

People Academy: 24th November 2021

Agenda Item: PA.11.21.10

Introduction

The last Workforce report was presented to People Academy in July 2021. This report picks up key workforce themes and trends since then and is presented in the format previously used to report to Workforce Committee.

This report will continue to be presented to People Academy on a quarterly basis as agreed at the July meeting.

Data as at 31.10.21

	DIVISION						
	Unplanned Care	Planned Care	Pharmacy	Corporate Services	Estates & Facilities	Research	Whole Trust
Staff in Post (Headcount)	2,509	2,459	139	630	549	186	6472
Staff in Post (FTE)	2,235.91	2,149.19	121.20	584.24	443.83	162.61	5,697.00
Establishment	2,597.22	2,496.83	138.74	608.58	580.47	220.78	6,642.62
Agency Usage (FTE)	33.39	30.53	1.79	13.03	42.65	0	121.39
Bank Usage (FTE)	207.63	117.57	0	78.12	41.77	0.46	445.55
Turnover	11.36%	12.41%	13.93%	12.15%	8.28%	5.56%	11.55%
Monthly Sickness %**	7.09%	7.32%	11.72%	3.59%	10.41%	4.43%	7.10%
YTD Sickness %**	6.43%	6.69%	10.14%	3.79%	9.09%	2.39%	6.44%

	STAFF GROUP								
	Add Prof Scientific & Technic	Additional Clinical Services	Admin & Clerical	Allied Health Professionals	Estates and Ancillary	Healthcare Scientists	Medical & Dental	Nursing & Midwifery Registered	Whole Trust
Staff in Post (Headcount)	165	1,098	1,513	429	515	98	883	1,771	6472
Staff in Post (FTE)	135.09	965.16	1,335.64	374.98	404.81	89.19	832.87	1,559.26	5,697.00
Establishment	114.42	1,208.14	1,546.62	421.77	586.74	119.01	800.31	1,845.61	6,642.62
Agency Usage (FTE)	1.79	0.53	11.51	11.64	42.65	1.53	6.84	44.90	121.39
Bank Usage (FTE)	0	233.45	0	0	42.20	0	40.97	128.93	445.55
Turnover	17.89%	14.59%	10.73%	14.30%	7.30%	6.22%	3.96%	12.21%	11.55%
Monthly Sickness %**	5.45%	12.09%	5.49%	5.70%	11.25%	1.34%	1.98%	7.79%	7.10%
YTD Sickness %**	4.97%	10.66%	5.71%	4.70%	10.06%	2.50%	1.76%	6.76%	6.44%

* ODPs/Theatre Nurses are split out into the relevant staff groups for the staff in post figures but not for the Establishment figures.

** The above Sickness figures are an indicative figure as at the end of June 2021.

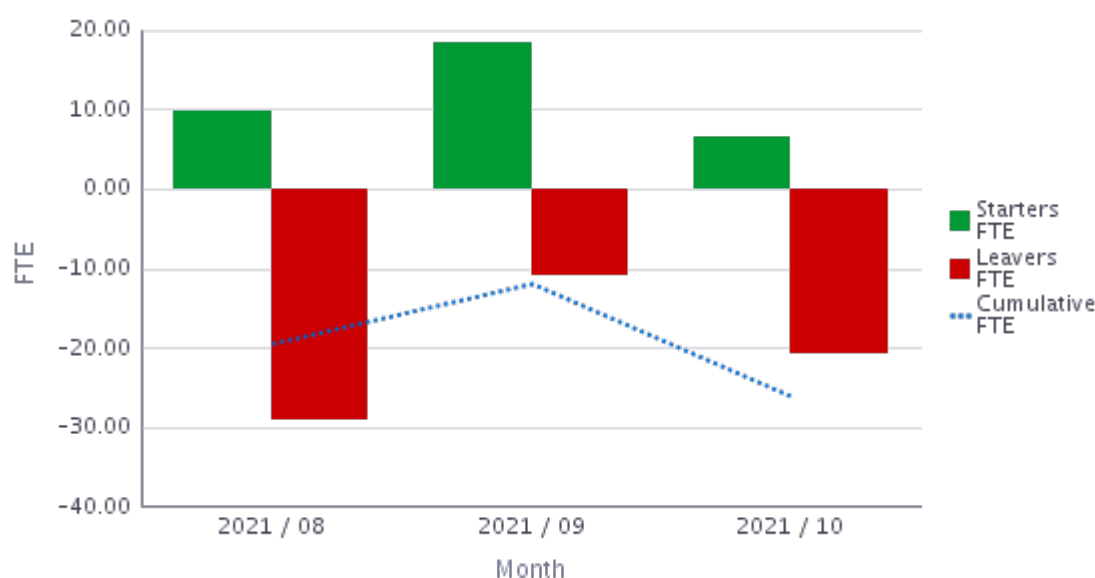
*** Includes usage for centralised budget code for Covid-19.

Establishment, agency and bank usage data supplied by Finance.

Please note: The Establishment figures for Research staff are counted within the overall Research Division, however where staff are line managed in Clinical Divisions the rest of the figures include them under the relevant Division. Therefore there is a mismatch between the Establishment data and the rest of the data for Research staff only.

Staff in Post

Since the last report staff in post FTE has increased from 5,689.66 in June 2021 to 5,697.00 in October 2021 representing an overall increase across all staff groups of 7.34 FTE. There have been small increases in the Medical & Dental Staff Group, this is due to there being vacancies in the run up to August rotation which have now been filled. Increases have also been seen in the Additional Clinical Services staff group which is in part due to overseas nurses being employed as Senior HCAs whilst waiting for their NMC Registrations. The largest reduction in FTE over the last two months was in the Admin & Clerical (19.52 FTE) Staff Group followed by the Nursing & Midwifery Registered staff group (7.79 FTE).



The table above shows the position with respect to qualified nursing / midwifery starters and leavers which demonstrates the position over the last three months. The cumulative position for the 3 months is -26.15 FTE with 34.73 FTE registered nurses / midwives joining the Trust and 60.88 FTE leaving. Please note that the above table only counts starters as those Registered Nurses / Midwives commencing in a Registered role from the first day of employment. Where newly qualified and overseas nurses have been recruited these are usually as HCAs until their NMC registration comes through; these therefore are not counted on ESR as starters under the Nursing & Midwifery Registered Staff Group.

Agency and Bank Usage

Over the last three months the use of our temporary workforce has remained fairly static with only minor fluctuations between the deployment of agency and bank use.

Healthcare Assistants (HCAs) agency use has ceased, unless in exceptional patient safety circumstances. Internal bank fill rates are showing on average a 68% fill rate. This has dropped slightly due to the increase in the number of shift requests we have received.

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Due to Covid-19 there is a continued need to use agency in the Administrative & Clerical group due to additional resources being deployed in the Trust during the pandemic, and also due a continued security requirement to cover the door security. The Windows 10 rollout was also an additional piece of work which required the deployment of specialist contractors.

Agency use across the Medical & Dental and Allied Health professional staff groups has remained relatively static in the reporting period. There has been a slight increase in the use of bank doctors as we increased the internal bank rates to help fill the increased demand, particularly in AED.

In the previous report the average weekly use of agency shifts was 607. By the end of June this had dropped to an average of 452.5.

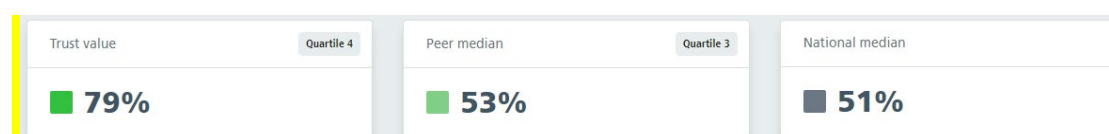
Agency monitoring controls through the Flexible Workforce Department is continuing to show positive control on the use of agency staffing, however the ability to consistently fill shifts under the agency cap remains challenging, particularly for medical agency locums and qualified nurses.

The following benchmarking data is taken from NHS Improvements Model Hospital resource from June 2021 (these are the most up to date figures published on Model Hospital).

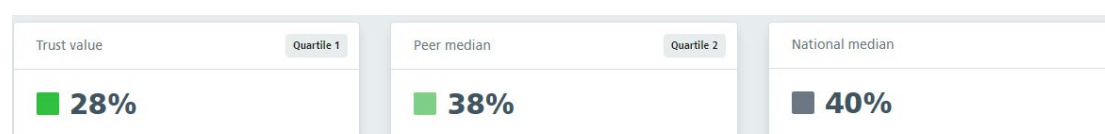
In June 2021 the average cost per agency shift for BTHFT was £272 compared to the national median of £566 and the peer median (Yorks & Humber) of £583. BTHFT remains low in comparison.



Due to the successful work done in trying to reduce our agency rates, we are compliant in achieving the NHS Improvements capped rates in 79% of our shifts. This is significantly above the national rate of 51% and peer medians of 53%.



Another comparison we can see on Model Hospital is how we have used our temporary staff in core hours rather than out of hours which attracts premium rates. 28% of our shifts covered by temporary staff are in premium hours compared to 40% from our peers and 38% nationally.



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On another positive note two audits were carried out by Audit Yorkshire. One was “Attendance Controls for Locum Doctors” and the second “Temporary Workforce - Bank Staff”. These were to give assurance that the Flexible Workforce Department are following the correct procedures and policies and all relevant controls are in place around the booking and payments of our temporary workforce. Both achieved significant assurance.

Turnover

Turnover has seen a increase to 11.55% in October 2021 from 10.01% in June 2021. Turnover has increased slightly in all staff groups except Healthcare Scientists which has shown a slight decrease over the period. Turnover has risen steadily over the recent months and is now at a level not seen since June 2018.

Recruitment and Retention Update

There has been a drive to recruit Band 6 Midwives which has been ongoing for some time and there are currently 10.35 WTE vacancies but only three WTE have been appointed. In order to improve the attractiveness of these posts they have diversified their adverts and are now advertising posts for particular specialist areas such as “Midwife with Special Interest in Infant Feeding”. This appears to have had a positive impact on the number of views the adverts were attracting.

International recruitment for midwives is currently under consideration in line with the national approach on this.

Trainee Health Care Assistants / Health Care Assistants

Regular recruitment has taken place over the last 12 months and has resulted in 66 Health Care Assistants and Trainee Health Care Assistants being recruited.

Recruitment has become increasingly more challenging in recent weeks with typically high numbers of applicants, but the numbers attending for their interviews has been disappointing. Alternative approaches are being considered.

We currently have a further 140 interviews booked and an advert is currently open for applications on NHS Jobs.

We continue to work closely with the Education Department to produce a development plan to take employees from Trainee Health Care Assistant to Band 5 Staff Nurse. This has been shared with NHS England and will be shared with NHS Futures as an excellent example of development.

Nursing and Midwifery

A recent advert to recruit Trainee Nursing Associates realised 86 applications; of these 26 were shortlisted but we were only able to offer two applicants the opportunity to train with the University of Bradford. The reason for this was applicants being unable to meet the shortlisting criteria and poor interview techniques.

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We have discussed this with the Education Department and are currently looking at how we could support our existing staff to gain better application and interview techniques.

A further advert for Trainee Nursing Associates will be posted in December for applicants to start training in April 2022 with the University of Bolton.

We have also recently advertised for candidates for the Registered Nurse Degree Apprenticeship. The advert realised 84 applications and we are currently interviewing 15 candidates with the Bradford Open University with a view to hopefully recruiting them all.

We have also appointed 13 candidates for the Registered Nursing Associate top up with Bradford Open University.

The areas that held high numbers of Staff Nurse vacancies were Theatres, Renal, Stroke and Respiratory and the Trust secured funding to appoint 50 overseas nurses to these via the Global Learners Programme. At the time of writing this report, 33 overseas nurses are already working for the Trust; 14 of these have now passed their OSCE and gained NMC registration. We are expecting a further three to arrive in December. We have changed the recruitment provider for overseas nurses and we are now working with Yeovil District Hospital to complete the recruitment of the final 14 overseas nurses. We are also in the process of submitting a request for funding of a further 50 overseas nurses.

A recent Safer Staffing review has resulted in agreed changes in establishments for nursing and health care assistant posts; 55 additional substantive healthcare assistant posts were approved from 1 October with an additional 14 registered nurse posts.

Long Covid Recruitment

This is a joint venture as part of the Act as One project. The Trust recently hosted adverts to recruit to a team who will be picking up referrals for patients suffering from Long Covid to assist with their rehabilitation. A number of the roles were successfully recruited to Occupational Therapist, Physiotherapists, Specialist Physiotherapists x 2, Clinical Lead for Speech and Language Therapy, Assistant Psychologist, Specialist Mental Health Nurse, Assistant Practitioner and Rehabilitation Therapy Assistants x 2. Unfortunately suitable candidates for the posts of Clinical Leads for Fatigue Management and Breathing Pattern Disorder were not identified. The Trust is processing the required pre-employment checks for six of these posts.

Kickstart Programme

The Kickstart programme is an initiative backed by the Department of Work and Pensions to promote young people between the ages of 16 and 24 into work, where they might otherwise become long-term unemployed. The successful candidates will work 25 hours per week on a placement of six months duration. The Trust will support them gaining important employability skills but they will be paid by the Department of Work and Pensions, and hopefully at the end of the six month placements they will be in a position to gain paid employment either with the Trust or elsewhere. The Trust has offered eight posts in total and an event is being held on 17th November to introduce the young people to the Trust and hold interviews to identify and make offers to successful candidates.

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Consultant Recruitment

Consultant recruitment has continued throughout the last 19 months with 31 AAC panels being held between 1st April 2020 until present, successfully appointing 38 individuals. 30 of those appointed have already commenced in post and eight have yet to confirm a start date due to pre-employment checks.

Current Status of Consultant Interviews:

Specialty	New/Replacement Post	WTE
Recruitment Approval Process		
Emergency Medicine	Replacement	1
Palliative Medicine - Fixed Term 3 years -	New Post	1
Stroke Medicine	Replacement	1
Advertising Stage		
Renal Medicine	New Post	1
Rehab Medicine	New Post	1
Histopathology	Replacement	1
Hepatology	Replacement	1
Medical Oncology	New Post	2
Interview stage		
Diabetes and Endocrinology	New Post	2
Ophthalmology	Replacement	1
Obstetrics & Gynaecology (High risk in pregnancy)	New Post	2
Anaesthetics - Vascular	New Post	1
Closed Vacancies - No suitable Candidates		
Dermatology	Replacement	1
Radiology - Vascular & Interventional	Replacement	1
Haematology	Replacement	1
Obstetrics & Gynaecology (Bereavement)	New Post	2

Haematology and Community Paediatrics are hard to recruit specialties and have both been advertised on multiple occasions without any success.

Medical Oncology and Histopathology are also known to be hard-to-fill specialties. Both specialties have had agency locums in post who have successfully moved into locally appointed Locum Consultant posts. Neither candidate holds specialist registration with the GMC which would be required in order for them to be considered for a substantive appointment.

Interventional Radiology is currently reviewing CVs from agencies after a number of unsuccessful attempts to recruit to this post via NHS Jobs.

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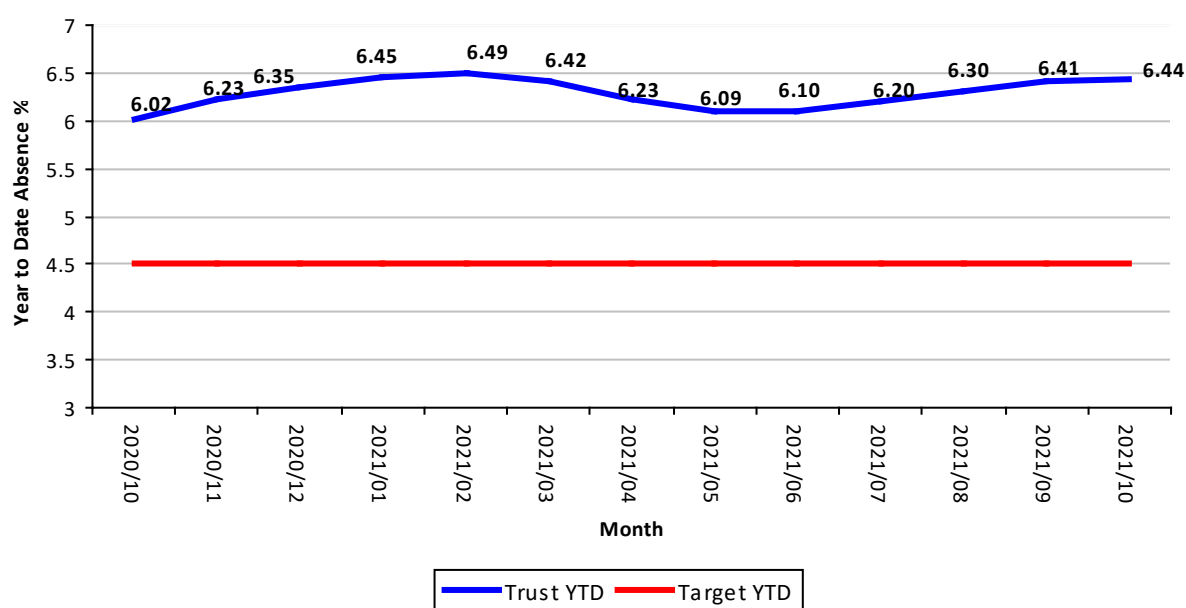
Junior Doctor Recruitment

122 Foundation Doctors and Internal Medicine Trainees are ready to move into their next placement on 1st December 2021. The majority of these doctors joined us in August but will have a further period of local induction as they change specialties.

As before, there are minimal vacancies across junior doctor rotas though there are gaps due to the number of trainees who have opted to work part-time. Over recent months additional Post Foundation Fellows have been appointed to take the cohort up to 16 (of 20 approved posts). These doctors have been invaluable in covering gaps across junior rotas. Plans are already in progress to recruit the 2022 / 2023 cohort with information sessions scheduled for later in November.

Sickness Absence

Absence Timeline – Year to Date Absence % Rate – Table 1



The year to date absence percentage rate in October 2021 is 6.1044%. The absence rate has showed a steady increase since June 2021. At this time last year the year to date absence rate was 6.02%. The graph above also shows Year to Date sickness absence (%) against target up to October 2021.

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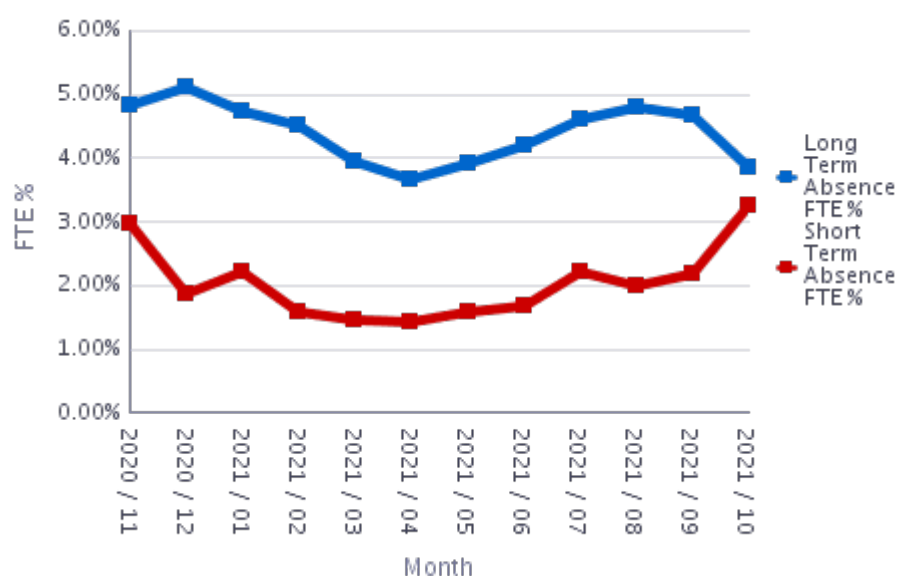
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Top 5 Absence Reasons by FTE Lost – Table 2

Absence Reason	%
S10 Anxiety/stress/depression/other psychiatric illnesses	24.9
S27 Infectious Diseases	19.2
S98 Other known causes – not elsewhere classified*	11.0
S12 Other musculoskeletal problems	8.3
S25 Gastrointestinal problems	5.7

Anxiety / stress / depression are the most common reasons for absence. This is followed by Infectious Diseases which includes Covid related sickness.

Absence Long Term / Short Term – Table 3

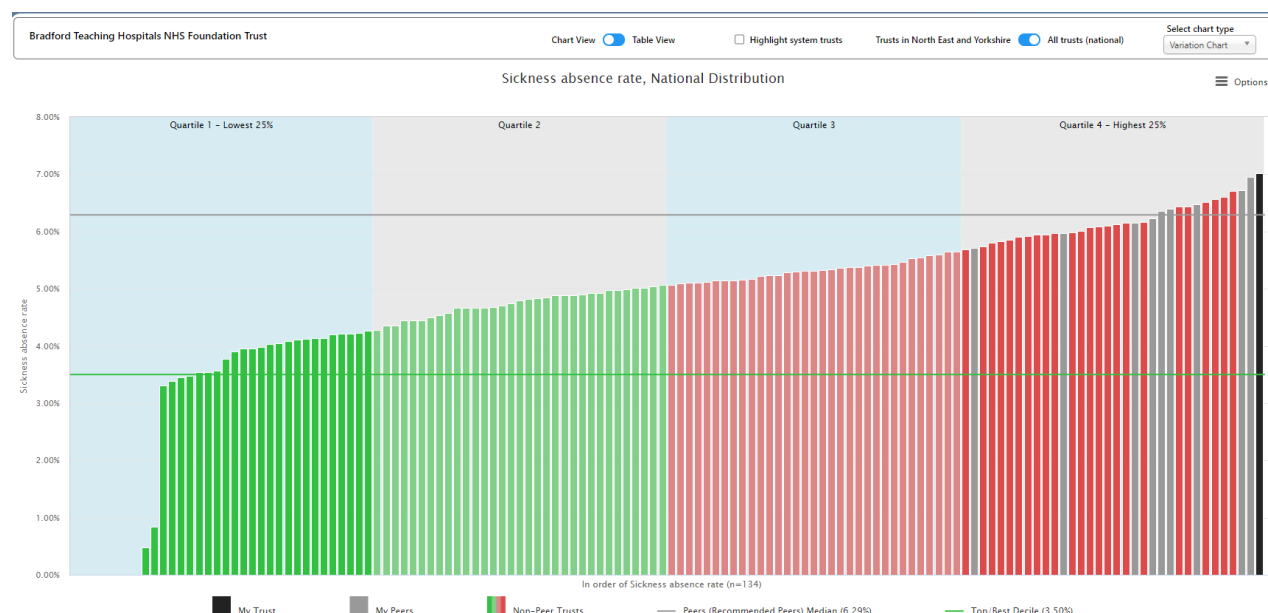


This table shows the long-term and short-term sickness trend. Long-term sickness increased through July and August but has started to reduce from September. Short-term has remained relatively stable from July to September but is showing a significant increase in October.

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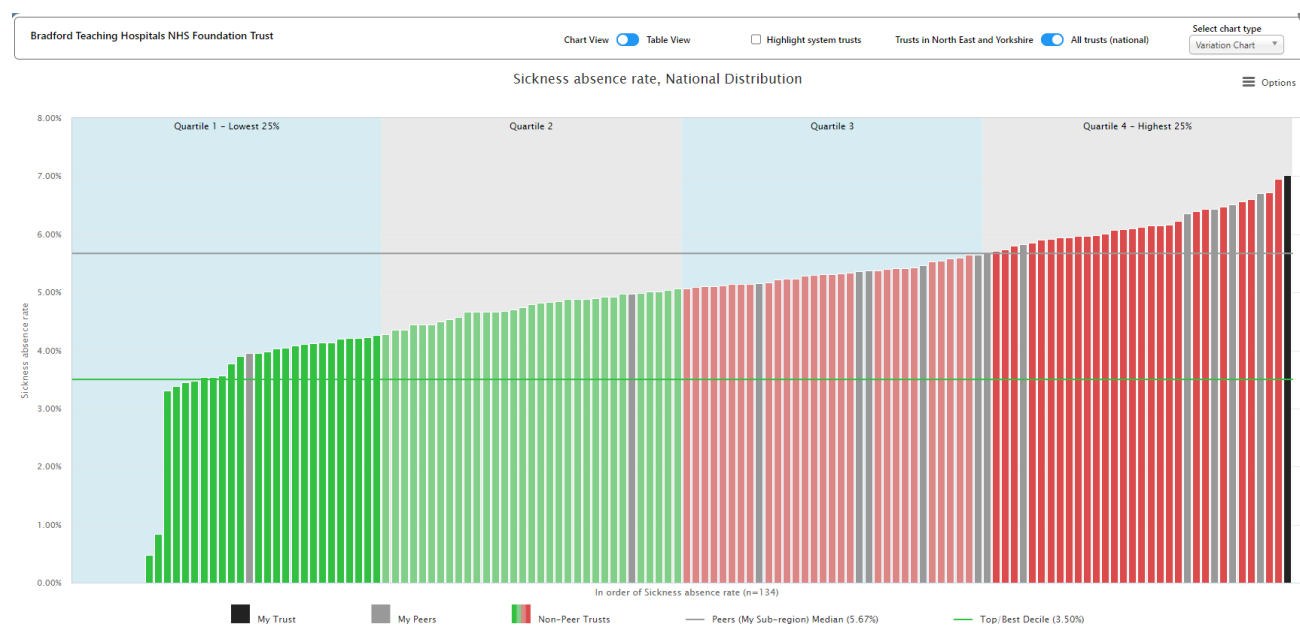
Absence Benchmarking – Model Hospital



The above chart shows sickness benchmarking compared to NHSI Recommended peers for the month of August 2021 which is the latest available data. These peers are the 10 Trusts with the most similar attributes and context selected by Model Hospital. BTHFT is in the 4th quartile with all peers in the 4th quartile. In terms of local comparators the latest data available for Bradford District Care Trust is June 2021, at which point their Sickness Absence rate was 6.6% against our absence rate 6.1%. We have seen higher levels of sickness absence amongst our workforce and this has been mirrored by Bradford District Care NHS Foundation Trust due to the similarities in the makeup of our workforce and demographic of our staff. Sickness absence management training has resumed this month but we continue to see high levels of Employee Relations cases which impact on the resources available to focus management time on supporting staff who are off sick from work. Long-term sickness absence is reducing as shown above although short-term sickness rates have increased. Work is ongoing to continue to support staff off sick from work.

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The above chart shows sickness benchmarking compared to other Acute Trusts within Yorks & Humber for the month of August 2021 which is the latest available data. BTHFT is in the 4th quartile with all peers having a lower sickness rate.

Organisational Development (OD) update

Thrive

The OD team worked with EDI, HR and Executive Team colleagues to launch the new Thrive intranet platform in October 2021 via a series of 'pop-up' events across all BTHFT sites.

We received an incredible response to the roadshow, where we handed out 100s of goody bags containing Thrive merchandise. In the first week the intranet page had over 1,300 page views with over 300 new users logging onto the intranet on a mobile device. Further pop-ups have taken place since with Estates and Facilities, Women's Services, and Theatres and further events are planned to take place for Anti-Bullying Week (November 2021) and the BTHFT December celebrations week.

Thrive is not just a website – it is a culture that we want to grow at BTHFT. It will support us on our journey as an organisation to become an outstanding place to work, one we are proud to be part of, and enable all our staff to Thrive both in and outside of work. At the pop-up events we ask colleagues what would help them to Thrive at work, and the OD team are now developing a programme of initiatives that will help to keep the Thrive momentum going and embed it as our 'employee brand' across the Trust.

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Civility

An action plan has been developed that underpins the Trust's approach to embedding civility in the workplace. A Project Board has been established with the first meeting being held in November 2021. The Project Board will review progress so far and help define key priorities for civility moving forward.

Leadership and Management Development

Two new leadership pathways have been launched:

- 'Aspiring Leaders', launched on 1st September 2021. This pathway is for those looking to upskill in their current non-leadership role or planning a move into a leadership role.
- 'Progressing Leaders' launched on 1st October 2021. This pathway is for experienced leaders and managers to enhance and build upon their skills with a view to greater strategic leadership understanding.

So far 201 colleagues are enrolled on all four pathways. (Aspiring Leaders – 71, Developing Leaders – 76, Progressing Leaders – 48, Advancing Leaders – 6).

The next leadership pathway, 'Advancing Leaders' will be launched in April 2022. This pathway will be aimed at very senior leaders to enhance and develop authentic leadership of self, teams and organisation; building strategic knowledge and skills.

REACT – A System Concept

REACT Mental Health Conversation Training was designed by Professor Neil Greenberg of March on Stress with the aim of equipping managers with the knowledge and skills to be able to have a compassionate and supportive conversation with staff around their mental health. It primarily focusses on listening skills and open questions to encourage interaction, and then to take any information shared and to check risk against a very simple risk spectrum to ascertain if there is a need for and to what level support may be appropriate.

The OD Team at BTHFT have three trained facilitators of REACT and have worked in conjunction with colleagues from the Staff Support & Therapy service at Bradford District Care Trust (BDCT) to create an aligned presentation and delivery format to be delivered to staff across both organisations. The OD team are engaging with BTHFT Psychologists to ensure the package is fit for purpose, with an aspiration to have them support signposting, but also to provide supervision as well as those who become trained.

The first session is being run in December, with one session planned every month. REACT is a standalone development module which is also embedded into our 'Progressing Leaders' pathway within our Leadership Development offer; using this as a vehicle it will reach more managers and staff. In the future we will also be growing our offer to include system colleagues; this will increase the audience to a far greater degree, in turn producing more managers who can support their staff to find resources and support for their unique requirements.

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NHS Staff Survey 2021

The NHS Staff Survey commenced on 22nd September and as of 15th November we currently have a 42% response rate and remain optimistic on achieving our target to improve on last year's response rate (44%).

The OD team have been incredibly proactive trying to encourage staff to make their voice count, holding 'pop-up' events across the Trust where we have spoken with staff encouraging them to participate in the survey, answering questions specifically around the confidentiality of the survey, and listening to feedback.

The team have also been working closely with some of the lowest responding areas of the 2020 survey - Estates and Facilities and Women's Services - helping increase their participation in the survey. Both areas have already surpassed their 2020 response rates.

A weekly update on response rates is also shared with all general managers and Executive sponsors and targets are set for services to reach. These are rewarded with wellbeing hampers for staff on reaching the target.

The survey will close on 26th November with high level results expected late December / early January. The OD team will report on these in due course and are planning ways to keep the survey a live and relevant topic throughout the year so staff can see how their feedback is informing future priorities.

Staff Engagers

The OD team have recruited 13 'Staff Engagers' from different departments across the Trust including Facilities, ENT, HR, Ward 17, 20 and 30 / 32. These engagement champions will help us to create localised engagement projects, reach traditionally hard-to-reach teams and promote existing OD initiatives such as NHS Staff Survey, People Pulse Survey, Wellbeing conversations and Thrive.

They will be the voice of staff in the service they represent and will share staff feedback from that area. They will share learning and best practice, while encouraging and empowering colleagues to make improvements to their services.

An intranet page and marketing materials are currently being designed and there will be a Staff Engagers launch event in December 2021.

Equality, Diversity & Inclusion Update

In October 2021 People Academy received the revised actions plans for WRES and WDES, including an action plan developed in response to the Trust's Gender Pay Gap findings.

All three action plans have been developed in conjunction with a range of staff and colleagues from across the Trust. There has been particular focus on the areas where we need to make improvement in terms of WRES and WDES. All action plans have been developed in partnership with relevant heads of department and members of our staff equality networks ensuring all timescales and responsibilities are clear.

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The plans have been streamlined and are now focussed on smart achievable outcomes and those areas required to be looked at as indicated by the data analysis undertaken. They have also been aligned to the People Plan to ensure there is focus on raising the profile of equality, diversity, inclusion and specific focus on disability equality and the belonging agenda.

Focus groups have taken place with a range of staff from across the organisation in the formulation of the Gender Equality Action Plan. In relation to the Gender Action Plan feedback from the focus groups held has been taken on board, with the following key areas to take forward in improving gender equality across the Trust:

- Increasing engagement with aspiring female colleagues in senior management roles.
- The under-representation of men at all levels in the organisation and challenging the more traditional female stereotype roles.
- Work-life balance and creating a culture of flexible working.

Work is ongoing focussing on staff engagement and staff networks' involvement and looking at what can be improved in the recruitment and selection processes. We are also working to equip managers with the information and tools they need to ensure they are having meaningful, compassionate and inclusive conversations with staff, and work continues in conjunction with the staff networks.

The staff networks are being reviewed and refreshed and work continues in this area to ensure the networks are thriving and aligned to the national ambition. The refreshed staff networks will be launched in the New Year.

Pay Award 2021/2022

The pay award for substantive NHS staff employed under the remit of the NHS Pay Review Body has been agreed as **3 percent** applicable from 1st April 2021. The award applies to staff on Agenda for Change (AFC) pay scales and Doctors and Dentists, with the exception of those on multi-year pay deals.

The increase was applied to **September** salaries, with backdated arrears from 1st April 2021.

The GMB union are currently balloting their members in relation to potential industrial action in relation to the pay award. The Trust only has a small number of GMB members. Other unions, including Unison and the Royal College of Nursing are also undertaking indicative ballots of their members in relation to potential action.

Pensions

The Coronavirus Act and the end of temporary suspensions for retire and return

To increase available health and social care workforce from 25th March 2020, the UK Government's emergency legislation temporarily suspended some of the regulations governing the administration of NHS pensions, including the temporary suspension of:

- the 16-hour rule
- abatement for special class status holders in the 1995 Section
- draw down abatement in the 2008 Section and 2015 Scheme.

The measures predominantly affected members of the 1995 Section, although some members in the 2008 and 2015 schemes may have been affected by draw down abatement. These temporary suspensions will end on 24th March 2022.

Recommendation

The People Academy is asked to note the contents of this report.

Glossary - Appendix 1

Indicator	Description	Source
Staff in post WTE	The number of whole time equivalent staff in post at that point in time.	HR Department via ESR (Electronic staff record).
Mandatory Training	The proportion of staff who have undertaken the statutory and mandatory training for the rolling year. The threshold is now 100%.	HR Department – via ESR
Appraisals	The proportion of staff who have undertaken an annual appraisal. The threshold is equal to or greater than 75% of staff.	HR Department – via ESR
Sickness	The proportion of staff that are absent due to sickness. The threshold is less than or equal to 4.50%.	HR Department – via ESR
Friends and Family Test	% of patients who complete a friends and family questionnaire following an inpatient admission.	Picker Services
Staff Group	Staff are coded to one of a national set of Staff Groups as follows: Add Prof Scientific and Technic – Pharmacists, Psychologists, Counsellors, Chaplains Additional Clinical Services – All clinical staff who don't need to be Professionally registered i.e. Bands 1-4 Administrative and Clerical – All Admin staff inc Managers who aren't Clinical Allied Health Professionals – OT, Physio, Dieticians, Radiographers Estates and Ancillary – Estates Officers, Porters, Cleaners, Catering Healthcare Scientists – Audiologists, Clinical Scientists, Physiologists Medical and Dental – All Medical & Dental Staff Nursing and Midwifery Registered – All Registered Nurses and Midwives.	HR Department – via ESR
Workforce Planning	NQB (2013) <i>How to ensure the right people, with the right skills, are in the right place at the right time – A guide to nursing, midwifery and care staffing capacity and capability.</i> https://www.england.nhs.uk/wp-content/uploads/2013/11/nqb-how-to-guid.pdf	NHS England