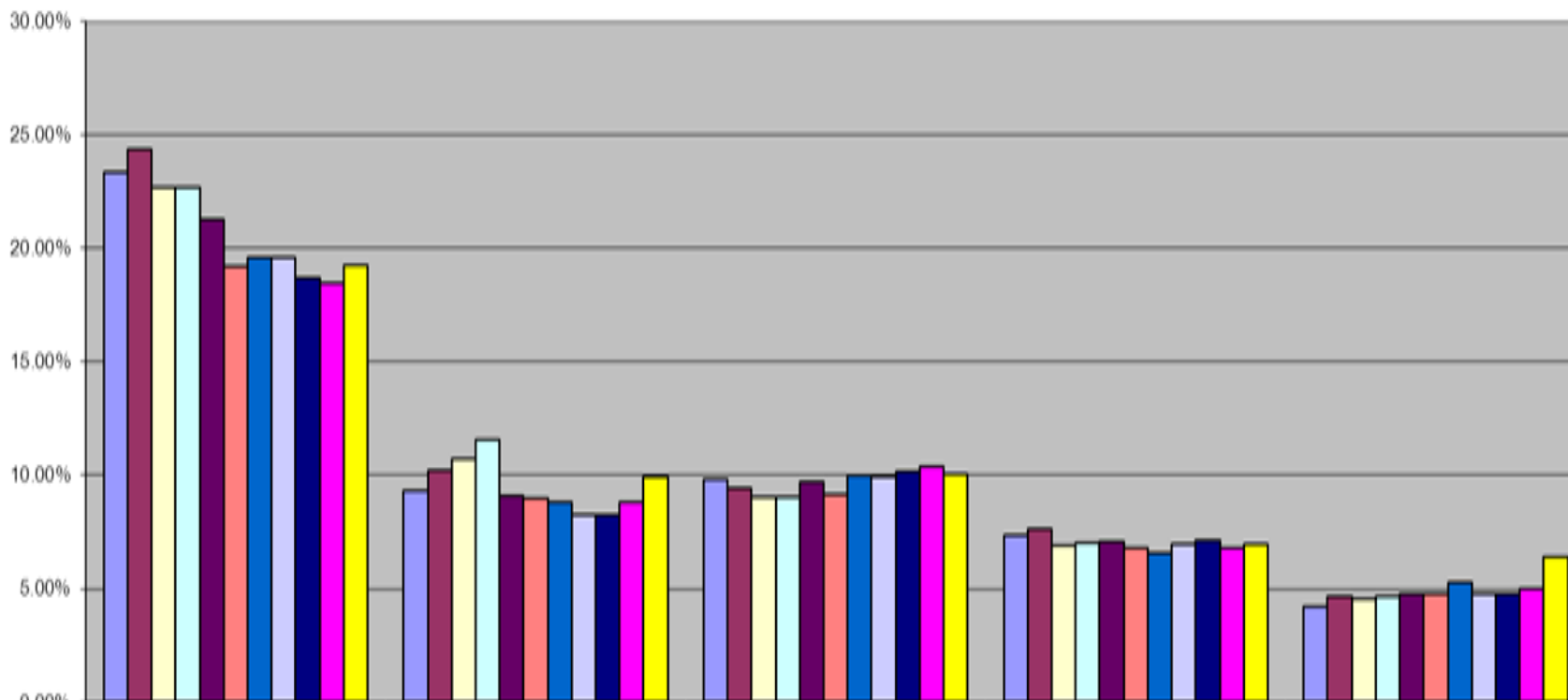
Leavers by Headcount (excluding medical staff)



Turnover by Headcount % Feb 13 (excluding medical staff)

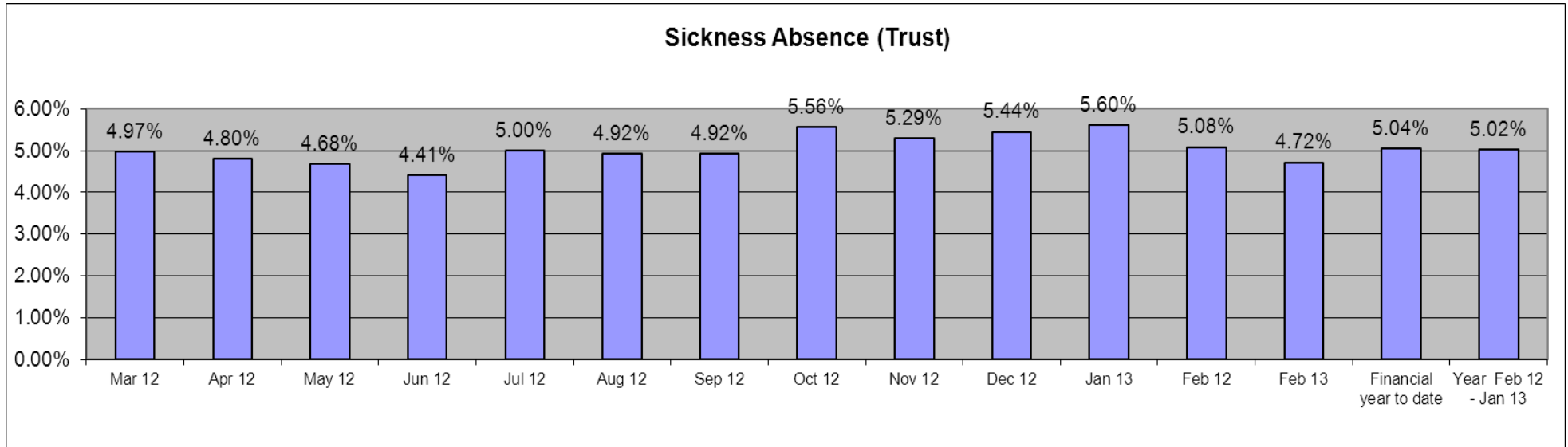


Turnover by Headcount % to Jan 2013 (excluding medical staff)



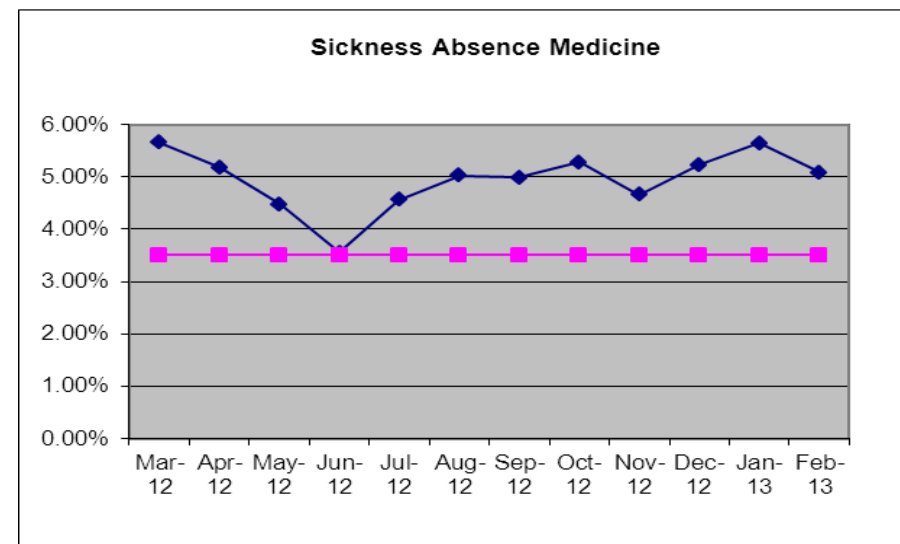
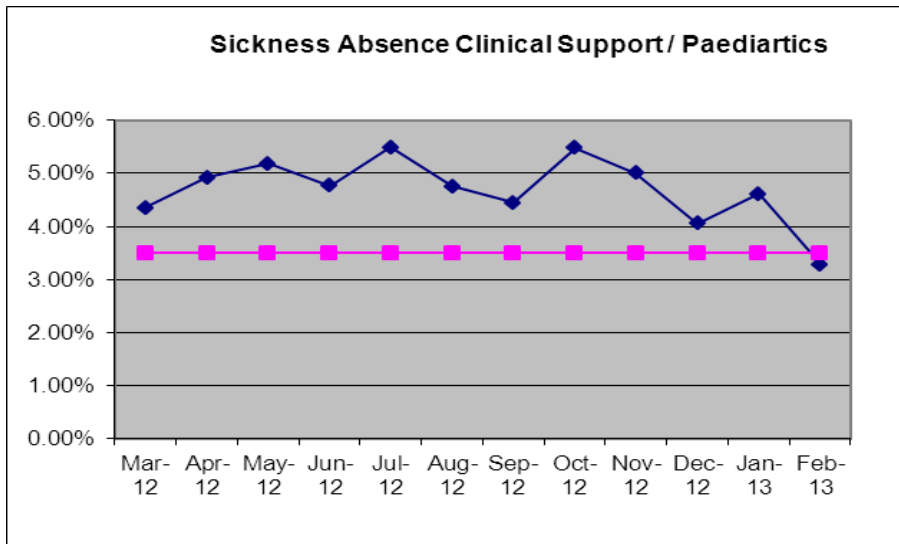
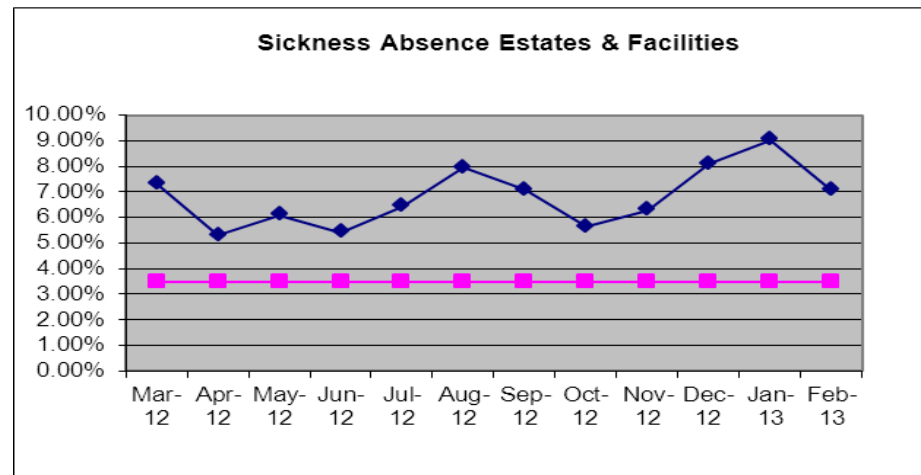
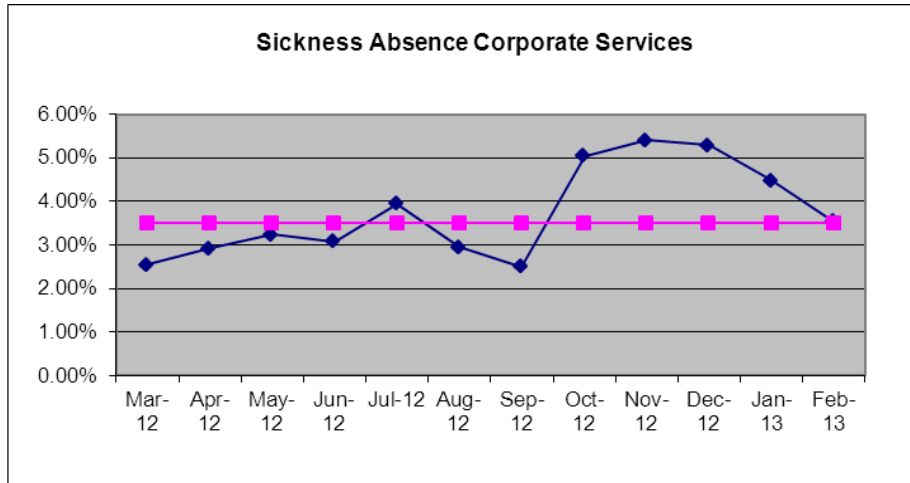
	Corporate Services	Estates & Facilities	Family & Support Services	Medicine	Surgery
■ Apr11-Mar12	23.35%	9.32%	9.81%	7.34%	4.20%
■ May11-Apr12	24.34%	10.21%	9.43%	7.63%	4.68%
□ Jun11-May12	22.69%	10.73%	9.04%	6.93%	4.56%
□ Jul11-Jun12	22.69%	11.54%	9.04%	7.03%	4.67%
■ Aug11-Jul12	21.26%	9.09%	9.69%	7.05%	4.79%
■ Sep11-Aug12	19.21%	8.97%	9.17%	6.80%	4.79%
■ Oct 11-Sep12	19.59%	8.84%	9.98%	6.55%	5.30%
□ Nov11-Oct 12	19.58%	8.25%	9.96%	6.99%	4.80%
■ Dec 11-Nov 12	18.67%	8.28%	10.16%	7.11%	4.78%
■ Jan 12-Dec 12	18.48%	8.79%	10.37%	6.78%	5.02%
■ Feb 12-Jan 13	19.24%	9.96%	10.07%	6.98%	6.40%

## 5. Sickness Absence

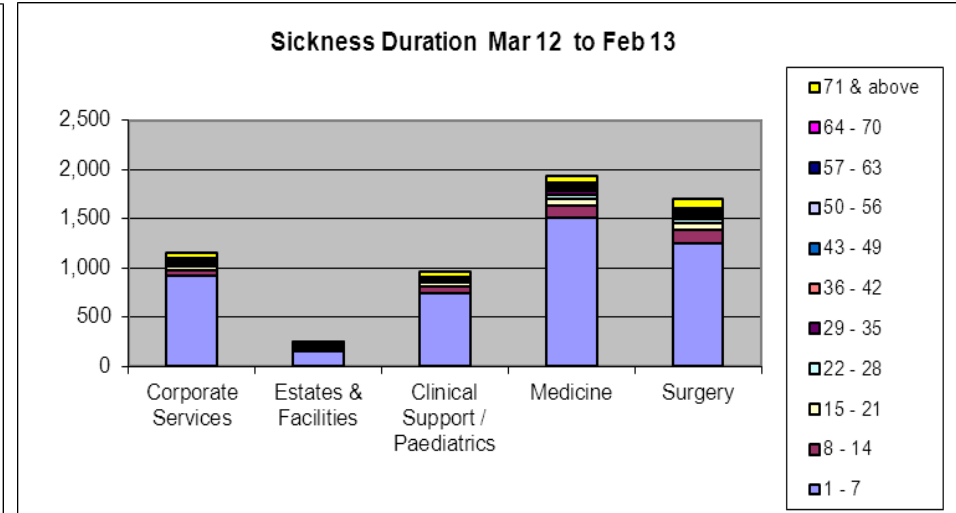
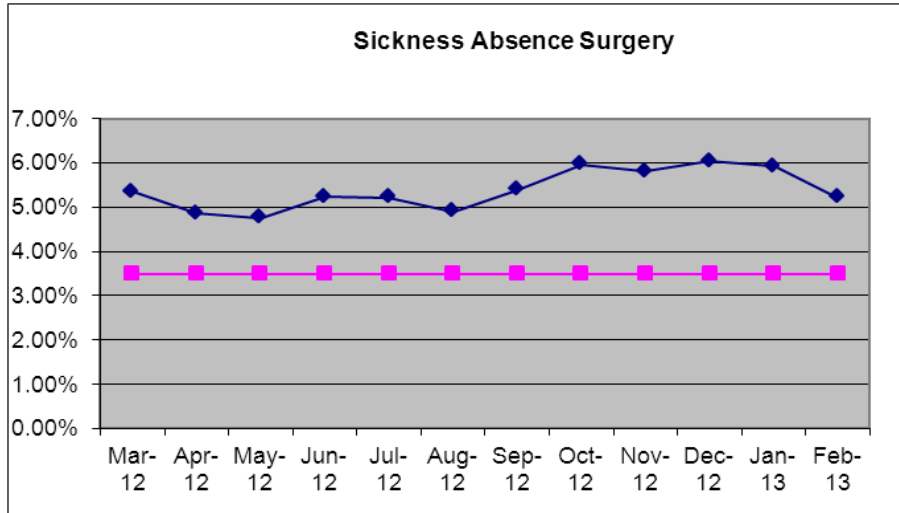


Division %	2011/12	Mar 12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 12	Feb 13	YTD
Corporate Services	2.69	2.54	2.92	3.23	3.07	3.94	2.95	2.50	5.05	5.40	5.28	4.47	1.83	3.54	3.86
Estates & Facilities	6.89	7.32	5.30	6.10	5.42	6.42	7.95	7.07	5.63	6.28	8.09	9.03	6.58	7.06	6.76
Clinical Support / Paediatrics	3.80	4.35	4.91	5.18	4.77	5.49	4.76	4.45	5.48	5.01	4.06	4.61	4.46	3.28	4.74
Medicine	5.72	5.66	5.18	4.48	3.56	4.56	5.03	4.99	5.27	4.66	5.23	5.64	5.76	5.09	4.89
Surgery	4.56	5.35	4.86	4.75	5.24	5.22	4.90	5.39	5.97	5.81	6.03	5.92	5.47	5.22	5.40
<b>Trust</b>	<b>4.62</b>	<b>4.97</b>	<b>4.80</b>	<b>4.68</b>	<b>4.41</b>	<b>5.00</b>	<b>4.92</b>	<b>4.92</b>	<b>5.56</b>	<b>5.29</b>	<b>5.44</b>	<b>5.60</b>	<b>5.08</b>	<b>4.72</b>	<b>5.04</b>

**Sickness Target Trackers 2012/13**



Workforce Report for Trust Board as at end of February 2013



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	-	-	-	1	1	1	-	-	
Targets set	3	9-	-	4	1	-	-	-	-	-	-	-	-	
First Written Absence Caution	10	16-	1	1	1	-	1	1	1	2	3	-	1	
Final Written Absence Caution	-	-	-	-	2	1	-	-	-	1	-	-	-	
Other action:	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>13</b>	<b>27</b>	<b>1</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>1</b>	

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	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## 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	1	-	1	4	1	-		14
First Written Warning		-	-	-	-	-	-	-	-	-	-	-	1		1
First Written Warning & transfer		-	-	-	-	-	-	-	-	-	-	-	-		-
Final Written Warning	4	2	-	1	-	-	-	-	-	-	-	-	-		1
Final Written Warning & transfer (as alternative to dismissal)		-	-	-	-	-	-	-	1	-	-	-	-		1
Final Written Warning & downgrading (as alternative to dismissal)		1	-	-	-	-	-	-	-	-	-	-	-		-
Final Written Warning & transfer & downgrading (as alternative to dismissal)	3	-	-	-	-	-	-	-	-	-	-	-	-		-
Dismissal	6	4	-	-	-	1	-	-	-	1	1	-	-		3
<b>Total</b>	<b>15</b>	<b>15</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>1</b>		<b>20</b>

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	-	-	-	-	-	-	1	-	-	1	1		32
Disciplinary decision overturned	-	1	-	-	-	-	-	-	-	-	-	-	-		-
<b>Total Disciplinary Appeals</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>		<b>3</b>

Grievance Outcomes	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	-	-	-		2
Resolved at Stage 1 (informally)	4	7	1	2	-	1	1	1	-	2	3	2	-		13
Resolved at Stage 2	5	6	2	-	-	-	1	-	1	4	-	-	-		8
Resolved at Stage 3	1	2	-	-	-	-	-	-	1	-	-	-	-		1
External mediation	1	-	-	-	-	-	1	-	-	-	-	-	-		1
<b>Total</b>	<b>13</b>	<b>19</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>0</b>		<b>25</b>

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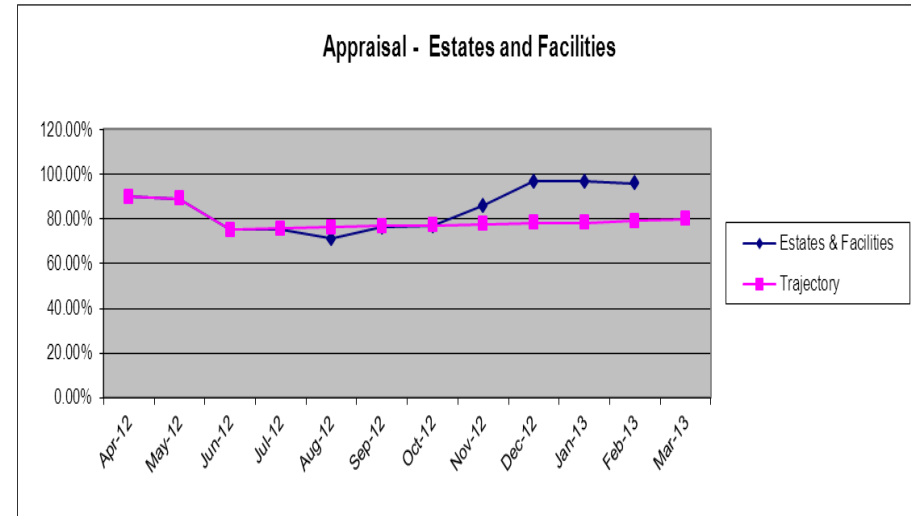
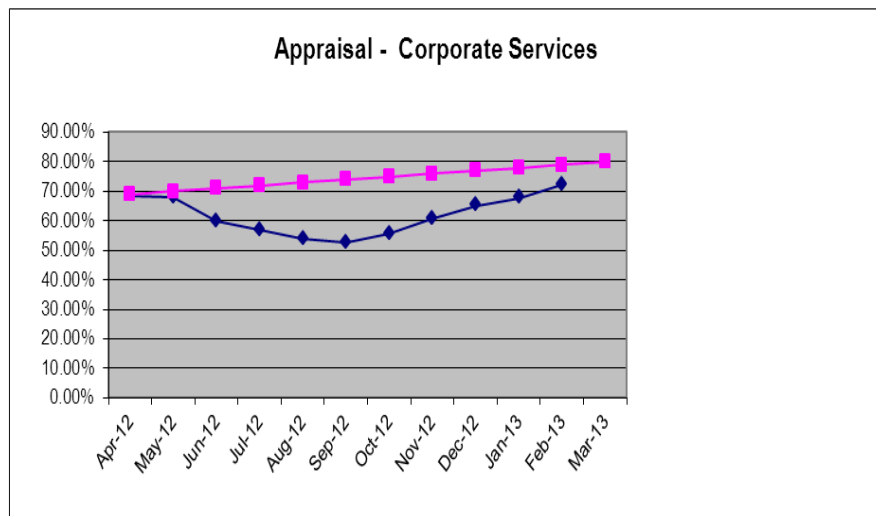
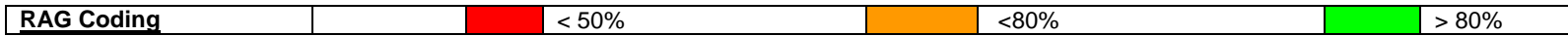
**7. Occupational Health**

Cumberland Infirmary	2010/11 (Aug 10 on)	2011/12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan13	Feb 13
Pre-Employment Acute Staff	250	244	21	42	39	21	50	31	25	34	51	32	31	28
Pre-Employment Non Acute Staff	22	29	-		-	5	-	-	-	1	-	1	-	0
Pre-Employment Placements	114	14	-	5	1	2	4	2	0	0	1	-	12	0
Managers Referral (brackets - stress related)	335 (28)	399 (28)	35 (6)	39 (3)	51 (4)	25 (1)	30 (0)	13 (1)	16 (1)	14 (7)	34 (5)	15 (2)	66 (0)	44 (1)
Self Referral (brackets - stress related)	289 (13)	217 (7)	17 (1)	14 (4)	13 (4)	14 (2)	11 (1)	21 (1)	26 (1)	26 (1)	11 (3)	8 (0)	13 (0)	12 (0)
Nurse Review Appointments	175	95	4	4	9	11	3	1	2	7	1	4	13	7
Other Routine Nursing Appointments	1869	2633	201	175	514	286	314	335	677	1690	444	264	305	300
Doctor's Appointments	169	368	50	21	36	25	49	39	50	47	57	26	43	53
<b>TOTAL</b>	<b>3223</b>	<b>3999</b>	<b>328</b>	<b>300</b>	<b>663</b>	<b>389</b>	<b>462</b>	<b>442</b>	<b>796</b>	<b>1819</b>	<b>599</b>	<b>350</b>	<b>483</b>	<b>444</b>
DNA	368	349	25	27	44	31	34	32	10	19	41	58	104	34

West Cumberland Hospital	2010/11 (Aug 10 on)	2011/12	Mar12	Apr 12	May 12	Jun 12	Jul 12	Aug 12	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13
Pre-Employment Acute Staff	115	172	8	24	14	10	10	21	19	16	16	11	16	15
Pre-Employment Non Acute Staff	5	0	-		-	-	-	-	-	-	-	-	-	-
Pre-Employment Placements	149	62	1	2	5	5	2	1	4	-	2	5	2	3
Managers Referral ( - stress related)	265 (23)	322 (25)	29 (3)	37 (1)	37 (1)	35 (1)	36 (2)	40 (0)	25 (1)	37 (1)	43 (2)	24 (0)	59 (0)	59 (2)
Self Referral (brackets - stress related)	425 (50)	596 (94)	60 (8)	39 (4)	34 (6)	34 (3)1	45 (3)2	50 (4)	26 (3)	44 (5)	40 (3)	26 (3)	61 (11)	34 (7)
Nurse Review Appointments	118	174	11	8	8	8	10	6	16	6	10	6	11	6
Other Routine Nursing Appointments	1148	1165	124	124	134	78	132	68	253	663	205	50	71	95
Doctor's Appointments	114	115	14	26	11	9	9	16	16	18	23	18	25	10
<b>TOTAL</b>	<b>2339</b>	<b>2606</b>	<b>247</b>	<b>260</b>	<b>243</b>	<b>179</b>	<b>246</b>	<b>202</b>	<b>359</b>	<b>784</b>	<b>339</b>	<b>140</b>	<b>245</b>	<b>222</b>
DNA	111	193	26	7	15	18	15	16	18	35	44	15	23	27

## 8. Appraisal

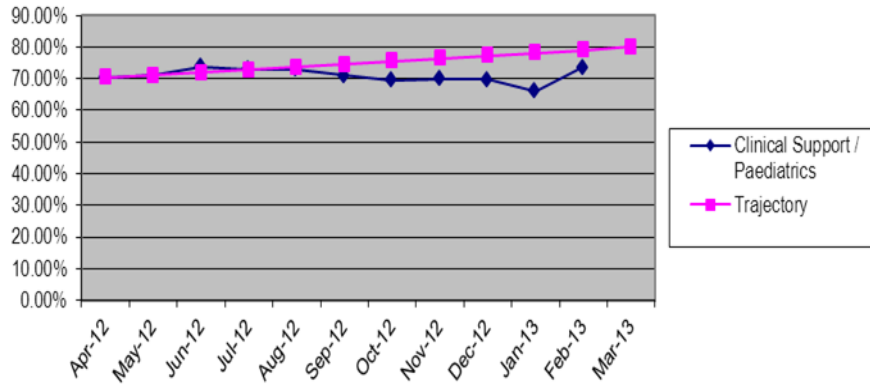
	May 11 to Apr12 %	Jun 11 to May 12 %	Jul 11 to Jun 12 %	Aug 11 to Jul 12 %	Sep 11 to Aug 12 %	Oct 11 to Sep 12 %	Nov 11 to Oct 12 %	Dec 11 to Nov 12 %	Jan 12 to Dec12 %	Feb 12 to Jan13 %	Mar12 to Feb 13 %	RAG
Corporate Services	68.60	67.80	59.84	56.85	53.84	52.60	55.42	60.61	65.10	67.77	72.24%	
Estates & Facilities	88.99	88.99	75.23	75.34	71.16	76.24	76.92	85.92	96.80	96.74	96.02%	
Family & Support Services (figures from Jan 13 are for Clinical Support & Paediatrics)	70.96	70.96	73.84	73.00	72.89	71.07	69.62	69.93	69.70	67.50	73.71%	
Medical	48.67	50.25	48.24	49.32	54.13	56.18	65.33	76.19	78.51	77.86	74.60%	
Surgical	50.25	48.77	51.00	51.92	46.55	45.99	54.25	56.49	61.20	62.74	65.65%	
Trust	60.57	60.49	59.21	58.98	58.36	57.67	62.19	67.18	70.11	70.63	72.74%	



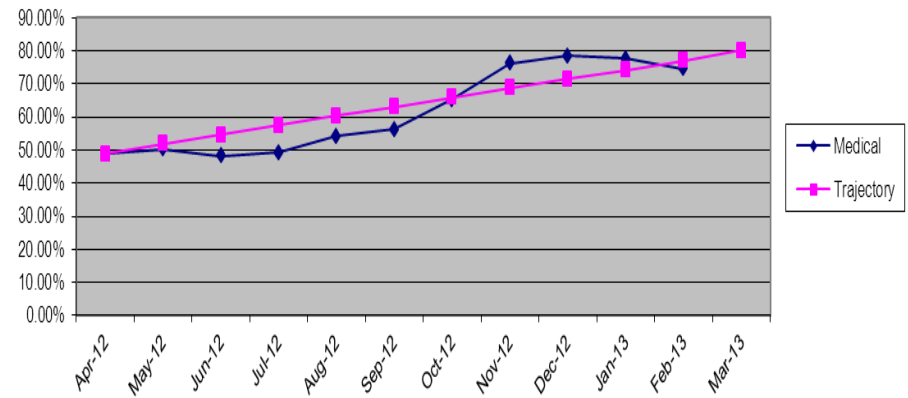


**Workforce Report for Trust Board as at end of February 2013**

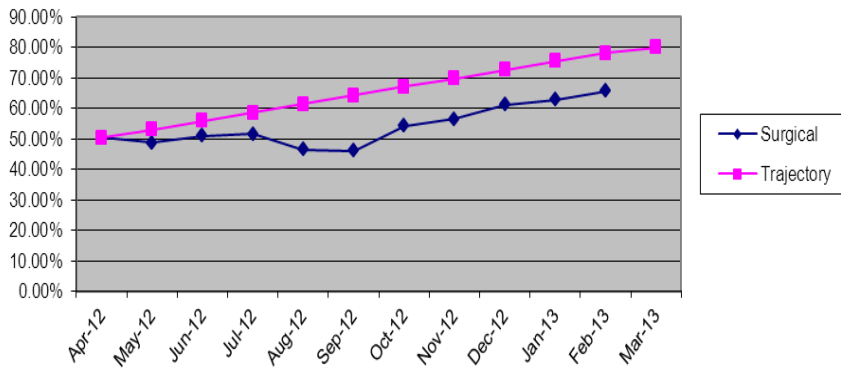
**Appraisal - Clinical Supprt / Paediatrics**



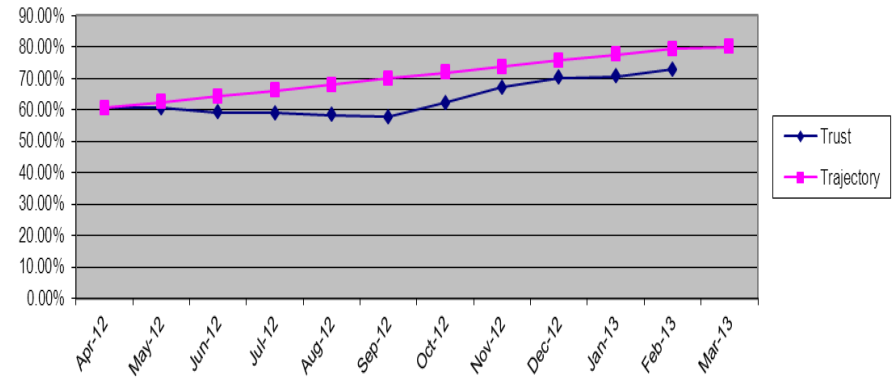
**Appraisal - Medical**



**Appraisal - Surgical**



**Appraisal - Trust**



## 9. Mandatory Training

Course	Trust %			Corporate Services %			Estates & Facilities %					
	Dec 12	Jan13	Feb13	Dec 12	Jan 12	Feb 13	Dec 12	Jan13	Feb13			
Core Mandatory Skills	56	60	66	59	64	83	81	88	92			
Equality & Diversity	52	51	54	52	53	78	92	93	99			
Fire Safety	71	74	77	74	77	86	88	94	96			
Information Governance	68	78	90	68	79	85	97	97	99			
Manual Handling e learning	45	49	53	47	52	70	81	83	94			
Course	Paediatrics %			Clinical Support %			Medical %			Surgical %		
	Dec 12	Jan13	Feb13	Dec 12	Jan13	Feb13	Dec 12	Jan13	Feb13	Dec 12	Jan13	Feb13
Core Mandatory Skills	57	60	64	51	57	66	62	63	66	47	51	56
Equality & Diversity	34	34	68	60	60	87	51	51	67	42	40	62
Fire Safety	66	66	70	74	78	83	69	72	74	66	70	72
Information Governance	59	70	86	72	82	96	67	74	87	61	76	89
Manual Handling e learning	37	37	40	47	50	54	45	49	51	37	39	43

<b>RAG Coding</b>		< 50%		<80%		> 80%
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*Contents of Core Mandatory Skills Programme				
Health and Safety:	Occupational Health:	Conflict resolution Level 1	Countering Fraud in the NHS	Medical devices awareness
Food safety awareness	Infection prevention/ control	Safeguarding Children Level 1	Safeguarding Adults	

## 10. Staff Experience

This action plan has been developed following the results of the 2011-2012 Staff Survey and is now being further updated to include the results of the latest survey published this month. The issues below in the key findings section have been raised as a concern by staff who completed the survey and actions have been identified to rectify these concerns to engage staff and improve their working lives with the Trust. These issues are still a cause for concern in the latest survey and will remain as part of the action plan.

Numbers 1 – 4 are the bottom ranking scores for this Trust in the 2011-2012 survey (Support from immediate managers, Percentage of staff reporting good communications between senior management and staff, Staff recommendation of the Trust as place to work or receive treatment, Fairness and effectiveness of incident reporting procedures).

	Key Findings from Staff Survey	Improved Outcome	Lead	Action	Progress	By When
1.	<b>KF 15: Support from immediate managers</b>	Management and supervision. Team based working. Being respected and valued at work. Staff motivation. Senior Manager improving the way we work.	DG M's and Executive Directors	Review of Ward Manager and Head of Service needs and develop an action plan.  Hold a development day for Business Managers, Heads of nursing and quality matrons to develop their needs and develop an action plan.	Staff Focus groups held to address  Development Day arranged for 6 <sup>th</sup> December.  More detailed and specific clinical business unit plans to be approved by divisional boards.  Divisional boards to update SMT by end January  Update to February Board Meeting	Nov 2012 <b>Achieved</b>  Nov 2012 <b>Achieved</b>  January 2013 <b>Achieved</b>  January 2013 <b>Achieved</b>  February 2013

Workforce Report for Trust Board as at end of February 2013

	Key Findings from Staff Survey	Improved Outcome	Lead	Action	Progress	By When
2.	<b>KF 30: Staff reporting good communication between senior management and staff</b>	Interim CEO programme of visits to wards/departments to be arranged.	Director of HR	Informal walkabouts have commenced. Structured programme of event to be coordinated.	Schedule produced to ensure wide coverage.	Nov 2012 <b>Achieved</b>
		General Managers/Executive Directors to spend one day per week at WCH. Priority to be given to face to face meetings.	Directors/DGMs	GM and ED to confirm commitment and action at SMT	Agreed at SMT and greater visibility at WCH	Oct 2012 <b>Achieved</b>
		Directors/Senior Managers patient safety walkabouts on a monthly basis and feedback to SMT and respond to clinical areas.	Directors/DGMs	Kath Livingstone, HRBP will contact Head of Corporate Affairs and PAs to agree dates	Formal director walkabouts commenced 7 <sup>th</sup> November.	Nov 2012 <b>Achieved</b>
3.	<b>KF 34: Staff recommendation of the trust as a place to work or receive treatment</b>	Promote safety and quality priorities as core business.	DGMs/Directors	Consult on priorities. Agree and launch	Consultation in all areas took place.	Oct 2012 <b>Achieved</b>
		Launch a corporate system to better understand our mortality and reduce harm	Medical Director	Review started. Over 900 case notes reviewed. Board development session held in October. Clinical Policy Group to agree action Plan	Review of nearly 1200 case notes completed and CPG approved action plan on 16 <sup>th</sup> November.	July 2012 <b>Achieved</b>
		Launch Patient safety and quality days – CIC in June 2013, WCH in July 2013	DON, DGM and Head of Governance	Decide on teams and book in December	Agreed	March 2013
4.	<b>KF22: Fairness and effectiveness of incident reporting procedures</b>	Weekly review meeting with ward sisters, governance facilitators and heads of nursing.	DON, DGM and Head Of Governance	Systems to be established.	The Medical division have a weekly meeting with ward sisters and head of nursing. Surgical and family services division have similar	Oct 2012 <b>Achieved</b>

Workforce Report for Trust Board as at end of February 2013

	Key Findings from Staff Survey	Improved Outcome	Lead	Action	Progress	By When
					meetings but in a different format linking in with existing governance risk meetings.	
		Ward sisters to confirm how they provide feedback to ward staff. Major themes to be reported to SMT	Heads of nursing/ward sisters.	Systems to be established.	As above, further assurance will be provided through weekly SMT patient safety walk rounds reports.	31.10.12 Directors to attend the ward meetings to gain assurance

## 11. Consultant Job Planning

In 2003 the Department of Health introduced a new contract and terms and conditions for Consultants and subsequently for Associate Specialists and Specialty Doctors in 2008. A key component of that new contract was the formalisation of the process around consultant job plans. In January the Board discussed the key principles of our approach to job planning and approved our intention to produce a meaningful job plan for every consultant by 30<sup>th</sup> June 2013. Following discussions with the clinical business units the completion date has been revised to July.

Since last month the Senior Management Team has discussed the process in more detail. Each Clinical Business Unit now has a firm timetable for completion of the job planning exercise for each of their consultants by each specialty. Preliminary meetings have also taken place with the Director of Clinical Transformation and each Clinical Business Unit senior team to plan how the job planning process will be completed and what key priorities need to be reflected in the new job plans. Job plans are prospective and therefore create an opportunity to improve service provision moving forward. Clinical Business Units are examining activity and plans for where they want to be in the coming years. Effective job planning will allow changes to be made to how our clinical services are provided and to align organisational objectives with departmental goals. This is an opportunity to make improvements to key operational issues including on call provision, cross site cover and medical education and training. The Joint Local Negotiating Committee (the group that represents doctors) has approved our approach to job planning and has agreed a set of guidelines that will govern the process.

This year's job planning cycle will be formally launched in March and each Clinical Business Unit will be holding meetings to which all consultants are invited to outline the agreed approach that will be taken. The table below summarises the timetable that each clinical business unit has developed for the completion of the job plans this year.

<b>Business Unit</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Total</b>
<b>Emergency Care &amp; Medicine</b>	Planning	20%	40%	40%	100%
<b>Emergency Surgical &amp; Elective Care</b>	Preparation	25%	35%	40%	100%
<b>Clinical Support &amp; Cancer Services</b>	Planning	25%	35%	40%	100%
<b>Paediatric Business Unit</b>	Planning	20%	40%	40%	100%